

ARNOVA's Catalogue of Current Research
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Recession, Renewal, Revolution? Nonprofit and Voluntary Action in an Age of Turbulence
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The 2014 Catalogue of Research includes authors and abstract summaries from ARNOVA's 42nd Annual Conference RECESSION, RENEWAL, REVOLUTION? NONPROFIT AND VOLUNTARY ACTION IN AN AGE OF TURBULENCE.

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.

Shariq Siddiqui
Executive Director

Isn't there an App for that? A Case for Developing NME Education Programs that Move beyond 'Solutionism'

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This paper provides a critical perspective on managerialism in the third sector, particularly as it relates to the curriculum of our education programs. Utilizing a database of course offerings in third sector education programs around the world, the author will analyze the extent to which current approaches embrace managerial 'solutionism,' an approach towards problem solving coined by Evgeny Morozov. Drawing on post-modern understandings, the paper suggests a reconsideration of graduate education for future leaders in the sector, balancing packaged applications for managerial efficiency with frameworks that reflect the political and moral values of the communities our students will ultimately serve.

Pinches of Practice: How Frontline Staff Experience and Resolve Conflicting Accountability Expectations in Nonprofits

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This paper reports the results of a pilot study that investigated the types of accountability conflicts frontline staff faced in two nonprofits and how they reconciled these conflicts. Research on nonprofit accountability has neglected the work of frontline staff, despite literature across a range of disciplines suggesting that we cannot fully understand organizational accountability without examining the work of frontline staff. While the findings reaffirm the current understanding that nonprofits operate in a complex accountability environment, they show how these expectations permeate the organizational boundary to different degrees and how this shapes the work frontline staff do with clients/constituents.

NGO Networks and the Diffusion of NGO Managerialism in Latin America

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This paper examines the spread of NGO managerial practices through national and transnational umbrella organizations/networks in Latin America. Through the diffusion of managerialism, umbrella organizations/networks are making significant contributions to the development of NGO sectors in various contexts. The paper examines how managerialism is operationalized, diffused, and adapted across national and transnational NGO umbrella organizations/networks through content and discourse analysis of organizational texts. From a critical perspective, the paper observes how diffusion through umbrella organizations/networks makes significant contributions to the development of NGO sectors in Latin America and its implications.

The Determinants of Information Disclosure by Foundations in China

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Building an accountable and transparent philanthropic sector has become a pressing issue for Chinese policy makers and the foundations themselves. The purpose of this paper is to identify factors that influence foundations' information disclosure by adopting a modified framework built by Saxton and Guo (2011). By using a dataset containing 3079 foundations' information, we analyze the influence of 8 variables on foundation's transparency. We expect to find that institutional factors are significant determinants of Chinese foundations' information disclosure. We hope to contribute generalized knowledge for the public and lawmakers to create the right mechanisms to induce accountable behaviors of foundations.

***Understanding Premature Exits in a Constituency
Organized Nonprofit Board***

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Seeking to discover the cause(s) for the premature exits of board members, the authors accepted the task of working with a neighborhood Family Center. Of particular interest was the possible impact of the constituency groups which comprised the board membership: representatives of the predominantly African-American, low socio-economic neighborhood being served; members of a predominantly white, upper middle-class church who provided \$1.5 million to build the center; and the community-at-large. Analyzing qualitative data gathered via interviews of current and past board members, external and internal factors were identified as contributors to poor board member retention.

***An Analysis of the Relation between Nonprofit
Organizations' Income Structure and Disclosures***

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The purpose of this study is to examine the relation between nonprofit organizations' income structure and disclosures in Japan. According to the framework of the decision usefulness theory, the more the relevant information is disclosed, the more stakeholders such as donors get involved in nonprofits' activities. Firstly, we discuss the changes of the social and economic circumstances surrounding the nonprofits, and secondly we empirically examine the hypothesis of the decision usefulness theory in using the data of Japan.

***Online Disclosure of Information by Nonprofits: Adoption
of External Standards to Increase Transparency and
Accountability***

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Web disclosure is in an innovative approach aimed at improving transparency and accountability in the nonprofit sector. Web disclosure involves the voluntary discourse of key financial and performance information on an organization's public website. Although researchers and practitioners agree on the main indicators of financial disclosure, there is less agreement on the indicators of non-financial performance disclosure. In this study, we seek to develop a unified web performance disclosure (WPD) model. The WPD will be used to examine the adoption of WPD among a stratified random sample of 653 NPOs in the Northeast, United States.

***Beyond Accountability Struggles: Challenges and Lessons
Learned from 152 Transnational NGOs leaders***

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I examine the accountability challenges and failures discussed by 152 leaders of U.S. registered transnational NGOs. I find that the responsibility for these accountability struggles is to be mainly shared among leaders who fail to systematically implement accountability, stakeholders who do not allocate resources to the general accountability process, and scholars who fail to provide practical tools to be used by TNGOs. I propose a framework-- the accountability puzzle as a communication tool between stakeholders and the leaders of these organizations which offers a targeted understanding of accountability and adapted solutions for each organization's operational context.

*Examining the Gap between what Nonprofit Executives
Want from Their Boards and What They Get*

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Using survey data from a random sample of 260 nonprofit Executive Directors across the U.S, this paper examines the following questions: What types of involvement do executives want from their board members? To what extent do executives receive their preferred level of support from board members on various activities? What factors account for the gap between executives' preferred levels of board involvement and actual involvement? T-tests are used to determine the difference between executives' preferred versus actual level of board involvement on ten activities, and multivariate regression analysis is used to identify the factors that explain these gaps.

*Signaling Organizational Efficiency Through Web
Disclosure: A Signaling Theory Approach*

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Web disclosure involves the voluntary disclosure of key financial and performance information on an organization's public website and is increasingly the standard through which organizations achieve transparency and accountability. Web disclosure research has implicitly referred to signals such as efficiency, effectiveness, credibility, and accountability without applying signaling theory. This research proposes an incentive-signaling model of web disclosure to better explain differential web disclosure practices. We then test the theory using regression analysis of Charity Navigator's financial and web disclosure information for a group of nonprofit organizations.

*Managing Multiple Organizational Identities: Upward
Accountability, Powerless Stakeholders and Mission
Achievement*

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In this paper we build on stakeholder theory and theories of multiple organizational identities to analyze the organizational implications of the tension between upward accountability to powerful providers of resources and accountability towards powerless beneficiaries. We argue that this tension in accountability requirements is associated with a possible tension between organizational identities and we clarify why nonprofit organizations need to actively manage their organizational identities. We discuss how identity conflicts can be avoided and how organizations may even benefit from the tension between the demands of powerful providers of resources and the moral obligations towards beneficiaries.

*Online Disclosures by Nonprofits: Does Domestic
Regulatory Structure Matter?*

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Why and where are nonprofits more likely to disclose accountability information on their websites? We explain NGOs' propensity for information disclosure on their websites in terms of the effects of national regulatory climates on competition among NGOs. Our intuition is that nonprofits/NGOs will disclose more when they compete with other nonprofits in markets for donor funds in pluralist countries as opposed to corporatist ones. We test this in 32 OECD countries using an Accountability Index and a National NGO Regulation Index and controls for the sector of activity, the presence of watchdog organizations, NGOs' financial make-up, and internal governance structures.

SROI Analysis: Merits, Limitations and "Realistic Excellence"

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This paper focuses on the interest representation of trade associations in China. Based on findings from interviews and archival studies of 33 trade associations in Beijing, the author argues that Danwei (or Work Unit) has a more profound effect than government on the interest representation of trade associations. Corporations transferred from Danwei control the governance of trade associations. Compared to western countries, the formation of organized interests in China is not based on class or status group, but influenced by institution and administrative power.

Trade Associations in China: An Interest Intermediation Perspective

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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.

Adapting Existing Best Practices to Small Nonprofits

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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

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Although the large majority of nonprofits in the United States are small in size, these nonprofits have not received much attention from either the scholarly or popular literature. Most best practice models are derived from studies of large, well-known nonprofits. These models then presume that their findings are easily transferable to smaller organizations. To examine if these best practices are applicable to small nonprofits, the author used a survey of 150 and interviews of 25 small organizations. The findings from the survey and interviews were then compared to existing models, in order to better customizing best practices to small nonprofits.

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

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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.

Relationships, Resources and the Legitimacy of NGOs: Reflexive, Coercive, and Normative Isomorphism in Shaping NGO Self-regulation

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The paper adds rigor to prevailing views on NGO self-regulation through relying on Neo-Institutional theory and empirically testing the application of normative, reflexive and coercive isomorphism to self-regulation. The paper provides an in-depth study of a changing NGO sector, that of Lebanon and holds implications for other Arab nations, particularly for those settings in which NGO networks and interactions are held up as potential mechanisms to strengthen the NGO sector's capacity, to build private philanthropy, to shape more favorable policy environments toward NGOs, or to legitimize the NGO space.

Socioeconomic Hybrid Organizations: Challenges of Governance and Accountability

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This paper conceptualizes the governance challenges faced by “socioeconomic hybrid” organizations. We define such organizations as those that exist to achieve a social mission through the use of market mechanisms. They are a contentious category in organizational theorizing because they straddle the well-established categories of for-profit and non-profit organizations. Our paper will develop three primary sets of arguments: 1) socioeconomic hybrids are a growing organizational form with pronounced organizational challenges; 2) the primary risks to hybridity differ across types of hybrid organizations; and, 3) governing boards serve as a crucial locus for maintaining hybridity by reconciling competing objectives and logics.

***Charity Watchdogs: Improving Disaster Relief Efforts by
Increasing Nonprofit Accountability***

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Nonprofit organizations are uniquely positioned to solicit and manage the outpouring of donations that follow disasters. However, nonprofit organizations need to be held accountable in order to build trust for future efforts and to encourage on-the-ground coordination. This research examines the money raised and spent for Haiti earthquake relief efforts by 60 U.S. based nonprofit organizations and the rating of each organization by Charity Navigator, Wise Giving Alliance, and Charity Watch. Interviews with charity rating officials and nonprofit organization leaders provide additional perspective on the roles and barriers of external accountability methods during and following relief efforts.

***Governing Boards and Organizational Environments:
Growing Complexities, Shifting Boundaries***

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Early research on nonprofit governance focused on boards as boundary spanners between nonprofits and their environment where boundary spanning was conceived primarily as linking nonprofits to resource environments. Newer research on boards and shifts in the environment itself, however, require us today to recognize a more complex and varied role of the board in boundary spanning, especially regarding institutional environments. The paper addresses these shifts in areas such as expanded demands for accountability and interorganizational governance structures that encompass multiple organizations. The paper draws on a varied set of data and types of nonprofits to illustrate and develop these points.

***Self-Assessment of Nonprofit Organization Board
Performance: Issues and Impacts from a Large Scale
Longitudinal International Research Investigation***

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This paper reports on the effectiveness of nonprofit organization boards of directors as reported by the first 1000 users of an online board performance self-assessment tool. The data come from 102 nonprofits in North America, Australia, and Europe that self-selected into the study. The paper describes the types of governance issues identified by respondents, the effectiveness of board decision-making concerning those issues, and changes governance practices within a year after completing the self-assessment. Results of tests of hypotheses that seek to explain why boards adopted the application and made changes in governance practices following its use are reported.

***Nonprofit Board Members Engagement in Strategic
Thinking: Framing, Envisioning, Performance, and Risk***

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Board member's engagement in strategic decision-making is widely recognized as important and instrumental to organizational performance. The field is only modestly clear on how board members engage and the frames they use to understand strategic issues. This paper will develop a conceptual model to identify key factors that support individual engagement and consider the elements of strategic decision-making that are likely to inform the process.

Nonprofit Boards: A Stakeholder Perspective

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Effective nonprofit board collaboration requires cooperation among its members. Based on stakeholder and board governance literature, a four-quadrant grid for classifying nonprofit board relationships is proposed. This typology suggests that relationships between external board members and nonprofit leadership can be classified based on four normative governance processes— partnership (both sides working together), supporters club (both sides aligned to provide a united front to external audiences), political (each side representing specific interests), or monitoring (external board members focused on compliance). Depending on which frames of governance the board favors, the relationships can be categorized as either: antagonists, agents, allies or activists.

Strategic Responses of Nonprofit Organizations towards Performance Measurement Obligations

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Nonprofit organizations (NPO) are increasingly obliged to demonstrate performance in terms of efficiency and effectiveness. Although we have an extensive body of literature addressing performance measurement (PM) in NPO in general, little attention is paid to options NPO have for reacting to institutional pressure to implement PM systems. We want to narrow this gap by analysing which PM obligations are encountered by Austrian NPO and how they react to them. In order to get an in-depth insight a case study approach was chosen. For classifying the reactions we build on Oliver's framework of strategic responses to institutional pressures.

Improving Nonprofit Board Governance: Participation & Performance

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Nonprofit boards have fiduciary and statutory responsibility for \$4.3 trillion of assets on behalf of millions of people. Research tells us much about what board members should be doing to fulfill their responsibilities but a modest amount addresses how board members accomplish these responsibilities and what the antecedents are for their success.

This research asked: what are the characteristics of board members that improve their participation and performance?

A series of focus groups, interviews, observations, and surveys rating participation characteristics of ten nonprofit boards was conducted.

The results indicate a possible relationship between certain board participation characteristics and effective performance.

Corporate Governance and the Sarbanes Oxley Law (SOX): Are Non-Profit Organizations adopting the SOX provisions?

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The Internal Revenue Service (IRS) redesigned the 2008 990 Form for Non-Profit Organizations (NPOs) to include questions about governance practice. These questions were driven by the Sarbanes Oxley Law (SOX) of 2002 that made provisions to prevent misconduct in for profit organizations. In this paper, the 990 forms of Puerto Rico NPOs for the years 2008-2010 were analyzed to see if NPOs adopted similar SOX provisions. A logistic regression was performed to analyze if factors such as the size of the organization, independency of board of directors, and external audits are related to the adoption of the SOX like provisions

Authority without Power: Volunteering on Advisory Boards in Nonprofit Organizations

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Advisory boards are utilized in both the public and the nonprofit sector as a vehicle for citizens, owners, or members to participate in the decision making process (Thomas, 1990; Vroom & Yetton, 1973; & Bryer, 2009). Advisory boards serve at the behest of the centralized governing body of the institution. Their decisions are subject to the institution's governing body's review and approval. With power and authority limited by this relationship; how are these volunteers who serve on these boards effectively engaged? The exploratory research conducted for this paper sought to answer this question.

Respect, Reciprocity, and Interdependence: Hallmarks of Tribal Governance

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In a recent review of the limitations of nonprofit governance research, Cornforth (2012) notes future work must explicitly recognize various actors responsible for contributing to multi-organizational direction setting, control, and accountability. We examine tribal governance of the Pokagon Band of Potawatomi Indians describing how the council participates in shared governance arrangements with external stakeholders. Using resource dependence, social capital, and policy network theory provides insight to how roles and responsibilities are negotiated; power is shared and distributed; accountability and mutual authority are determined; self-interest is made explicit and respected; and how resources and rewards are shared in this multi-organizational arrangement.

Governance of Not-for-Profits is a FEE-for -All

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We use Stakeholder Theory to predict the influence of board members, donors, and beneficiaries on not-for-profits' performance. Our study incorporates 134 charities from six different industries over a five year period. We find charities' performance is dictated by stakeholders' salience and that salient, external stakeholders have the ability to control the strategic decisions of managers. In addition, although we find stakeholders' influence is more substantial when derived from monetary rather than non-monetary sources, we find no evidence that salient stakeholders with shared interests collaborate for mutual benefit.

Avoiding Bored Boards: Understanding the Motives of Board Members

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Over the past several decades, a research agenda aimed at improving nonprofit board governance has contributed to more professionalized and arguably more effective nonprofit boards. However, little is understood about who serves on boards, why they serve, and how nonprofit organizations can attract and retain the best board members. 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.

Large Sample Evidence of Nonprofit Audit Fees

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Audit fees are a significant cost for many nonprofit organizations, and audits play an integral role in providing assurance of financial statement credibility. However, much remains to be learned about the determinants of audit fees in this setting. We extend the understanding of audit fees by examining the determinants in a large sample. In a sample of 107,663 entity-years, we find evidence that resource dependency, workload compression, and the Single Audit contribute significant to audit fees. These results should be of interest to nonprofit managers seeking to benchmark and negotiate audit fees.

Accountability in Korean NPOs: Perceptions and Strategies of NPO Leaders

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This study examines how senior managers of Korean nonprofit organizations construe their accountability environment, particularly with respect to the perceived expectations of various stakeholders. In-depth interviews were conducted with 42 nonprofit executives in Seoul and six other Korean cities and organizational surveys. Subsequent surveys were completed by 250 organizations. The interview protocol uncovered the respondents' assumptions and beliefs about the expectations of various stakeholders including clients, volunteers, media, and others. The interview results were used to construct a survey instrument to generalize the findings. We find that mission (advocacy versus direct service) exerts primary influence on the perceived accountability environment.

Governance and Board Performance in U.S. Membership Associations

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This paper presents the results of a national study of boards of directors in member-serving organizations. Data come from 990 forms and a survey of 1588 U.S. association executive directors fielded by the American Society of Association Executives Foundation in 2012. The presentation will use the framework of a logic model to test board performance as an outcome that is contingent on the organization's internal and external environment. This approach emphasizes the comparative dimensions of governance such as how board performance varies by tax status, size, sector, board development practices, and staff support.

Effective Governance of Hybrid Organizational Forms: The Case of Social Enterprises in Canada

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Social Enterprises are proliferating as nonprofit organizations are engaging in revenue-generating activities and for-profit organizations are pursuing profits through socially beneficial activities. This rapid growth has generated a substantial body of literature describing and defining social enterprises and how they operate, but there is a dearth of research on their governance. This study is an empirical investigation of governance in Social Enterprise organizations. Interviewing key informants representing a variety of different types of social enterprises we identify the most effective governance structures for organizations operating in blended environments where for-profit, nonprofit and social enterprise organizations intersect, compete and collaborate.

Community Engagement Governance™: A New System-Wide Governance Approach for Community Impact: A Participatory Action Research Study

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In response to the urgent need for new, more effective governance models that can respond to community needs, an innovative approach, Community Engagement Governance™ has been developed and piloted with twelve diverse organizations/networks by a team from the Alliance for Nonprofit Management. Community Engagement Governance™ is a new framework in which governance responsibility is shared across the organizational system, sharing governance among the key stakeholders of an organization, including its constituents, community, staff, and board. Using a qualitative analysis, new findings from this action research study will address strengths and challenges using this approach and identify further research.

Exploring the Influence of Nonprofit Board Diversity (Racial/Ethnic, Age, and Gender), Diversity Practices, and Inclusion Behaviors on Board Performance

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Using survey data (2012 BoardSource Governance Index) of Nonprofit Chief Executive Officers we examine the relationship of recruiting and engaging diverse (racial/ethnic, age, and gender) board members on governance performance. We hypothesize racial/ethnic, age, and gender diversity will positively impact board performance, and that this finding will be mediated by functional and social inclusion practices (Fredette & Bradshaw, 2010). Preliminary results were surprising, only partially supporting our hypothesis (see additional details below).

With the Board's Approval: Consolidation, Growth, and Sustainability in the Local Nonprofit Sector After 2008

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Deindustrialization has taken a toll on American cities, but some are benefiting from growth in new productive sectors. This paper surveys the nonprofit sector in Rochester, New York. I examine three organizations: the University of Rochester, Strong Museum, and Hillside Family of Agencies. Leaders in education and health care, culture, and human services, these organizations have pursued both consolidation and growth. I focus on how the boards of directors of these institutions, and their targets for acquisition, have interacted. I look at board decisions and offer a theory of acquiescence by the smaller organizations, and of domination by the larger.

The Development of a Holistic Conceptual Model to Capture the Value of Public, Nonprofit, and Private Sector Collaboration

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Researchers have lately been demanding for further conceptual work to capture the value of networks, namely collaboration between the public, the nonprofit, and the private sector. Drawing on social return on investment and network theories literature, the author develops a conceptual model examining network value, and introduces propositions on how to test the model. Arguing that network efficiency is from key relevance when determining network value, the components of the model count for both, network outcomes relative to network inputs, in form of a ratio. Moreover, the model does not solely capture economic, but additionally measures for social and environmental aspects.

Nonprofit Contractors under Performance-Based Service Contracting: Acquiescence or Defiance

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Performance-based contracting (PBC) is becoming increasingly attractive to public agencies in purchasing human services. PBC makes contract compensations contingent on performance achievements, leaving contractors considerable discretion in service process. However, human services are characterized by ambiguous performance and high provider discretion, which creates room for contractors to “creaming” and “gaming.” This study examines how nonprofit contractors respond to PBC and the incentive system associated. It finds that contractors use their discretions to adjust to the PBC system and produce informal practices in the service process.

A Systems Approach to Strategy in Third Sector Organizations

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Third sector organizations (TSOs) have become important in social development worldwide, increasingly facing social and institutional complexity. This constitutes a system problem whose strategic significance only increases with the complexity TSOs encounter. In this paper, a model of a systems approach to strategy in TSOs is developed along with five propositions about the nature of the strategic tasks that have to be accomplished by TSOs. The paper aims at contributing to our theoretical insights into the contemporary problem of complexity faced by so many TSOs; while framing future empirical work on the way TSOs respond to complexity.

Motivated to Adopt: Understanding Nonprofit Inter-Organizational Collaborations

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As many nonprofit organizations struggle with shrinking financial resources, increased competition and demand for services, inter-organizational collaboration becomes a critical solution for survival and effectiveness (Herman, 2011). While the literature offers theories explaining why nonprofits should collaborate, little empirical attention has been paid to the antecedents of collaborations, including the types of strategic issues nonprofits hope to overcome, the governance of collaborative arrangements and the extent to which outcomes were achieved. This paper provides a review of the literature, a conceptual framework for the governance of inter-organizational collaboration, and results from a mixed method study of nonprofit inter-organizational collaboration.

Food Banks in Supply Chain Perspective: A Research Agenda

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This presentation will employ a supply-chain perspective to enhance conceptual clarity and provide future directions in the research on food banks (i.e., charitable organizations that receive surplus food and deliver it to those in need). Supply chain management is a subject of both research and practice. It focuses on methods to improve operational effectiveness, taking into account how an organization's performance is interdependent with its relationships with supplier organizations and the client organizations it serves. This perspective offers a promising analytic framework for studying the ecological conditions and organizational approaches of food banks across the institutional environments of nations.

Understanding Collaborative Persistence in Nonprofit-Government Partnerships

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An extensive literature examines the genesis of nonprofit collaborations with other organizations (Abels, 2012; Guo & Acar, 2005; Salamon, 1995). Less scholarly attention focuses on collaborative persistence: the development of public-private partnerships that survive the whims of external funders and are characterized by stable, mutually beneficial collaborations. This paper examines variation in collaborative persistence in nonprofit-government relations in Boston, MA, using data from a recent survey of nonprofit executive directors. Multinomial logistic regression shows collaborative persistence is associated with older, larger nonprofits with resource dependence on government funding, and is enhanced by institutional factors like participation in nonprofit networking associations.

Nonprofit Contracting and Collaboration Decisions: Reaction to the Reality or Fear of the Future?

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Instability of revenue sources, increasing competition, growing service demands compel nonprofits to seek resort in collaborations and contracting. Rationality of managerial decisions, however, is bounded by limitations of time, information constraints, and individual judgments. The purpose of this research is to identify and define a discrepancy of managerial perceptions and the reality which affects important governance decision of nonprofit collaboration and contracting. By differentiating perceived and objective reality, the findings reveal nonprofit managers react to the perceived fear of the future when they make contract and collaboration decisions.

Cross-sectoral Partnerships in Social Services: Research Findings and Implications for Policy

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The paper presents and analyzes research findings of cross-sector partnerships among governmental agencies, nonprofits, and the business sector in Israel. As a relatively new phenomenon in the Israeli social services, the goal of the study was to explore the structure, processes and outcomes of this new organizational form and its merits vs. the contribution of each of the sectors working solely to provide social services. The encounter between the sectors raises challenging theoretical and practical issues that are presented and discussed in this paper.

Nonprofit Organization Participation Within and Across Collaborative Governance Arrangements

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We explore the how nonprofit food policy council (FPC) members in a food policy system manage participation across multiple food system venues. We explore how the institutional context of multiple food system venues influences cooperative behavior among participant organizations and the role of nonprofits in shaping collaborative governance activities. Additionally, we explore how nonprofit organizations manage participation in collaborative governance venues and whether participation across multiple venues helps or hinders efforts to influence collaborative governance efforts. This work is germane to nonprofits operating in other policy subsystems wherein there are multiple venues for participation.

A Comparative Case Study of NGO Umbrella Organizations in Latin America

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This research project examines the emergence of nongovernmental organization (NGO) umbrella organizations in three Andean countries: Colombia, Ecuador, and Bolivia. Using a comparative case study approach, the research seeks to answer the following questions: What are factors that influence the choice of the organizational structure of an umbrella organization in a given context? And how does organizational structure of an umbrella organization influence its objectives and outcomes? The paper identifies contextual variables across the cases that help to explain the distinctions among the NGO umbrella organizations, and also dimensions to organizational structure that indeed influence organizational objectives and outcomes.

Korean Nonprofits under the Voucher System: Determinants of Market Share in Social Services

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Social Service nonprofits in Korea are undergoing significant changes as the government has changed its approach to financing social services from direct funding support for service providers to voucher programs. This market-oriented policy has forced social service nonprofits to adopt the competition practice and culture. This study examines organizational factors that give competitive advantage to nonprofits in the social service market under the voucher system. Specifically, the study uses data collected from 35 nonprofit organizations in Busan, Korea to examine if voucher revenues, an indicator of market share, is associated with organizational characteristics, including organizational culture and structure.

Antecedents of Network Outcomes in a Disaster Context

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Intersectoral networks are formed during disaster response operations. When evaluating the outcomes of such networks, different perspectives should be regarded: the community, network, and single organization perspective. This study investigates how network performance and network structure affect outcomes, taking into account these perspectives. Based on a sample of 247 disaster managers, the analysis revealed that network performance affects outcomes of public, private, and nonprofit organizations, each to a different degree. The results also indicate that different network structures favor specific network outcomes and raise a need for better integration of and exchange among organizations involved in the disaster response.

Government and Philanthropic Collaboration in Promoting US Cultural Diplomacy in Postwar Japan: Implications for Current US-Japan Cultural Diplomacy Policy

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This research will examine the impact of philanthropic organizations on cultural policy regarding international exchange between Japan and the United States in the 1940s–1960s and will explore its implications for current international exchange policy as one aspect of cultural diplomacy. The author of this paper has been conducting research through a Rockefeller Archive Center grant-in-aid and has interviewed organizations that are involved in international exchange programs. This paper will examine the collaboration between philanthropic organizations and government in implementing cultural diplomacy and will analyze the potential for changes in public diplomacy following the March 2011 Great East Japan Earthquake.

How and Why do Nonprofits and Businesses Collaborate without Monetary Considerations: Case Study on the Marketplace Project in Germany

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This paper uses non-profit organizations (NPOs) and businesses of the Marketplace Projects in Germany as examples in order to discuss how NPOs and businesses collaborate without monetary considerations, the power dynamic between them, and the nature of their non-profit business collaborative arrangements. It also aims to determine why both enter into a collaborative relationship. The result indicates that a power balance may assist both organizations to easily enter into collaboration, although these collaborations might not be long-term. Most organizations are interested in collaborations in regard to civil engagement and broadening their networks.

Revisiting Agency Partnerships and Collaborations: Exploring Frontline Strategies

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Collaborative networks highlight the importance of mutual trust among partner organizations. Trust maintains cohesion and avoids potential conflicts, the absence of which could damage a potentially constructive partnership between organizations. To this end, this proposal seeks to explore trust in inter-organizational network members by focusing on human service organizations. By incorporating social capital framework, this paper explores management perspectives regarding mutual trust and understanding in community health initiatives. Preliminary evidence suggests lack of trust on public programs result in a non-collaborative environment and a focus on entrepreneurial activities to address funding challenges.

*Value Creation of Nonprofit-business Collaboration:
Implications of Corporate Volunteering Programs*

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NPOs increasingly are becoming reliant on commercial income and corporate donations (Brammer and Millington 2004) and many nonprofit organizations view cross-sector partnerships as a necessary tactic. As a result, there is an increase in nonprofit-business collaboration. Nonetheless, the nonprofit perspective of these partnerships have little been subjected to rigorous academic research. Combining a grounded theory approach with qualitative research (40 interviews) and a most diverse sample approach, this paper analyzes value creation for NPOs through these partnerships on three different levels; 1) society at large, 2) the organizational level of the NPO and 3) the individual level of the recipients.

Managing Life in an "Iron Cage"

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This paper adds to the discussion of how history shapes civil society organizations (CSOs) through an investigation of Swedish folk high schools. We ask: How do CSOs balance between remaining true to their traditions and ideals, and adapting to a changing environment? Theoretically, path dependency, civil society regimes, and new institutional organizational theory are used. The material consists of interviews, surveys and documents. We address how a popular movement tradition affects Swedish CSOs and how they balance between keeping the tradition and handling changes in their environment by using popular movement connections as discursive resources as well as decoupling strategies.

*Dissolution of Nonprofit Alliances in China: Typology
and Determinants*

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Nonprofit alliances have grown with a striking speed in the recent decades. While researchers focus on why nonprofits build interorganizational partnerships, few discuss how such partnerships are terminated. Through a case of 13 nongovernmental organization (NGO) alliances that were established in response to the 2008 Sichuan Earthquake in West China, this study explores how nonprofit alliances were terminated and what caused their termination. Four patterns of alliance termination emerged from the data: failure at birth, abrupt termination, failed transition, and evolution into independent organizations. Four determinants were identified as accountable for the termination: political pressure, resource shortage, short-term orientation, and leadership failure.

*Networks as Community Resources: Understanding
Member Motivations in Community Collaboratives*

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This study examines two motivational scales developed in different academic literatures to assess member motivations in community collaboratives: Psychological sense of community (SOC) and public service motivation (PSM). The authors hypothesize that these two constructs are conceptually distinct but complementary constructs that are positively related to participant willingness to take on more active leadership roles within their partnership. This hypothesis is investigated using survey data from members and leaders (n=266) nested within three large health-oriented collaborative partnerships. Implications of this research for community leaders looking to attract and retain engaged partners in community coalitions will be discussed.

Articulating Theories-in-Use of Partnership: A Framework for Strategic Planning, Evaluation, and Research

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This paper extends recent scholarship on the behavioral dimension of whole networks through a comparative study of six partnerships committed to diverse social change approaches. The study surfaces a variety of theories-in-use of partnership that characterize how members engage in six distinct inter-related tasks of leading and managing their collaborative efforts. Findings suggest that these theories vary in accordance with the social change approaches. We propose a series of strategic questions about these theories of partnership to guide implementation, planning, and evaluation as well as future research about the work of partnership in different contexts.

A Collaborative Welfare Provision for Orphans: Implications for State-Society Relations in China

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Using several case studies in China, this paper examines state- society relation. It sets out to identify some of the policy obstacles that currently impede the deliverance of welfare services for orphans, including both structural-, and local-level deficiencies. It then examines how local and international NGOs can supplement governmental efforts in providing services for abandoned children. Evidences suggest that although collaboration in the production of welfare is a viable solution towards the growing number of social issues that confronts the Chinese government, there are limitations to such approach. This discussion will lead to deeper reflections on the role of NGOs in China's social development context.

Network Structures and Roles: How Nonprofits Influence Network Effectiveness?

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This paper examines the influence of network structure and composition on network effectiveness using a sample of 246 federally funded homeless service networks. Using original survey data and grant applications, I investigate the relationship between network structure, composition and client-centered performance. The sample includes 3,058 unique agencies. Public agencies makeup about 18% of the sample (n=558); yet they received close to 65% of all grant dollars. The findings indicate that there is an interaction between structure and composition affecting performance. For instance, networks that are highly centralized have better client-centered outcomes, especially when nonprofits occupy central services and governance roles.

Shared Policy Influence through the Networks? An Empirical Analysis of Two Social Service Networks in the U.S.

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How does organizationally instituted network work for re-shaping policy influence between multiple network members? Does network help to make policy influence more equally shared by network members? Focusing on social service policy networks, we examine how structures of policy connections affect re-distribution of perceived policy influence. Our empirical analysis of two US policy networks—mental health policy network and adult basic education policy network—suggests structural effects of network on perceived policy influence and outlines a series of propositions that extend functions of network and policy influence in social service policy area.

Networks within Networks: How Partnership Position within Community Networks Relates to Partnership Influence

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Nonprofits often participate in multiple collaborative partnerships at the same time to achieve their goals. This creates the opportunity for ideas and information among different partnerships to flow throughout the network. By collecting comprehensive membership data from 62 health-oriented partnerships in North Carolina, this paper documents connections across partnerships via shared members. The focus of this study is to investigate the relationship of network position on a partnership's influence within the broader community network. The study will deepen our understanding on how nonprofit organizations could best use their collaboration with other organizations and partnerships to achieve their goals.

Barriers in Collaborative Governance System-- Empirical Findings in Hong Kong Urban Community Service Networks

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In the past decades, systems have been transformed and re-designed to be more collaborative and effective. While the tailored designs of the policies intend to increase the accessibility of the services and reduce the overlapping of the assistances, front-line implementers still find themselves in a struggle with balancing their normal caseloads and networking activities. Using two social service networks in Hong Kong, we illustrate to what extent barriers exist, and how they influence the implementation of collaboration among social service providers in a local community through a blockmodelling analysis.

Applying Cooperative Biological Theory to Nonprofit Network

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This paper applies theory on cooperation from the field of biology to better understand cooperative activities among nonprofit organizations. By revisiting the nature of biological arrangements, a typology of cooperative organizational arrangements can be established. This typology may contribute to literature on networks by providing a language useful to discussing the vast array of cooperative arrangements nonprofits utilize. Examining the incentives that lead to these cooperative activities among organisms will provide information about the factors that will shape nonprofit network structures.

*Using Social Network Analysis to Improve
Collaboration: Lessons from the Initiative on the
Future of Nursing*

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In recent years, nonprofit organizations have used social network analysis to evaluate and improve the work that they do. Following the 2010 release of the Institute of Medicine's report, *The Future of Nursing: Leading Change and Advancing Health*, the Robert Wood Johnson Foundation, with AARP, commissioned an advisory committee comprised of nationally recognized leaders in business, health, education, labor, and consumer advocacy, to assist with implementing the report's recommendations. This paper describes how social network analysis was used to identify gaps in the advisory committee's networks, leverage greater resources, and improve the cross-sector collaborative efforts to implement the report's recommendations.

*Networking for Policy Advocacy: A Comparative Study
of Simmelian Ties, Relational Content, and
Multiplexity in Two Service Delivery Networks*

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Public, nonprofit, and for-profit organizations in multi-organizational service delivery networks are increasingly involved in policy advocacy. We explore how Simmelian ties (two parties that are reciprocally tied to each other are both reciprocally connected to at least one common third party) developed in service networks influence the likelihood of joint policy advocacy between service providers. Through a comparative study of a mental health service network and a community-based elderly care network, we find that strength of Simmelian ties and presence of multiple Simmelian ties increase the chances of joint policy advocacy. However, the effects vary across different relational contents.

*Learning and Knowledge Modes in NGOs Developed
through International Partnerships: Taxonomy
Developments from Four Case Studies in Transition
Country Settings*

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The paper addresses learning and knowledge-handling as based on inter-organisational relationships between NGOs. The research explores the knowledge and learning occurring in the process of NGOs developing their identities and practices in a transition context in Bulgaria, by focusing on the context of relationships with Western partner organisations. Grounded theory methodology and multiple qualitative case study design are employed. Emerging themes for each of the four cases comprise a cross-case taxonomy with the following dimensions: 'knowledge production modes' (information handling, primary knowledge produced), 'learning practice' (adapted/ adopted practice/language, degree of practice translatability) and 'knowledge sharing modes' (reliance on home/international networks).

Engaging Nonprofit and Faith-based Institutions in Public Health Emergency Preparedness

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Recent decades have been marked by government efforts to engage nonprofits in collaborative networked arrangements. Nonprofits now play ongoing, well-institutionalized roles in routine government social service delivery. But where government-nonprofit collaborative arrangements are still in their infancy is in addressing public health emergency preparedness and response activities. This paper reports on the efforts of public health officials in one state to engage nonprofit and faith institutions in health emergency preparedness, and to work toward new collaborative networked arrangements. It identifies special capacities nonprofits are seen to bring to critical efforts in this arena, and state strategies for outreach and engagement.

Field Configuring Events as Catalysts for the Transformation of Nonprofit Networks

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This study focuses on how field configuring events (FCEs) influence the organizational field by reconfiguring the interorganizational networks among NPOs. The study first examines the significance of the concept of FCEs in understanding interactions among organizations and documents FCEs' influence on interorganizational networks. It then demonstrates how the concept of FCEs explains the reconfiguration of NPOs' collaborative networks, which are different from competitive networks among other organizations. Finally, it applies this theoretical framework to a symposium for workers in NPOs obtained via two-wave surveys.

Governing the Green Economy Movement: Understanding Emerging Alliances Around Urban Sustainability

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The "green economy" has received increasing attention as a policy aim related to economic and environmental goals. Despite the attention, there are few rigorous analyses of the green economy at the local scale. This research paper examines this emerging movement through an examination of emergent alliances around the green economy. First, quantitative analysis across the 55 most populous cities indicates a strong connection between environmental nonprofit organizations and green employment. Second, case study analysis of metropolitan statistical areas identified as leaders in terms of green employment reveals emerging green economy alliances that are uniquely drawing together disparate and previously adversarial stakeholder grounds in novel ways.

Organizational Determinants of Collaboration among Substance Abuse Treatment Providers

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Given the current economic downturn and decrease of philanthropic money, collaboration is a necessary strategy for nonprofit organizations to survive in the hard economic climate. This study will explore organizational determinants of collaboration among substance abuse treatment providers.

Strengthening Collaborative Organizational Networks in Homeless Service Delivery

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Through building and developing collaborative organizational networks, nonprofit organizations can share information and other resources, and coordinate and improve service delivery. Yet, research remains limited in evaluating the performance of collaborative organizational networks and the impacts of networks on organizations. Through an in-depth network analysis of the interorganizational networks in homeless service delivery in the Central Florida area, this study will first investigate how nonprofit organizations share information, exchange resources, and take collaborative actions with other nonprofit organizations, and government agencies. Then, this study will go further to examine the impact of networks on organizational capacity to address homeless issues.

Sense of Community and Responsibility in Nonprofit Setting

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This study asks the question, “To what extent do staff experience a psychological sense of community (SOC) and community responsibility (SOC_R) for their organization?”. The purpose of this work is to provide an empirical assessment of SOC and SOC_R in a nonprofit setting, and determine its factor structure in relation to previous construct developments of SOC. In addition, the present work seeks to determine if SOC is predictive of a series of important organizational antecedents and outcomes including: public service motivation, organizational citizenship, job satisfaction, and well-being.

Collaborator Networks and Congregation-Based Social Service Provision

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This study combines the content of social capital with the structure of social networks to provide a more comprehensive understanding of congregation-based social service provision. Using data from a nationally representative sample of congregations, the analyses find significant relationships between congregations’ collaborator networks and the social service programs they offer. Congregations that collaborate with other organizations offer more programs and the effect is even greater if they collaborate with secular organizations. Furthermore, network analysis indicates that congregations occupying equivalent positions in a collaborator network (i.e., having similar types of collaborators) offer a similar menu of services.

U.S. Private Foundations, Collaborative Philanthropy, and the Institutionalization of Higher Education in Africa: The Partnership for Higher Education In Africa (2000-2010)

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This study examined a consortium of foundations - the Partnership for Higher Education in Africa - which aimed to build the capacity of universities in Africa between 2000 and 2010. This mixed-method study focused on these foundations’ collaboration, their relationships with one another and with their grantees. This study argues that there were multiple institutional, environmental and actor-initiated factors that influenced this philanthropic collaboration, that several of these factors have been too often overlooked or poorly understood, and that collaboration dynamics can be better understood through a comparison of two opposing theories: neo-institutionalism and resource dependency.

To Collaborate or Not to Collaborate: A Multi-theoretical Explanation for Collaboration among Child Welfare Nonprofits

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Collaboration among nonprofits has become a necessity for survival and most research to date focuses on cross-sector collaboration. By taking a multi-theoretical approach, this research adds to the literature on intra-agency collaboration by using a sociological perspective. Survey data from child welfare nonprofits is used to conduct an Ordinary Least Square regression to test how different theories explain collaboration. Results show that a turbulent environment, identifying with normative commitments of the nonprofit sector, and experiencing positive service outcomes from past collaborations increases intra-agency collaboration while having a business board member and experiencing positive administrative outcomes from past collaboration reduces collaboration.

From Increasing Similarity to a New Organizational Form: Nonprofit and For-profit Human Service Organizations

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As part of structural changes in the Japanese welfare state, the Long-Term Care Insurance (LTCI) system, a health and social service system for the elderly, was introduced in 2000 in Japan. Under this system, both nonprofit and for-profit organizations are engaged in service provision with increasing similarities to each other. The purpose of this presentation is to investigate if a new organizational form is emerging out of the inter-sectorial dynamics. Findings from the survey of nonprofit and for-profit service organizations and the survey of family caregivers of the LTCI service users suggest a possible emergence of a not-ownership-based organizational form.

Strategic Insights in Developing Cross-Sector Partnerships: Effective Corporate Social Responsibility Engagement

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Many social challenges are beyond the capacity of nonprofit organizations to address solely on their own. This has been a driving force in the increase in the development of cross-sector partnerships. The implementation of corporate social responsibility (CSR) programs represents a prominent element in partnership development. Although CSR has been in existence for decades it is not particularly understood by those in the nonprofit sector. This article explores strategic insights for nonprofit leaders to effectively partner with the corporate sector. The primary focus includes key inhibiting sector differences, nonprofit-corporate relationships, design structures, and capacity building for collective societal impact.

World Health Organization vs. Civil Society Organizations: The Mental Health Gap and the Civil Society Gap

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The World Health Organization states a treatment gap exists in mental health. In low income countries this gap soars to 90%. Putnam showed that civil society organizations and levels of societal social capital help determine a country's ability to meet its challenges. The authors present a qualitative focus group study that covers mental health wellbeing in the context of Latin American culture, a program's benefits at multiple social levels (community, organizational, national) and the importance of organizational leadership and social capital, in order to measure the development of social capital in marginalized groups to empower them to advocate for needed community mental health services.

*Building the Capacity of Nonprofit Arts Organizations
as an Important Partner of Civil Society*

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Despite the substantial proportion of arts organizations in the nonprofit sector, they tend to be understudied as an essential part of community life. A number of reports have discussed the civic impact of arts organizations, but none has discussed under which contextual circumstances organizations increase their arts-based community engagement programs. This research attempts to identify what factors make some arts organizations actively contribute to civic engagement and why such organizations would have longevity. Analysis for this study comes from 30 interviews with arts managers and the Cultural Data Project data that cover information for more than 5,000 arts organizations in 11 states.

*Response Mechanisms and Local Capacity – Lessons
from Israel's History*

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Studies have gradually emphasized the need to pay more attention to Response Mechanisms and local capacity in dealing with humanitarian crises. This approach requires an understanding of what communities are doing, as well as an understanding of cultural norms and locally defined aspirations. In this paper, I lean on this approach, while using a historical case study from Israel's early history.

The historical angle is able to add evidence to the criticism raised in current studies on the tendency to consider people at plight as 'mere victims' and passive recipients rather than active and assertive actors addressing their own destiny.

*Fighting Back: A Stakeholder-Based Community
Initiative Developed to Save a Crippled Community*

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Franklin County, FL has endured hurricanes, tropical storms, red tide, the Deepwater Horizon oil spill and drought. These hardships have caused significant changes in the seafood industry, which has negatively impacted the economic and social stability of communities. Community members, in collaboration and guidance with University researchers, have developed a stakeholder-based community initiative. Goals of this initiative are to work collaboratively to tackle current hardships and create sustainable plans that ensure future preparedness. The diversity and collaboration of this group make them uniquely positioned to affect and impact change in their community.

Expanding Repertoires: Trust and Civic Participation

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Scholars have observed that although the 20th century may have seen a general decline in conventional civic participation, the repertoire of collective action is changing. Individuals may be less grounded in their communities, but are increasingly connected through the internet and social media. Furthermore, Robert Putnam claimed that generalized interpersonal trust was a strong predictor of civic participation, but subsequent studies have shown that confidence in specific institutions has a strong impact on participation. This paper draws from the 2006 "Citizenship, Involvement, Democracy" (CiD) Survey to assess the relationships between conventional/modern forms of participation and interpersonal/institutional trust.

*Transnational Resurrection: The Fenian Movement
Field*

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The Fenian movement for Irish independence had a lengthy gestation, first in Ireland and later in the US. It was launched from New York City in the 1850s where the Irish nationalist community met and organized and where plans for military intervention in Ireland were routinely discussed. This paper asks: Can a movement for national social change reinvigorate a fallow field of action from outside the nation? The Fenian case offers both positive and negative evidence for such efforts. Examining the growth, decline, and legacy of the movement therefore highlights many of the strengths and weaknesses inherent in transnational activism.

*Foundations and CDC Capacity in Distressed Urban
Communities*

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The authors investigate the relationship between foundation funding and Community Development Corporation (CDC) capacity. Government and market pressures are increasingly constraining non-profit capacity, and CDCs have been particularly affected. Foundation support is an important, and growing, funding stream for CDCs. This is especially true for CDCs in distressed urban areas, where the both the public and private sectors are weak. In these communities, foundations become powerful catalysts for community and economic development through their funding of locally-based CDCs. This paper seeks to unpack the increasing role of foundation funding and the impact on CDC capacity building efforts.

*Community Development and its Socioeconomic
Impact in Latino Neighborhoods*

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The concept of renewal of low-income neighborhoods and the different approaches to community development have dominated the discussion around urban revitalization and poverty reduction. This paper will analyze the urban revitalization project in the neighborhood of Frog Hollow, an impoverished but vibrant Latino enclave in the center of the city of Hartford CT. This paper will focus in finding what was the impact of the revitalization project had on the socioeconomic conditions and community building aspects of the neighborhood and determining how being an impoverished Puerto Rican/Latino enclave impacted that community development project in relation to the available literature.

*The Revolutionary Characteristics of Mutual Aid
Societies*

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This paper argues that the mutual aid and benefit societies that reached their golden age in the late nineteenth and early twentieth centuries contained unique institutional characteristics that have not been replicated or subsumed by other forms of social welfare administration. I argue that these institutional forms were the cause of a level of social capital and social cooperation that allowed these organizations to accomplish performance measures that have eluded other models of social welfare. This paper uses the rule analysis method of the Institutional Analysis and Design framework to outline their unique organizational design using a representative case, the Woodmen of the World.

*Speaking Truth to Power? Faith based Organisations
and the Search for a New Constitution in Kenya*

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Religious organisations and their leaders have constituted an influencing variable of the democratization processes in Kenya since early 1990s. Often at great personal risks, a section of the Kenyan clergy took a radical liberation theological stance to be part of the drivers of the democratization struggles. But the role of religious leadership in these struggles has been contradictory because they have aligned with certain factions of the political elites to frustrate transformation. The proposed paper illustrates how these contradictory roles have shaped the mechanics and trajectories of Kenya's governance.

*The Political Capacity of Multi-organizational
Alliances: The Organizational Structure, Function,
and Impact of Grassroots Coalitions*

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Multi-organizational alliances are a prevalent organizational structure used to leverage political capacity for the engagement of grassroots constituencies in policymaking. Coalitions of 501c3 and 501c4 organizations can mediate between traditionally marginalized groups and the policy arena on such issues as labor rights, immigration reform, retirement security, and education. As external actors, these coalitions aim to influence legislative outcomes through electoral organizing and collective action. Understanding the organizational factors that contribute to political capacity, sustainability, and success can help explain how and why these political actors function as intermediaries of democratic inclusion.

*Civic Engagement as a Component and Outcome of
Direct Services for Formerly Homeless People with
HIV/AIDS*

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For persons living with HIV/AIDS, participation in civic action is associated with increased knowledge about HIV resources, problem-focused coping, and social capital. However, members of vulnerable groups face multiple barriers to participation in civic action. The present study uses survey methods to examine voter participation among clients and employees of a large community-based HIV service organization and employs a document analysis to analyze the organization's structure, programs and culture. Results indicate that organizations that create advocacy opportunities for stakeholders and support client roles beyond that of consumer may foster civic engagement reflected in high rates of voter registration and turnout.

*The Collaboration Sweet Spot: A Conceptual
Framework for Successful Cross-Sector Collaboration
Performance and Social Innovation in Community-
Focused Work*

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Cross-sector collaboration is a viable strategy for addressing wicked problems. Qualitative research involving semi-structured interviews with 31 leaders of cross-sector collaborations in community-focused work, revealed social innovation and collaboration performance in successful cross-sector collaborations. Further, actions and behaviors of leaders of successful cross-sector collaborations included moving beyond default solutions (design attitude); seeking possibilities (exploration); developing a shared vision and community connections (shared vision); and adapting to change (redesign). A theoretical framework is developed that suggests possible attractors for effective cross-sector collaboration. From this framework, a model of collaboration is proposed. An empirical study is outlined to test this model.

*Why Do People Become Active in Their Communities?
Community-level Factors in Political and Civic
Engagement*

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Based on a multi-year ethnographic study of a Boston-area city known for high levels of civic and political engagement, this paper identifies conditions and circumstances that facilitate resident participation in public affairs. Most other research on this topic focuses on characteristics of individuals who do or do not actively participate in public affairs. Community-level facilitating conditions include: the presence of close-to-home visible and compelling issues; on-going challenges to those in positions of power and authority by others trying to gain power; and open spaces for the voices and actions of residents to be heard and taken into account.

Roles of NGOs in Ex-Combatants' Reintegration

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Reintegration of ex-combatants in post-civil war Liberia is a salient issue, with non-governmental organizations (NGOs) playing a critical role. However, little is known about the NGOs services. We examine the roles of NGOs in ex-combatants' reintegration in post-war Liberia by surveying approximately 100 NGOs executives via survey monkey and telephone. Participants' responses on NGO staff demographics, services provided, funding sources; cost of reintegration services, social workers' roles and skills required when assisting ex-combatants will be analyzed using qualitative data analysis software. Our findings will have significant implications for NGOs, donors, and policy-makers worldwide working on ex-combatants' reintegration.

*Guatemala Since the Accords: The Movement to a
Liberal Civil Society*

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This paper compares the NGO-sector in Guatemala before the signing of the peace accords in 1996 with present day. Change in numbers in of organizations and levels of funding shows an attempted shift from a "statist" model to a "liberal" model, with increased governmental spending suggesting an alternative "social democratic" model. As described by Salamon and Anheier, these models emerge from differing historical contexts, and changes introduced in this post-conflict society that may be changing where Guatemala fits in the typology. A case study of the Ixil triangle examines this dynamic on a local level. I focus on three NGOs founded in the Ixil area..

*Examining Grassroots Empowerment-based
Advocacy Actions among Nonprofit Human Service
and Advocacy Organizations*

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This research project examines empowerment-based nonprofit advocacy activities among nonprofit human service and social change organizations in several upstate counties of New York. A mailed and emailed survey collects information on advocacy activities that aim to address social and economic inequities conducted in the past two years by nonprofits. The sampling frame includes both 501c3 and 501c4 nonprofits that represents a wide variety of human service (broadly defined) nonprofit organizations, including more informal and grassroots organizations and churches involved in serving the poor, such as foodbanks and other services.

Faith Based Organizations in the state of Lebanon

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The weakness of Post war Lebanon allowed for the reemergence of humanitarian sectarian institutions that started providing different services to communities in Lebanon. One quarter of the organizations in Lebanon have a "self-declared sectarian affiliation". For many people, these organizations have served to provide much needed social, educational, health, and other services in areas where they are lacking. The paper will analyze the growing role of these organizations and their economic and social impact on the Lebanese Society.

*Community Healthcare Redefined: The Role of Grass-
Roots Community Health Organizations and
Outreach Workers in Education and Access*

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This paper catalogues approaches to ground-level healthcare services using community resources. This helps alleviate the mismatch between primary care and overburdened hospitals. The other 'side-benefit' is taking hold of public expenditures. Poverty-fighting strategies are pertinent to increasing equity. Emerging economies provide a salient backdrop for studying innovative strategies. Community health workers are documented to bring a unique value to patients struggling with illness. Greatest impacts are among immigrants, elderly, and working poor. In spite of well-intended policies, disparities remain, and community groups could have an impact. The paper evaluates organizations providing community-based health services, facilitating between groups and system resources.

*Religious Congregations and Neighborhood Stability:
A Case Study on Philadelphia, PA*

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Within religious communities, there is often an assumption that the presence of religious congregations in an area is a clear benefit. This paper seeks to determine if the number of churches within a zip code can be used to predict median household income, educational attainment, and crime rates by using race, income, and education data from the 2010 Census, 2010 crime statistics from the Philadelphia Police Department, and the list of religious congregations in Philadelphia, PA from the National Center for Charitable Statistics in a series of regressions and GIS analysis.

“Back at the Table”: Non-Profits to the Rescue of Local Food Systems.

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Since the early 1970’s, the urban gardening pioneers, which through spontaneous actions confronted large planning agencies in some of our major cities, have grown into a full-blown movement. Today, they are organized in all kinds of organizations: urban gardening groups, community supported agriculture organizations, food justice organizations, and social enterprises, among others. They aim at restoring the contact of citizens with what they eat, and making people aware of health and nutritional disparities. What are the collective action and institutionalization challenges of these organizations? What is their collective potential to promote economic development in poor neighborhoods, where they mostly operate?

Informality, Grassroots Democracy and Social Inclusion: Determining the Roles of NGOs in Deepening Democratic Praxis in Urban Informality

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This study examines the conditions of urban informal players in Metropolitan Manila as they engage in grassroots democratic praxis that creates mechanisms for social inclusion. It analyzes the critical role that NGOs play in helping grassroots organizations demand for legal recognition and seek social inclusion. The findings form a rich description and analysis of the dynamics of informality, grassroots democracy and social inclusion in the largest metropolitan region in the Philippines, which could later be contrasted against similar urban areas in other countries.

Explaining Worker Center Presence in 2011: A Cross Sectional Analysis

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Although worker centers serve important purpose of advocating for marginalized immigrant workers, little has been written about them. The present study seeks to demonstrate how recent changes in demographics and economy are related to this new organizational form. Following research in social movements, the author investigates the influence of political opportunity and resource mobilization on the distribution of worker centers in U.S. A census of all active worker centers in 2011 was developed. Negative binomial regression results indicate that service sector employment and civil rights organizations exhibit significant cross-sectional correlation with worker center presence at the state level.

The Pedestal Effect: A Comparative Analysis of Stakeholder Perceptions of Nonprofit and For-profit Organizations in Crisis

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Studies have shown that people appear more likely to trust nonprofit organizations than for-profit organizations. Given a crisis situation, however, the effect of transparency or lack of transparency on charitable nonprofit organizations may be different than the effect on a for-profit business. Results of this experimental study demonstrated that stakeholders do, in fact, have higher levels of trust in nonprofit organizations; however, given a crisis situation, trust in these organizations fell further than trust in their for-profit counterparts, indicating a ‘Pedestal Effect.’

Reducing Summer Learning Loss: From Program Quality To Outcomes

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Since the recession of 2007, steep cuts have been made to education, which have resulted in fewer academic opportunities for at-risk and vulnerable students. Low-income and minority children are particularly susceptible to a “summer setback” and falling behind in reading and math. This study examined the relationship of program quality to student outcomes. First, we describe how “high” and “low” performing programs were identified based on two types of outcomes: student perceptions regarding confidence and readiness for school and academic impact. Second, an analysis on how the high and low performing sites differed on qualitative assessments of program quality.

The Geographical Distribution of Nonprofit Human Service Organizations (NHSOs) and the Community Need for Social Services

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The purpose of the current study is to examine the relationship between the community need for social services and the NHSOs located within those neighborhoods. Using a spatial regression analysis technique with U.S. Census Data and National Center for Charitable Statistics data, this study found that the need for social services is not an important factor in explaining the variation of the density of NHSOs nor does it significantly and positively affect the geographical distribution of NHSOs. An important implication is that government should re-assess strategies to improve unbalanced and ineffective human service provisions in the United States.

Examining the ‘Social Constructionist Paradigm’ of Social Profit Effectiveness: The Impact of Leadership Group Cohesion on Effectiveness Evaluation

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This article builds on earlier seminal contributions that deal with effectiveness as a social constructionist concept. Starting from this paradigm the distinction is made between ‘unique individual perceptions’ and ‘shared perceptions’ of an organization’s effectiveness. The concept of group cohesion is introduced to explain the extent to which people agree on their organization’s effectiveness (shared versus unique perceptions). For a sample of 402 board members and executives from 44 organizations, the relationship is tested between group cohesion and (agreement on) effectiveness. Results show that higher group cohesion relates to higher effectiveness scores, but also to higher agreement on it.

Capacity Building for What? Exploring a Multi-Level Framework for Understanding the Impact of Capacity Building Initiatives in Small Nonprofit Organizations

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Though capacity building programs and activities are increasingly a funding priority for both government and private grant-making organizations, there are still questions about the outcomes associated with capacity-building programs. This paper addresses this question by utilizing a multi-level framework for understanding the impact of capacity building initiatives in small nonprofit organizations. Based on interview data from two different capacity building initiatives, one from an urban area and one from a rural community, this research suggests that the impacts of capacity building programs can be assessed at three levels: the organization/participant, group cohort and community level.

Determining the Optimal Donation Acceptance Policy for Habitat for Humanity: The Economic Acceptance Quantity (EAQ) Model

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Habitat for Humanity of Ventura County operates two ReStores, or discount home improvement centers, where they sell donated material. The revenue from the ReStores directly supports the building of new homes. As the supply rate of donations exceeds the demand rate for material, the ReStores require a donation acceptance policy that maximizes revenue. We propose the development of an economic acceptance quantity (EAQ) model to determine which donations to accept, when to accept them, and how many to accept. We further plan to develop near optimal heuristics for use at the ReStores and evaluate them in a discrete event simulation.

Not Everything That Can Be Counted Counts, And Not Everything That Counts Can Be Counted

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This study sets out to investigate whether donors are influenced by and support performance measurement in non-profit organizations. This study is comprised of a mixed methods approach that begins with a quantitative model determining the relevant factors involved in affecting donations to charitable nonprofit organizations and follows-up with a qualitative multi-case study that aims to establish governance factors undetectable by quantitative analysis that help determine which nonprofits measure performance.

Social Purpose Enterprises for Marginalized Social Groups

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This paper presents findings from a research project that examined 12 social purpose enterprises in primarily the Greater Toronto Area. The social purpose enterprises generate income through market-based activities while meeting their social mission of providing employment, training, and/or services to marginalized social groups. The findings indicate that the enterprises do not have a major economic impact on the participants, but important benefits to the participants' human and social capital as well as their psychological well-being were found.

Nonprofit Financial Measures: What Do They Capture?

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Accounting ratios are often used to evaluate nonprofit financial health, but how much do we really know about them? I organize the most commonly employed accounting ratios into one of four constructs – solvency, liquidity, profitability, and operating margin. Preliminary results from a factor analysis performed on the ratios provide evidence that accounting ratios, routinely classified as representative of larger constructs, do not relate to one another as expected. The idea that various accounting ratios reliably and accurately measure singular underlying constructs is a widely held and deeply entrenched notion, a notion that needs rethinking in the nonprofit context.

Mixed Methods and Civic Engagement: Qualitative and Participatory Contributions to an Asset-based Approach

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This paper assesses how a diverse range of qualitative and participatory methodologies, in combination with quantitative approaches, inform the role of assets in civic engagement among economically disadvantaged populations. While quantitative methods provide important insights into civic engagement, alternative methods reveal the ways in which assets - including social, human, cultural, and political capital - are acquired and leveraged through civic engagement.

Speaking and Being Heard: How Advocacy Organizations Gain Attention in the Social Media World

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Using “number of retweets” as a proxy of “attention,” we ask: How does an advocacy organization get supporters’ attention with its social media messages? We address this question by investigating the Twitter use of 188 advocacy organizations. From the pool of 100,607 tweets sent by the organizations with a Twitter account (150 out of 188) during the first half of 2012, we randomly selected 250 high-attention tweets (i.e., tweets with the highest number of retweets) and 250 low-attention tweets. Our data analyses reveal interesting patterns in terms of who gets attention and what gets attention.

School-Based Philanthropy Education and Engagement in Indiana: A Pilot Study Evaluating generationOn Schools

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Youth philanthropy education has been present in the United States since the 1980s. However, few studies examine the impact of relevant programs upon students' civic and philanthropic engagement, prosocial behaviors, and empathy at the K-12 level. Using case studies from generationOn and the Youth Philanthropy Initiative of Indiana (YPII), the researchers have created a pilot evaluation of K-12 philanthropy education in Indiana. A mixed-methods approach including teacher interviews, and student focus groups and surveys has been used. The findings create an evaluation plan that informs future studies and practices in youth philanthropy programs.

Do Organizational Factors Influence the Outcome of Social Enterprise?

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Recently, social enterprises are expanded continuously, so it is timely to suggest effective management for sustainability of social enterprises. Therefore, this study was conducted to explore various organizational factors which influence on social enterprises' economic and social outcomes. This study investigated the effects of strategic factors, management system, external environment and organizational culture on the outcomes. Strategic factors emerged as the most critical factors for both outcomes. Human resource management and innovative organizational culture affected economic outcomes. Among external environment, community support has significant effect on social outcomes. Based on the results, implications were suggested for management and further research.

Understanding Political Use of Performance Information in Nonprofit Organizations

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Political use of performance information serves as a critical advocacy tool for nonprofit organizations in communicating with key stakeholders. It has great potential to assist nonprofit organizations to advocate their public service mission and survive during times of economic difficulty. Given its critical role, this study investigates (1) in what ways and to what extent performance information is used for advocacy purpose in nonprofit organizations, and (2) what are the driving forces behind such use. To address the research questions, the study utilizes qualitative data that are collected in interviews of key employees in fifteen human service nonprofit organizations.

Foundation-Funded Nonprofit Capacity Building Programs: A Systematic Review of Programmatic Purposes and Design

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Much of the conversation about foundation-funded nonprofit capacity building is characterized by either highly generalized discussions or somewhat context-specific standalone case studies. This paper seeks to bridge these two types of literature by presenting the results of on a content analysis of approximately 450 narrative descriptions of foundation-funded nonprofit capacity building programs, in order to identify and articulate the purposes and design of such programs. Ultimately, this evidence addresses the larger question of how such programs contribute to the many roles nonprofit organizations are, collectively, expected to play—ranging from the delivery of public services to strengthening civil society.

Signals of Virtue: Who Uses Voluntary Transparency Programs?

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Voluntary accountability and standard-setting programs among nonprofit organizations are on the rise. Previous work has argued that such mechanisms are signals designed to provide information on nonprofit quality to external stakeholders. But voluntary programs are costly to design and maintain, since they are collective forms of regulation. Transparency offers a potentially cheaper and simpler mechanism for signaling virtue, one that is seemingly under-utilized. This paper examines the use of Guidestar's voluntary Exchange Seal program by nonprofits in the Pacific Northwest region of the United States, arguing that participation is highly influenced by the presence of alternative voluntary signaling mechanisms.

Tackling Neighborhood Blight: Assessing the Role of Community Based Development Organizations in Reducing Urban Poverty

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Poverty perspectives play a vital role in shaping community based strategies. For nearly 60 years, community based development organizations (CBDOs) have been major players in rebuilding urban neighborhoods. Despite their accomplishments, there is a lack of research identifying the success of these efforts. Moreover, research related to community development suggests that CBDOs should develop programs grounded in multiple poverty perspectives (Bradshaw, 2007). This study finds that, CBDOs programming that develop multiple practices to address the complex and overlapping sources of poverty are more effective in reducing urban poverty compared to programs that address a single source.

Understanding Nonprofit Performance: The Case of Nonprofit Nursing Homes

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Nonprofit organizations are under great pressure to demonstrate that they are effective in fulfilling their mission. This paper will examine how performance measurements and evaluations impact performance in nonprofit nursing homes and how nonprofit managers use data collected to improve their organization's performance. Overall, this paper will contribute to the literature by expanding upon what is known about performance in the nonprofit sector and how managers use data to improve the performance of their organization.

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

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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 a nonprofit outcome measurement model in light of unique characteristics of the nonprofit sector.

Building China's Nonprofit Leadership: Adapting Training Curriculum to Increase Knowledge and Action

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This paper delineates the process of adapting Western training curricula for China's nonprofit sector. It evaluates two trainings that were developed to equip Chinese nonprofit leaders with the skills to address a range of social problems rapidly unfolding throughout China. Effectiveness data from these trainings is examined. Participant qualitative data and trainer experiences provide evidence for challenges and successes in material preparation, trainer selection, use of culturally appropriate methods, and examination of training effectiveness. Special emphasis is given to lessons learned with discussion of their potential impact on future training collaborations for Chinese nonprofit leaders.

Market-based Income Strategies, Mission-based Objectives: Exploring the Relationship between Earned Income and Program Expenses for Nonprofit Arts Organizations

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This paper analyzes the revenue and expenses of 14000 nonprofit arts organizations from 2005 to 2011, using data collected as part of the Cultural Data Project. The analysis will be cross-sectional, with time-series used to observe changes over time for organizations reporting data from 2009-2011. Key findings may illustrate the connection between increased expenditure on earned income initiatives and effects on mission-based programs and services. They may also demonstrate that alignment of earned income strategies with the target market and mission-related services are important predictors of the extent to which additional earned revenue is spent on program related expenses.

So the Organization has a Social Network Presence, Now What?

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For nonprofit organizations, social network websites such as Facebook, Twitter and LinkedIn are nothing new. However, many organization do not have a systemic plan to measure and analyze the valuable data from the social media performance. Currently, literature is lacking that provides plans to measure the performance of social network users for nonprofit organizations. Similarly, little data exists to measure the benefits of proper social media utilization. This paper picked up 100 nonprofit organizations in the U.S. and examined the relationship between the investment of social media and the performance, especially the fundraising performance of the organization.

What Factors Explain the Variation in the Use of Outcome Measures by Nonprofits?

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Performance measurement has received increasing attention in nonprofit sector. Most authorities suggest that balanced performance measurement systems require measures of inputs, processes, outputs and outcomes. In many ways, outcome measures are the most important of these measures because they indicate whether the nonprofits have actually produced important changes for its clients. But there is a great deal of variation in the use of outcome measures by nonprofits. This study investigates what factors explain this variation in the use of outcome measures, focusing on human service nonprofits. This study will provide implications on balanced use of performance measures and goal alignment.

It's All About Performance: Does Public Funding Indicate Success for Arts Organizations?

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Arts organizations represent about 10% of all charitable organizations in the country and can be found in every community. The purpose of this research is to determine if arts organizations that receive government funding produce greater outcomes. Data for this study will come from the Cultural Data Project (CDP), the emerging national standard for data collection in the arts and cultural sector. Non-financial information is collected and will be analyzed for all participating arts organizations in the State of Illinois comparing performance data of those who receive state funding with those who do not.

Faith-inspired, Private Secular, and Public Schools in sub-Saharan Africa: Market Share, Reach to the Poor, Cost, and Satisfaction

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On the basis of data from 16 African countries, this study suggests that: (1) The market share of faith-inspired schools is at 10-15 percent and that of private secular schools is similar; (2) Faith-inspired schools reach the poor more than private secular schools; (3) The cost of faith-inspired schools for households is higher than that of public schools but lower than that of private secular schools; (4) Faith-inspired and private secular schools have higher satisfaction rates among parents and tend to perform better; and (5) Parents using faith-inspired schools emphasize religious education and moral values.

The "So What?" Question: The Value of Performance Data for Nonprofit Providers and Their Funders

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Recent accountability research has focused on building theory to explain motivations for the collection of performance information, such as assessing effectiveness, responding to constituent needs or demonstrating achievement of varied goals important to different stakeholders. Researchers have focused less on the utility of performance information among those groups. This study uses data from a regional survey of human service funders and providers, along with a subsample of follow up interviews to deepen our understanding of those groups' perceptions of the usefulness of the performance information they collect. This study contributes new knowledge to our understanding of nonprofit accountability and performance measurement.

Mental Health Peer Providers: Low-wage/low-influence Mirage or Revolution?

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Peer providers, people with serious mental health conditions who have been trained as service providers, increasingly are being added to traditional mental health services. This paper explores this trend in light of the hope by some that this will lead to a revolution in mental health services, or is merely a way of gaining service plan compliance by recalcitrant service users. Conflicting expertise and goals between employee groups are explored through the lens of professionalization, and potential dangers to the aspiration of peers are explored through past experiences of other paraprofessional and low-wage workers, and through the author's peer research.

Why Will We Ever Learn? Measurement and Evaluation in International Development NGOs

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To understand how and why international NGOs are focusing on measurement and evaluation, this article examines data from a survey of the member organizations of InterAction, a consortium of 196 international development and humanitarian assistance NGOs based in the US. Results reveal that the desire to understand program effectiveness and the presence of external requirements are associated with an increased focus on measurement and evaluation. However, the impact of NGOs' largest single revenue provider, small individual donors, appears to be insignificant. Additionally, funding from within the NGO sector itself is associated with a decreased focus on measurement and evaluation.

Measures of Organizational Effectiveness in Higher Education Institutions

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The changes in the external to the higher education system led higher education institutions to face several challenges in an era when there is a clear need and demand for highly educated workforce. Accountability in higher education is one area that needs to be better understood and addressed. Through a thorough literature review, this paper provides a listing of present measures of organizational effectiveness in higher educational institutions. It aims at understanding how we can use indicators of effectiveness and efficiency to influence change and adaptation in higher education nonprofits.

An Analysis of the Solvency and Sustainability of Nonprofit Fiscal Sponsors

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Fiscal sponsors provide a common administrative platform and legal structure that enables small groups and individuals to focus on mission and social purpose and not on the administrative details of a 501(c)3 organization.

A common question in the non-profit world following the 2012 failure of a major fiscal sponsor is “How fiscally stable are non-profits fiscal sponsors?”

To answer this question, the author conducted an evaluation of the financial status of more than 80 non-profit fiscal sponsors based on financial data reported on the organization’s 990s.

The results indicate serious deficiencies that could affect the sustainability of fiscal sponsor organizations.

*The Impact of Population Characteristics on
Nonprofit Demise in Georgia*

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Human service nonprofits have the highest rate of organizational closure. Given an increased need for services, what factors contribute to their demise? I propose a study utilizing survival analysis to examine the relationships between population diversity, size, and human capital, and the demise of human service nonprofit organizations. The proposed study is an application of theories of nonprofit formation on nonprofit demise and an extension of for-profit regional theories of organizational failure. Practically, the findings of the study may influence location decisions of nonprofit practitioners as well as nonprofit policies by local policymakers.

*Co-determination: The Work of Frontline Staff in
Nonprofits with Strong User Voice*

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Nonprofit performance continues to be a concern among donors, policymakers and the public. Many models and metrics have been developed to measure nonprofit performance. Based on interviews with frontline staff and an extensive literature review, we show that these models are program centric rather than client/constituent centered. More specifically we show how these models frame clients/constituents as a site of intervention, overlooking their voice and agency. In contrast, when we look at the work of frontline staff we see that a large part of their work involves co-determination: working with clients/constituents to determine the path for change.

*Community Variation in Nonprofit Financial Capacity
and Sustainability*

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This study examines variation in the financial capacity and sustainability of nonprofit human service organizations across communities in San Diego county, CA. We further examine the relationship between capacity and sustainability and measures of community need. Results suggest variation in current term capacity but not long term capacity and sustainability and that percent minority in a community is negatively related to current term capacity. This study contributes to the nonprofit geography literature by extending our knowledge of the distribution of human service nonprofits to their ability to maintain services and relating nonprofit capacity and sustainability to community characteristics.

*Expectations and Experience: The Adoption and Use
of Community Data Systems*

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Social and economic data on the needs of communities have been available for some time. A movement is underway to match these data on community needs with data on community assets in regional electronic data portals. These portals offer geo-mapping and basic data, and present a potentially powerful community tool to inform the work of nonprofits and community planners. Yet, research has not yet explored the development of these systems and the benefits they may have realized. The proposed paper examines how these resources have been established and are being used in a sample of areas, based on a set of key informant interviews.

The Help-Seeker's Voice in Recovery from Substance Abuse

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Self-help groups (shgs) epitomize the strong user voice. Addiction groups such as Alcoholics Anonymous and the non 12-step alternatives endorse abstinence as a policy. Typical shg research ignores attendees key beliefs; this paper examines the role of abstinence in a large online survey (N=9,341) of people in alcohol/drug recovery. A minority of attendees in 12 step and alternative groups were found to reject abstinence in their definition; other findings are presented. The results raise the question would groups maintain more involvement if some nuanced definition of abstinence were endorsed?

Cost Effectiveness of Food Pantries

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This paper proposes a methodology for measuring the cost effectiveness of food distribution programs for the poor and for analyzing the determinants of cost effectiveness. The methodology is applied to Target's Meals for Minds, a program providing free food in selected public elementary schools. The experience of the program in Washington DC suggests that although the share of nonfood costs in the program is substantial, the benefits generated by the program for the poor are high because the cost of purchasing the food is lower than the prices charged by supermarkets for similar products and because most beneficiaries are poor.

Program Design of Voluntary Accountability Clubs

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Given that public scandals have damaged the reputation of the sector, legitimate nonprofits have started to use voluntary regulation programs as a signal to differentiate themselves from illegitimate nonprofits. But are some nonprofit voluntary programs systematically more likely to monitor members and enforce compliance? We examine whether certain characteristics (such as length of time the program has been in existence, location, geographical scope, and issue focus) are systematically associated with the strength of the monitoring and enforcement systems of more than 200 nonprofit voluntary regulation programs compiled by the One World Trust.

Understanding the Impact of Social Entrepreneurship: A Study of Faith-based Social Enterprises

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Despite the enthusiasm over social entrepreneurship as the solution to tackle many of today's difficult social problems, pundits express their uneasiness about the lack of understanding on how and under what circumstances social enterprises (SEs) effectively achieve their goals. In this study, we introduce two critical factors that shape the effectiveness of SEs: organizational intent and organizational image. By organizational intent, we mean an organization's collective commitment toward a clear and measurable goal. Organizational image is how organizational members construe how others view their organization. We examine the question using a unique dataset collected from 119 faith-based social entrepreneurs.

Social Entre/Intrapreneurship: An Economic Perspective

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The mad rush to fund, discuss, and convene around the topic of social entre/intrapreneurship, and to recognize, celebrate, and reward social entre/intrapreneurs, may well have placed the cart way out in front of the horse. This project integrates several applicable strands of economic theory in order to create the missing foundation, and as such is squarely in a direct line of economic theory applications to social benefit phenomena.

Failure Theories and the Nonprofit Sector

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The purpose of this article is to evaluate the various "failure theories" according to how well they describe the purpose, origin, and evolution of the nonprofit sector. We begin by documenting the role of theory in nonprofit studies. We then discuss the essential characteristics of the prevailing failure theories, including their centrality to the field over the last quarter century. Next, we provide critique of the theories based on four criteria. Finally, we suggest theoretically and empirically robust alternatives to failure theories, highlighting supply theory because of its attention to the entrepreneurs who constitute the sector.

Entrepreneurial Orientation and Effectiveness in the Greek Nonprofit Sector: The Mediating Role of Organizational Learning

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The present study empirically investigates the relationship between entrepreneurial orientation in its five dimensions (innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy) and organizational effectiveness in the Greek nonprofit sector as well as whether organizational learning mediates this relationship. The results of this study indicate that the two out of the five dimensions of the entrepreneurial orientation construct have statistically significant relationships to organizational learning and nonprofit effectiveness. Moreover, organizational learning is positively related to effectiveness in the Greek nonprofit sector, and perfectly mediates the relationship between innovativeness and nonprofit organizational effectiveness.

*Discourse and Institutional Entrepreneurship in
Construction of Social Entrepreneurship Field*

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There is uncertainty about how new organizational fields are evolving, especially in the rapid transition of emerging economies, to a new institutional order and whether this requires some revision of existing theory. The proposed paper is an attempt to fill this gap in the existing literature of institutional theory through an analysis of discourses as produced by various institutional entrepreneurs to understand how social entrepreneurship has been constructed as a new organizational field in an emerging market, China, and in a western, developed country, UK, during the last three decades.

*Social Entrepreneurship, Polycentricity, and
Dispersed Knowledge*

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Our paper seeks to apply Elinor and Vincent Ostrom's concept of polycentricity (e.g., E. Ostrom, 1999; V. Ostrom, 1991) and Friedrich Hayek's insights into the economics of knowledge (e.g., Hayek, 1945) to understand the process of social entrepreneurship

Government-Driven Social Enterprise

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The purpose of this research is to explore the global phenomenon of social enterprise and analyzes government driven social enterprise programs in South Korea. The nonprofit failure theory allows us to meaningfully analyze the distinctive features of government policy to support maturation of social enterprises in the environment of South Korea. By using Social Enterprise Survey conducted in 2010, our empirical study reveals that social context of South Korea appreciates government program to legitimize non-governmental social entities. This study finds government driven approaches in South Korea generally overcome nonprofit failures.

*Superfluity in Times of Scarcity. Slack and the
Mothers of Inventions in Civil Society Organizations
(CSOs).*

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Even though first indications of a relation between organizational slack and innovation in organizations are evident, the precise mechanisms determining this influence are not yet entirely clear. Two studies by Nohira and Gulati (1997) and Nohria and Gulati (1996) propose a U-shaped relationship between organizational slack and innovation which is confirmed in a more elaborated survey by Geiger and Cashen (2002). Drawing on this background, this paper seeks to provide a more sophisticated model that explains better the relationship between organizational slack and innovation in CSOs.

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

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Maryland was among the first states to adopt a new legal form in 2011 for organizations that did not want to take the traditional for-profit or nonprofit forms. Through interviews with founders of Maryland public benefit corporations, the paper examines the motivations and incentives behind the choice of legal form, based on a framework derived from the literatures on social enterprise and the economics of nonprofit firms.

Doing Well, Differently? A Comparison of Corporate Forms in Social Enterprise Start-ups

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The term “social enterprise” is both extraordinarily popular and extremely nebulous; to offer clarity, this study asks which internal and external elements differentiate social enterprise corporate forms from each other during the first year of life. We hypothesize that very little differentiates the forms at this stage, whether in terms of funding, motivation, or environmental resources. Initial findings from multi-site interviews of different forms indicate mixed support for the hypotheses, including wide variation in the prevalence of commercial revenue and social motivation. This suggests a need for a broader typology to fit the empirics of social enterprise.

Businesses for Society: Analysis of the Early Adopters of the Social Enterprise B-Corps

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The paper examines the B-Corps, a new legal form for social businesses that aims, in part, to clarify the fuzziness surrounding social enterprise organizational identity. Cluster analysis will be conducted on early adopters of the B-Corps to explore similarities among organizational characteristics. Statistical tests will be performed to test hypotheses predicting the types of organizations likely to be early adopters: new entrants, organizations in positions of structural equivalence, firms sharing geographic boundaries (Weijnert, 2002), or those without clear traditional organizational identities (Zuckerman, 2000). The findings will provide the empirical foundation for studying the diffusion of a new social enterprise form.

Indigenous Social Enterprise and the Case for Diverse Methods for Solving Wicked Problems

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A diversity of locally appropriate social enterprise solutions are required to solve “wicked” socioeconomic problems facing indigenous communities. To enable diversity among social entrepreneurs, a different set of educational tools are required. One such tool is the inverted business case. A traditional business case studies an existing organization, a problem faced by the organization, followed by solutions to resolve the problem. An inverted business case defines a complex socioeconomic issue, briefly describes implemented solutions, determines solutions that are ascertained to be viable in a local context, followed by the formation of a project or organization to resolve the problem.

Complements or Substitutes? B-Corporations, the Nonprofit Sector, and the Blurring Line between the Market and Philanthropy

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More than 600 for-profit firms nationwide are now certified as “B-Corporations”, legally integrating public purposes, accountability and transparency into their founding documents and stated corporate missions. At the same time, nonprofits are increasingly utilizing entrepreneurial resource acquisition strategies to provide more control over resources in a time of decreasing donations and government support. In this study, we focus on these dual trends of Corporate Social Responsibility (CSR) and Social Entrepreneurship and investigate B-Corporation strategies to affect community and environmental change.

No Shades of Grey and No Flash in the Pan: A Case Study of GreyMob, an Innovative Faith-Based Social Enterprise

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GreyMob is a faith-based social enterprise in West Lafayette, Indiana. “We come alongside passionate students with big ideas and give them the resources and guidance to start faith-inspired, and socially-conscious initiatives. We’re a lot like creative consultants, and a little like a non-profit business incubator” (<http://greymob.com/about>).

GreyMob has established a reputation at Purdue University for innovation in incubating social entrepreneurs. The director was invited speak for the first TED conference at Purdue on the topic of “innovation.”

This case study explores the questions: What are the leading sources of GreyMob’s innovation and creativity? Is their model sustainable and scalable?

Rhetorical Framing: Examining the Message Structure of Nonprofit Organizations on Twitter

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Recently, communication and nonprofit scholars have begun to examine nonprofit organizations’ use of social networking sites for communication with stakeholders. This innovative approach to communication can be appealing to nonprofits as resources become scarcer and, in the case of Twitter, can be more effective in engaging stakeholders (Lovejoy & Saxton, 2012). As such, the purpose of this study was to explore the message structure of nonprofit organization Tweets, to provide insight to types of persuasive appeals used by these organizations to engage and connect with their stakeholders, both innovatively and effectively in a changing communication landscape.

Assessing Information and Communication Technology (ICT) Adoption Decisions of Kenyan Nonprofit Organizations

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Despite growing interest in media technology adoption and use by nonprofit organizations, organizational decision-making at small- and medium-sized organizations is understudied. This study focuses on small and medium-sized organizations and looks at the adoption of the Ushahidi platform, a tool designed for collecting, aggregating, and mapping information. Based on fieldwork in Kenya, this research contributes to the growing body of work on technology adoption and use by nonprofit organizations. Through an analysis of the individual characteristics of potential adopters, the characteristics of the technology, and the contextual factors surrounding the decision, we begin to understand the complexity of adoption decisions.

Reimagining Jazz Music Presentation: From For-Profit Club to Nonprofit Society

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Presenting professional jazz in a for-profit club format creates a tension between artistic considerations and the profit motive. Using the experience of a recently formed, volunteer-run organization—the Grand River Jazz Society—the suggestion is made that jazz presentation may benefit from nonprofit status. In an effort to simplify operations and preserve the traditional club format, a shared-space partnership was developed with an existing hotel, separating artistic concerns with basic venue logistics and service. This example provokes theoretical consideration around the mixed used drivers for arts and culture, contract failure theory, and evolving models for community engagement in urban redevelopment.

*Non-profits and International Pro-social Investment
in Microfinance: Voluntary Organizations and
Markets*

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This paper reviews nonprofit mechanisms that mobilize investments by individuals and social networks in wealthy societies, to capitalize micro-finance services in low-income societies. The two models are exemplified by Kiva.org, an internet-based financing scheme, and Oikocredit, a social investment network based in networks in the Christian churches. Both encourage investments by individuals or institutions through funds that use the capital to lend to microfinance institutions. The paper examines their roles in a field dominated by for-profit investment funds, and adds knowledge about their roles in stimulating investment, sharing financial risk, and shaping the field of micro-financial services.

*Known Knowns, Known Unknowns and the Unknown
Unknowns: Knightian Uncertainty and the Study of
Social Entrepreneurship*

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*****No Abstract*****

*Social Enterprises: A Cure or a Band-Aid for the
Inequality that Ails Us?*

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Society holds conflicting views about “inequality.” Our economic system glorifies it while our social justice values tolerates it if considered “fair.” This paper explores the capacity of social enterprises to bridge this divide by asking, “Can social enterprises play a large-scale and economically sustainable role in tempering the inequalities created by capitalism that social justice deems undesirable?”

To answer this question, the paper reviews relevant economic, social justice and social enterprise literature, identifies “four force” that largely determine levels of societal inequality, and within this framework, analyzes the theoretical and demonstrated capacity of social enterprise to influence inequality.

*When the Business is People: The Impact of A-Way
Express Courier*

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This research examines the economic and social impact on the employees of A-Way Express (A-Way), a social purpose enterprise that operates a courier business that employs people with psychiatric disabilities. It draws on the concepts of human and social capital to offer insight into how the mission and operation of the organization impact the employees. The evidence indicates that in addition to economic benefits, A-Way develops both human and social capital of the employees. The systems and processes that the organization adopts impact the knowledge, skills and behaviour of the employees and the competitiveness of A-Way as a social purpose enterprise.

Social Entrepreneurship in Russia: Institutional Creativity versus Embeddedness

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The aim of paper is exploration of the grounds bringing social enterprises to different models of adaptation to organizational environment in achieving their mission. Four cases of social enterprises analyzed in the paper demonstrate four models of embeddedness: (1) active interaction and innovative cooperation with state agencies; (2) market isolationism; (3) non-market isolationism; (4) withdrawal of social entrepreneurship.

Research combines qualitative and quantitative methods of sociological analysis, grounding on two surveys: the pilot project «Social Entrepreneurship Models in Russia» (Oxfam, UK 2009) and “International practice of social entrepreneurship” (The Fund of regional social programs "Our Future ", 2011-2013), conducted under supervision of author.

Opening a New Nonprofit Thrift Store: Performance, Competition, Pricing, and Financial Sustainability

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The thrift store market in the US is thriving, driven in part by hard economic times but also by changing perceptions. As a result some nonprofits are considering opening thrift stores or expanding their operations. Before doing so, it is however important to conduct a detailed analysis to assess whether a new store is likely to be successful. Such an analysis should focus among others on likely performance, including versus the competition, the choice of location, and financial sustainability. This paper illustrates how such an analysis can be conducted using program and competitor information as well as a client survey.

Social Investment: the Institutionalisation of Competing Logics in New Forms of Nonprofit Finance

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This paper reviews the field of social investment, locating it within current debates about hybridization and institutional pluralism. The forms of social investment are shown to illustrate different types of hybrids within the institutional space shaped by the strong attractors of the state, the market and civil society. This reconstruction of the space in which nonprofits operate challenges established views about the non-profit sector, and is one contribution of the paper. The framework is shown to have utility in that it suggests the conditions necessary for social investment to become a more 'normal' cluster of practices in finance.

Do Nonprofit Entrepreneurs Create more Value?

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For more than three decades social entrepreneurship has been discussed with enthusiasm and intrigue. However, some luster has faded as academic inquiry has been unable to meet the demand of academic and practitioner audiences for more meaningful findings. This study moves the field of social entrepreneurship forward through the study of 161 nonprofits. More importantly, the paper asks and answers the question, do entrepreneurial nonprofits generate more mission outputs than their less entrepreneurial counterparts?

Social Entrepreneurs in a Nonprofit Context: A Panel Study of Personal and Situational Attributes

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Activities with social goals and nonprofit missions have challenges of startup and management like businesses do, yet the personal and situational attributes of entrepreneurs in the non-profit sector receive less attention in research compared to those of commercial entrepreneurs. This study addresses this gap with 910 survey responses from an online panel. Probit regression analyses demonstrate the empirical relationships between the incidence of 'social entrepreneurship' and sets of personal attributes (education/experience, demography, personality, attitudes) and sets of situational attributes (time and resources, social capital, and geographic location).

Just Do It? Cognitions and Behaviors of Start-up Social Entrepreneurs

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When entrepreneurship 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 entrepreneurship 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 preparing to or engaging in social entrepreneurship. It will also look at the interaction of the entrepreneur with and on their environment.

The Role of the Entrepreneur in the Social Enterprise Zoo

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The field of social enterprise is an active research domain with much attention paid to the role of the social entrepreneur. Much of the scholarship, however, relies on a definition of the social entrepreneur that only adequately describes a small minority of the cases. This study draws upon recent research on nonprofit, for-profit, and social enterprise entrepreneurs to draw a distinction between Schumpeterian entrepreneurs that drive innovation, and typical entrepreneurs which tend to replicate existing models. Each plays an important and synergistic role in the social enterprise space, but two notions of impact are necessary to describe their unique roles.

“Democratizing” Social Entrepreneurship: A Theoretical Approach

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This paper posits that social entrepreneurship is—or has the potential to be—one of the more accessible vehicles in the third sector to promote ideals of democracy.

What Drives Venture Philanthropy Behaviors?: A Study about Interaction Effects of Entrepreneurial Orientation on Institutional Pressures

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Drawing upon two theoretical perspectives actively utilized in entrepreneurship and strategic management, i.e., institutional theory and entrepreneurial orientation, we examine venture philanthropy behaviors of funders of social ventures, called social investment funding (SIF) organizations. Our objectives here are not only to help enhance our knowledge of venture philanthropy, but also to make a theoretical contribution by filling a theoretical gap advocated to fill by institutional theorists (Oliver, 1991; Scott, 1987). We analyzed interaction effects of entrepreneurial orientation upon institutional factors shaping SIF organizations’ strategic behaviors. Our analysis through moderated regression found coercive institutional forces were moderated by entrepreneurial orientation.

The Strategy of Ideology in Nonprofit Advocacy Organization

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Nonprofit advocacy organizations have received little attention in the nonprofit literature, although these organizations play a significant role in crafting and implementing public policies. This study seeks to understand the differences between advocacy (social welfare) organizations and charitable groups, as well as explore the role of ideology in guiding the strategic choices of nonprofit advocacy organizations.

Nonprofit CEOs and Their Perspectives on Leadership Skills

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This paper explores how chief executive officers (CEOs) of typical nonprofits in the Pittsburgh area (n=20) construe and describe the skills they use to perform a variety of executive leadership tasks.

The interview protocol elicited from respondents their assumptions, beliefs, and values about leadership skills without imposing the paradigm or hypotheses of the researchers. The findings provide some support for prior research on this topic, but some new insights as well.

Together or Separate? The Meaning and Impact of Restructuring on Nonprofit Operations

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The recent economically induced need for consolidation of nonprofit agency functions has forced the restructuring of many nonprofit operations nationwide. This paper analyzes how the Southeastern Red Cross restructured itself from several autonomous community chapters into a new, complex, matrix organization. The analysis of the Board of Directors' role, managerial practices, human resource policies, before and after the restructuring, unveils the organizational challenges as well as the benefits of such a huge change in the functioning of the American Red Cross.

Project Management Management in Nonprofit Organizations

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Project management principles have been widely adopted in the private sector. The research on the application in nonprofit organizations. this subject is nascent and deserves in-depth empirical investigation to help scholars and practitioners understand the expected benefits, limitations and conditions for the practice of project management in nonprofit organizations.

Nonprofit Leadership Succession: Use of External Interim Executives

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This retrospective descriptive study explores the experiences of 13 professional external interim executives (from a qualifying pool of 29) providing interim management to U.S. nonprofits during leadership successions derived from 2-hour, one-on-one, semi-structured telephone interviews.

It highlights the ambiguous role of external interim executives as a hybrid leader, part leader, teacher, crisis manager, organizational development practitioner, therapist, and consultant, and describes the complex environments in which they work. Participants described their entry and exit from the organization, organizational issues, communications, relationships (especially with the board chair and its effect on the transition), governing board decision-making, and self and organizational assessments.

Nonprofit Sector is Dead, Long Live the Nonprofit Sector!

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This paper engages with the debate on the blurry nonprofit sectoral boundary and the criticism on the ownership-based or legal definitions of nonprofit organizations. It proposes an alternative by applying the organizational identity concept originated in the organizational ecology to the study of nonprofit organizations. This paper first reviews the existing literature on the topic and concludes that the crisis on the development of nonprofit definition is due to the absence of an operationalizable epistemological definition. The article then advocates defining the nonprofit form of organization and other nonprofit-related forms of organizations through their organizational identity.

Making Networks Sustainable through Failure Management

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This study explores how organizational failure or adversity can help to make nonprofit networks sustainable. In particular, we will extend Failure Management (FM) framework to the context of nonprofit networks rather than focusing on individual nonprofit organization. With the FM framework that had been developed through grounded theory being the basis of this study, practical cases on sustainability of nonprofit networks have been analyzed. The paper will present systematic patterns of how organizational failure or adversity can be beneficially used for network sustainability.

*Accountants as Fundraisers: Implications of Using
Paid Preparers for Form 990*

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Most public charities in the United State place part of their public image in the hands of for-profit accounting firms when they ask these firms to complete their public regulatory form, IRS Form 990. Based on a study of over 1,100 public charities, we consider the relationship between use of a paid preparer, size of the nonprofit organization, and the transparency (and therefore donor-usefulness) of the financial and program data reported in the Form.

*The Determinants and Dynamics of Nonprofit
Organizations' Income Portfolios*

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This paper examines the mixes of income that support nonprofit organizations over time. We hypothesize that nonprofit income portfolios are fundamentally explained by the benefits theory of nonprofit finance. Analyzing Statistics of Income and NCCS Core File data for 2002 through 2010 for a sample of arts and social service nonprofits, we find that various stable mixes of fee, government, investment, and contributions income are employed within these fields. However, observed exceptions suggest that risk management (diversification), contemporary pressures for earned income generation and other factors also influence the dynamics of basic benefit-driven finance patterns.

*The Development of a Nonprofit Marketing
Orientation Scale*

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Despite the intense debate among nonprofit researchers and managers on innovative marketing approaches, an accepted scale of nonprofit marketing orientation does not exist. This article presents the results of the first part of a comprehensive scale development project on nonprofit marketing orientation. Based on a literature review, the authors develop a conceptual model with the four dimensions nonprofit brand orientation, nonprofit marketing mix orientation, nonprofit resource orientation, and nonprofit stakeholder orientation. Furthermore, based on the results from expert interviews with 24 German and Canadian nonprofit managers, an initial item list (N = 86) for nonprofit marketing orientation is developed.

Antecedents of Work Life Balance among Expatriate Humanitarian Aid Workers

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This study examines the antecedents of work life balance among expatriate humanitarian aid workers. This article develops and tests a model that is context-specific to the humanitarian aid situation. The model highlights the effects of job autonomy, organizational commitment, job stress and trust in management and co-workers, factors especially applicable to the humanitarian aid circumstances. Unique survey data was gathered among expatriate humanitarian aid workers currently working in the field for a major international humanitarian aid organization. The results suggest that trust in management is of major importance for satisfaction with work life balance, especially among high-autonomy employees.

Revenue Diversification in Housing Nonprofits: To What Degree Does Mission Matter?

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This paper presents findings from a longitudinal study of revenue diversification in nonprofit housing organizations and examines the degree to which organizational mission is related to revenue structure. It sheds light on (a) whether revenue diversification is related to organizational mission and (b) the degree to which there is evidence to support the “crowd-out” or “crowd-in” varies according to organizational mission. It focuses on the affordable housing sector in an attempt to provide a more nuanced understanding of revenue diversification for organizations with various missions that work in complex and varied funding environments.

What is the Relationship between Contextual Factors and Organizational Operations? A Case Study on a Korean-Serving Ethnic Organization

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This paper explores the influences of community context on the internal operations of a Korean-serving organization using an organizational cultural competence model as a guide for empirical inquiry. Employing a case study approach and qualitative methods, findings from this study suggest that the internal operations of ethnic CBOs can be significantly influenced by their contextual environments. Specifically, community demographics were found to influence service delivery, organizational leadership, and organizational culture. Implications for management strategy, service delivery, and research on ethnic CBOs will be discussed.

Organizational Outcomes and Employee Management Practices

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This research examines the role of employee engagement in the performance of nonprofit organizations. Engagement, unlike employee satisfaction, refers to a more enduring relationship between employees and work which impacts their attitudes towards work as well as organizational outcomes. Our analysis suggests management, peer support and organizational characteristics impact engagement. Finally, we analyzed the relationship between engagement and several organizational outcomes and found engagement was positively related to months of operating reserves and negatively related to employee turnover intentions.

Seeking Common Ground: Assessing Concepts and Measures of Professionalization

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Professionalization has become the norm across the nonprofit sector. The literature has discussed nonprofit professionalization at length to understand its implications, but does not demonstrate a unifying concept that facilitates comparison and a strong continuum of research. Measures of professionalization extend from accounting of staff expenses to more complex assessments of management practices. This paper will assess the existing field of research from nonprofit, for-profit and public management to identify uniform concepts and measures. In doing so, the implications of this paper will extend across sectors to highlight commonality in how professionalization and its effects are understood.

What Job Skills Are Needed for Promotion? An Exploratory Mixed Methods Study

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This paper presents results from a mixed methods study of the job skills needed for promotion into administrative jobs in a human service agency and compares these with current staff competencies. Non-profit supervisors were asked to rate the importance of 44 research-based job skills to their direct reports' current positions, the importance of the same skills to their eventual advancement within the agency, and employees' current levels of competency. Results indicate large gaps across many job skills needed for advancement. Lessons for administrative capacity building and social work education are examined.

The Consequences of Professionalization and Rationalization: Changes in Funding Models among Nonprofit Organizations

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The U.S. nonprofit sector has undergone professionalization and formalization in the past few decades. We examine whether and how the three dimensions of nonprofit professionalism (the extent to which nonprofits rely on fulltime paid personnel for management and service delivery, the presence of leaders with professional credentials and the development of professional expertise through external training and development) and the extent of organizational rationalization as gleaned from the presence of business practices affect changes in nonprofit funding models as measured by the distribution of revenues across private, government and market sources.

*Voluntary Turnover and High Performance Work
Systems in Small and Medium Nonprofits*

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This paper examines factors associated with voluntary turnover in small nonprofit organizations. Building upon existing studies of High Performance Work Systems (HPWS), this paper develops a set of hypotheses to explain voluntary turnover. The results of this study will provide an opportunity for actionable knowledge to be created that may help practitioners of small and medium nonprofits to design and administer programs to reduce voluntary turnover.

*Nonprofit Capacity and Capacity Needs in Texas
Nonprofits*

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The purpose of this paper is to present and develop a firmer grasp of the underlying dimensions and nuances of organizational capacity in nonprofits as well as describe and illustrate barriers, as identified by nonprofit managers, which prevent nonprofit organizations to grow their impact and improve effectiveness. The paper draws on the resourced-based view of the organization (Barney et al, 2011; Wernerfelt, 1984), which recognizes that organizational attributes, capabilities, and resources facilitate performance. To obtain data, we will be conducting up to one hundred semi-structured interviews with the highest level staff position in the organization.

*The Great Recession and Sustainability of Arts
Nonprofits in Arkansas*

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The Great Recession of 2008-2010 created a difficult environment for nonprofit organizations to both maintain and expand their bases of revenue, putting charitable and educational programs at risk. Using interviews with twenty executive directors of arts-related nonprofits in Arkansas, this research will attempt to extend the existing research on nonprofit strategy, not only examining finance and development strategies, but also issues of board relations, human resource and volunteer management strategy, and program strategies. Successful strategies and their implications will be discussed in the context of arts-oriented nonprofits, as well as for the nonprofit sector as a whole.

*What Do We Mean by Managerialism? Reviewing
Approaches to the Concept of Managerialism in the
Study of Civil Society Organizations*

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The concept of managerialism has become widely applied in the study of, for example, an intensified hiring of professional managers or adoption of corporate management ideas and practices in and beyond the world of business. However, it is not always clear what phenomena this concept captures. The purpose of this paper is to provide an overview of how the concept of managerialism has been used, and to problematize the ways in which it has been applied to the study of CSOs. The discussion explores the possibilities and limitations of the concept of managerialism in relation to change in CSOs.

Growing Up Nonprofit: A Coming of Age Story

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Nonprofits experience a coming of age as they cross the threshold of \$100K in revenues and transition from a start-up or grassroots phase to a viable professional organization. Building on previous studies of overhead costs, we chart the internal dynamics of nonprofits as they approach and cross the threshold using two different analytical approaches and datasets. Isolating which elements undergo significant change illuminates potential growth mechanisms; further, we gain insight into which nonprofit organizations will remain grassroots civil society and which will professionalize. This information is invaluable to nonprofit professionals who may, or deliberately may not, choose to grow.

*Sustainability, Institutional Resilience, and the
Intrinsic Value of the Arts*

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This paper argues that the long-term sustainability of arts organizations lies in their adaptability, as well as in their ability to justify their vital social significance by carrying out important intrinsic values through their communities. The study looks at the experiences of art organizations with the purpose of exploring the determinants of institutional resilience. Interviews with managers from eighteen nonprofit and university-affiliated arts organizations and other forms of field research all suggest that there is a special kind of institutional rationality that translates into sustainable organizations. The study also identifies impacts of arts organizations on society associated with institutional resilience.

*Factors Influencing Job Choice among Chinese
Students: For-profit, Nonprofit or Public Sector?*

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Although China is moving toward being a more market-driven economy there continues to be a need for management skills in all sectors of the economy: the for-profit, nonprofit, and the public sector. Young management graduates can therefore choose in which sector to work. Their choice often depends on their work and life expectations. This paper investigates the nature of these expectations as they seek employment and examines what factors influence their choice of sector. The findings inform human resource management practices, especially recruitment and retention, in all three sectors in China.

Organizational Capacity of Nonprofit Social Service Agencies

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The U.S. social safety net is formed by governmental and nonprofit organizations, which are trying to respond to record levels of need. This is especially true for local level organizations, such as food pantries. Organizational capacity literature has not covered front-line, local, mostly volunteer and low resource organizations in the same depth as larger ones. We consider whether these organizations have the ability to be a strong component of the social safety net. Based on the literature on organizational capacity, we develop a model which examines how service delivery at the local level is affected by organizational capacity.

Leadership in Turbulent Times: Are We Stuck with Having Leaders “Look like” Leaders?

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In an ideal world, leadership is assumed to be based on meritocracy measurements. However, in reality, many individuals use implicit theories about leadership as the prism through which they identify and assess leaders' explicit behaviors. This paper summarizes findings from a 2010 ARNOVA conference colloquia that used “hair” as the basis for conversations about leadership in the world and in the workplace. While literature about implicit leadership forms the theoretical framework for this analysis, the practice implications of the findings for the nonprofit and voluntary sectors are of note.

Hirshman–Herfindahl Index and Nonprofit Revenue Concentration: A Question of Measurement and Effect

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Nonprofit researchers have calculated the Hirschman-Herfindahl Index (HHI) using different numbers of revenue sources ranging from 3, 4, to more than 11 revenue sources. The HHI increasingly becomes more diversified as the number of revenue sources used in its calculation increase. This research seeks to perform an acid test on different measures of the HHI that have been used in the nonprofit literature in an attempt to (1) test whether different HHI calculations generate sensitive indices that influence financial stability and predictability in non-trivial ways, and (2) with what implications? This research will rely on the NCCS 990 digitized data.

Members, Managers, Membership Management and Institutional Work in Three Brazilian Associations

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The aim of this paper is to discuss how does the type of member – individual, organizational or hybrid – change the kind of membership management practices done by professional managers in volunteer associations. This analysis will be done using institutional work theory (how do individuals act to created, maintain or disrupt institutions – Lawrence, & Suddaby, 2006), which will provide a useful lens to understand how professional managers act to interpret, implement and influence policies decided by the governance bodies of associations and engage the members in the organization’s activities.

Leadership through Mentoring: An Analysis of 10 Years of Internships

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Workplace internships are one means for transmitting organizational knowledge from seasoned professionals to newcomers. Well-designed internships do much more than transmit ground-level knowledge about organizational operations, however. When internship design includes carefully designed mentoring, the basic foundation for successful leadership is constructed. This research presents data taken from ten years of internship records from an accredited graduate level public administration program from 2003-2013. Interviews with mentors and mentees at government and nonprofit agencies show that the highest rated internship experiences include significant mentoring components. Success in internship outcomes include placement in the student’s area of study.

Fulfilled or fed-up?: The Satisfaction and Well-being of International Aid Workers

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Striving for a healthy work-life balance in the nonprofit and public service sectors often involves a tension between private lives and the public good, as healthy working conditions may not enable the best delivery of social services. Furthermore, people’s needs change over their life course and the sector is evolving and changing through professionalization. Drawing upon an original dataset of 300 international aid workers, this paper analyzes how individuals experience this tension, specifically focusing on how their diachronic values are moderated by their objective work experience and personal situation to influence their subjective work experience and personal well-being.

For-Profit Leaders in the Nonprofit Sector: What Difference Does Sector Experience Make?

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Due to the dearth of experienced candidates for Executive Director positions, many nonprofit organizations may hire leaders who do not have sector-specific experience. On the surface, leaders from the for-profit sector who have extensive experience may seem like ideal candidates. However, social identity theory and organizational culture research suggest that leaders without sector experience may face unique challenges. This study examines the stories of leaders from the private sector who later became Chief Executive Officers of nonprofit organizations.

Transformational Leadership Among Nonprofit Executives: Does Experience Matter?

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This paper explores the influence of experience on the likelihood that a nonprofit executive will exhibit transformational leadership. Transformational leadership resonates well with the nature of nonprofits as it describes a leader who is inspirational, visionary, caring and open-minded. While the effects have been studied extensively, antecedents of transformational style have received little scholarly attention. This study tests the impact of experience and other control variables in the adoption of the transformational approach among nonprofit executives in Denton County, Texas. Data will be gathered via an online survey and Structural Equation Modeling (SEM) will be used for statistical analysis.

The Local Government Perspective of Megachurches and Extra-Role Behavior

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Why would congregations such as megachurches take on extra-roles in arguably non-mission related activities like economic development? Our study seeks to answer this question by testing two competing theories used to explain extra-role behaviors (ERB). Discussions of ERB are closely aligned with those of organizational citizenship behavior (Organ 1988). To understand a megachurch's decisions to participate in economic development, we conducted an online survey and follow-up interview with leaders in 17 megachurches in the Dallas-Fort Worth and Houston-Sugar Land-Baytown Metropolitan Statistical Areas. Interviews with local government economic development officers will be conducted to triangulate findings from megachurch surveys and interviews.

When "Talent" Becomes Executive Leadership: Competing Values and Dynamics in a Role Transition

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This research considers the transition involved when someone trained as a professional moves into executive leadership. The change would involve individual and organizational adjustment. What is the learning involved in such a change, both individually and organizationally?

Revenue Diversification and Program Stability in Nonprofit Arts Organizations

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This study proposes to show whether revenue diversification leads to greater stability in the program structures offered by nonprofit arts organizations. Diversified revenue stream is known to reduce organizational revenue volatility and thus contributes to organizational sustainability. Despite possible side-effects from commercial activities, nonprofit arts organizations may increase the stable growth of programmatic offerings and the number of constituents served by diversifying revenue streams. Analysis for this study will be based on a wide range of programmatic and financial information for more than 5,000 nonprofit arts organizations in 11 states participating in the Cultural Data Project (CDP).

Building Arts Facilities: Strategic Design and Community Engagement

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Near the turn of the 20th century, the arts sector in the U.S. experienced an enormous building boom in which cities of all sizes built a wide range of facilities. This presentation looks at the practice of building arts facilities in the context of the organizations that build and the communities in which facilities are built. The authors explore how artistic vision, financial and organizational patterns, and institutional culture intersect throughout the process of a building initiative. They also look at the characteristics of communities that can support or hinder the development of a building project.

When Accountability Kills: Alternative Accountability Mechanisms and NGO Demise

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This paper examines claims that recent obsessions with NGO accountability may have pushed NGOs to the edge in a cross-national longitudinal dataset from the European Union. Survival analysis of more than 1500 NGOs between 2010 and 2012 is used to examine which mechanisms of internal or external accountability, including government regulation, financial incentives, charity watchdogs, board governance, internal evaluation, or information reporting, pose the greatest risks for NGO mortality.

Conceptual Model Building to Examine the Mediating Effect of Board Networks as a Strategy by Pastors to Sustain Small Congregations

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The authors of this paper will propose a conceptual model to examine the use of board member networks by pastors to maintain or increase the financial viability of small congregations. The model will be multidimensional, resting on underpinnings derived from organizational capacity theory, social network theory, and resource dependence theory. The paper will be relevant to pastors, church administrators, board members, and scholars interested in the sustainability of small congregations.

Reducing or Increasing Poverty? Tensions Between the Motivations of Service and Profit of Microfinance Institutions in Central and Southeastern Michigan

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As with any social enterprise, Microfinance institutions (MFIs) experience tension between their desire to provide service and to make a profit. This paper will analyze several MFIs in Central and Southeastern Michigan and place them into one of two categories, market oriented and service oriented. This paper will also discuss the resulting impact on poverty reduction of low-income loan recipients to address the problem of market-oriented MFIs, which can have an effect on increasing poverty instead of reducing it by charging the high interest rates and pressing clients for the payment of the loan.

Centralization in Nonprofit Organizations: Building Capacity or Destroying Distinctive Competencies?

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A confluence of factors – professionalism, major funder expectations, capacity building initiatives, availability of IT solutions, economic hardship, increased competition – pressure nonprofits to become more centralized. Centralization entails routinization, standardization, formalization and bureaucracy, all starkly inconsistent with traditional nonprofit advantages of creativity and experimentation, heterogeneity, participation and volunteerism, autonomy, and expressive orientation. The momentous restructuring underway in the iconic American Red Cross illustrates rationale, effectiveness, and side-effects of increasing centralization in nonprofit organizations. The study suggests that appreciation for both advantages and disadvantages of centralization is needed, and a nuanced approach to capacity building to preserve nonprofit distinctive competencies.

Thriving in Turbulent Economic Times: The Financial Health of Social Service Organizations, 2008-2010

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Recently, the United States economy has suffered one of the worst recessions in history. Previous research demonstrates sound financial management – operational, literacy and governance – varies for nonprofits of different sizes (Kamienski & O'Brien, 2009). This study examines the relationship between financial operations and CHURNA, (positive change in unrestricted net assets), a financial health measurement adapted from Bowman (2008), for 300 nonprofit social service organizations for the years 2008-2010. Using a two-phased mixed methodology, phase one addressed the statistical significance of Form 990 reported financial data related to CHURNA and finds a positive relationship to cash reserves and a negative relationship to days receivable.

Management Capacity Building for Nonprofits Providing Home and Community Based Elder Care Services: An Analysis of Florida's Aging Network

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The number and proportion of older Americans are growing rapidly. Nonprofits that provide most of the direct home and community based services to the elderly are facing high demands for services with limited resources. With an elderly population of 23.6%, the state of Florida leads the nation (18.5%) in the proportion of elderly population. Florida's "aging network" consists of 63 nonprofits that provide home and community based services to its elderly. The purpose of this paper is to assess the management practices of these nonprofits in order to identify areas and strategies for improving their capacities for efficient service delivery.

Strategic Leadership of Nonprofits: A CEO Competency Modeling Study

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Given the dearth of strategic leadership research in nonprofit management and to benefit succession planning of nonprofit leaders, the proposed research aims to identify core competences of strategic leaders of nonprofits which enable them to fulfill the four functions of nonprofits—service delivery, social entrepreneurship, civic and political engagement and expression of values and faith. We will use methods from both job analysis and competency modeling to interview 30 CEOs of nonprofits in Hong Kong. Thematic analysis will be conducted to obtain CEO competencies which can predict good performance in terms of the four functions of nonprofits.

Stunted Growth or Viability? Nonprofit Health Organizations' Perception of Federal Government Support in an Era of Sequestration

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With the Great Recession and recent sequester, nonprofits have had to cope with potential resource shortage by ensuring their funding sources fulfill the organization mission and are viable enough to provide the benefits that initially attracted the nonprofit. Government grants are the primary source of financial support for nonprofit organizations; however, in this turbulent environment of budget cuts, federal financial support has demonstrated considerable fluctuation. This paper examines whether federally-qualified health centers' perception of federal grant viability has changed over the past five years and whether they are acquiring other funding sources to counteract the fluctuating viability of federal support.

Thrift Stores Funding Food Pantries: A Win-Win Strategy for Nonprofits Serving the Poor?

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Affected by the recent crisis, nonprofits have started operating thrift stores in order to fund other programs. Martha's Table, a nonprofit in Washington DC, operates a thrift store whose earnings fund food programs for the poor. After presenting a profile of the beneficiaries of the thrift store and the food pantry program, the paper estimates the combined benefits of the two programs for low income beneficiaries on the basis of client surveys and other data. The benefits are substantial, so that using thrift stores to fund food pantries may indeed be a win-win strategy for nonprofits serving low income populations.

A New Type of Management: The Rise of Specialist and Generalist Nonprofit Management Support Organizations

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Nonprofit management support organizations (MSOs), which provide managerial services for other nonprofits, play an essential role in improving the sector. Despite the MSO field's growth, only a few studies have examined them. This paper investigates the growth of MSOs from 1999-2007 and the factors that influence their form: generalist or specialist. Consistent with ecological theory, we find that the presence of nonprofits within a service niche as well as generalist MSOs drives the founding of specialist MSOs. We argue that the specialist form benefits MSOs since they gain legitimacy by the growth of generalists while at the same time protecting themselves from direct competition.

*An Exploration of the Environmental Effects on
Nonprofit Financial Health*

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Nonprofit financial health is affected by environmental factors. Two analyses were performed using generalized estimating equations (GEE), one on the human services subsector and one on higher education nonprofits. The findings suggest that macroeconomic factors (gross domestic product and state product), community factors (median household income), as well as a nonprofit's financial prominence in their niche (revenue share), can increase financial health. Also, differences in the results between the subsectors illustrate the importance of conducting research at the level of the subsector and serves as a caution against sector-wide analyses.

*Board Dynamics and Nonprofit Executive Director Job
Satisfaction in Nova Scotia and Wisconsin*

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This study examines the factors that influence Executive Directors' self-reported job satisfaction, especially in terms of relations with their boards of directors. The study is based upon a survey of executives representing a random sample of nonprofit organizations in the state of Wisconsin and the province of Nova Scotia, offering a comparative perspective across countries. We attempt to explain executive director job satisfaction using factors such as board conflict, role conflict, board-executive relations, and other dynamics between the board and executive leaders.

*Foreign Aid as Public Management: Government
Funding for Development NGOs*

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Research on foreign aid tends to be linked to international relations and foreign policy rather than to public management. The growing utilization of nonprofit organizations (NGOs) in the delivery of foreign aid, however, reveals that transnational relationships between governments and service-providing organizations are beginning to resemble "partnerships in public service" in Western countries. Based on a dataset constructed from 135 interviews with leaders of local and international nonprofits operating in Cambodia, we explore the characteristics of nonprofits that are associated with government funding.

*Comparison of Organizational Change in
Transnational NGOs: Are NGOs Still Catching up with
the Present or are They Anticipating the Future?*

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Many transnational NGOs are undergoing significant organizational change or are 'digesting' the effects of such changes. But are these NGOs still catching up with current demands for greater effectiveness, accountability and efficiency, or do they also attempt to anticipate wide ranging geopolitical shifts, changes in the composition of the sector, funding architecture, and other structural changes affecting NGOs' external environment? The author facilitates a Learning Group on Organizational Change which consists of change managers and leaders in 7-10 major NGOs. This article will compare and contrast organizational changes happening in the sector, and will address how forward looking these changes are.

*Exploring Lived Experience of Nepali Speaking
Immigrant Leaders in the US*

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The purpose of this study is to examine the cross-cultural leadership experience of Nepali-speaking immigrants with reference to their experience of leading Churches in the US. This study contributes adding knowledge to the literature specifically on the experience of Nepali speaking immigrants, a majority of who immigrated to the US within the last decade. This study utilizes phenomenological approach as it fits the best to examine the lived experience of a common phenomenon (leading in a cross-cultural setting). The themes and convergent meaning are presented.

Testing Charitable Bequest Interventions

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We test four interventions designed to increase charitable bequest intentions using a series of different surveys on a sample of approximately 3,500 respondents. The most powerful interventions were stories of deceased bequest donors who continue to live on through the impact, followed by stories of living donors with planned bequests who will live on through the impact of their gifts. Still positive, but less powerful, were messages related to the impermanence of leaving money to non-charitable heirs and establishing charitable bequests as an accepted social norm. We discuss theoretical and practical implications of these findings.

Look who's crowding-out!

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Across the globe, the economic crisis has forced national and local governments to cut back on subsidies for nonprofit organizations. To what extent will citizens compensate for declining income from government subsidies by increasing their private contributions? In the current paper we revisit this question. We present a meta-analysis of crowding-out estimates in previous (published and unpublished) studies, formulate a new research question on the relationship between government contributions and household giving, and test four hypotheses answering the question in an analysis of new data from a survey experiment among a large sample from the Netherlands.

*Examining Adoption of the Cultural Data Project
(CDP) by Nonprofit Arts Organizations: a Resource
Dependence Perspective*

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The Cultural Data Project (CDP) is a donor-designed initiative that targets financial accountability of nonprofits arts organizations. Although, the CDP has been adopted by 13,000 arts organizations in 13 states, little is known about the determinants of its adoption.

Drawing upon resource dependence theory, I test the proposition that arts organizations adopt the CDP to mitigate negative consequences of decreased revenues and to achieve stability in the supply of resources access to which donors provide. I test this assumption on two sub-sets of nonprofit arts organizations in the state of Illinois. Findings and implications for nonprofit theory and practice are discussed.

Nonprofit Funding Intermediaries

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This paper examines a set of nonprofit organizations that have received uneven attention by scholars: nonprofit funding intermediaries. Nonprofit funding intermediaries (NFIs) are public charities that receive money from public and private donors and redistribute it to other nonprofits. While studies have documented the roles and contributions of a handful of NFIs, like community foundations and the United Way, these studies do not provide a comprehensive analysis of NFIs as a subpopulation of nonprofits. This paper takes a first step toward developing a better understanding of the larger universe of NFIs by examining a range of NFIs in Boston MSA.

Philanthropy as an Activator of Intangible Capital: An Innovative Strategy for Sustainability

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This paper describes an exploratory qualitative study that investigates how philanthropy activates intangible capital (non-physical, non-financial resources capable of producing future value) in grantee organizations. The study employed document analysis and interviews with representatives of three private foundations in San Diego, CA. Preliminary findings indicate that the activation of intangible capital can stimulate increasing returns that strengthen both the grantee organization and the larger community. This research suggests that in turbulent operating environments, repositioning philanthropy to activate intangible capital is the key to organizational renewal and sustainability.

Richer Lives: Findings from a New Longitudinal Study of UK Philanthropy

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This paper presents the findings from the first ten-year update of a study that will be repeated every decade. An original sample of 80 rich UK donors was created in 2002, half of whom were followed up in 2012 and a new set of 40 philanthropists added to replenish the sample. Using surveys and in-depth interviews, data was gathered on a wide range of topics including the size and destination of donations, methods for giving, attitudes towards fundraisers and feelings about financial security. The data is analysed and conclusions drawn about the changing nature of philanthropy in the UK.

Gender, Giving, and Volunteering: Evidence from a Multinational Survey

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Gender is an important predictor of giving and volunteering, but gender has received only limited research attention, and most of that has focused on the United States, Western Europe, and other developed countries. Multinational research on the relationship between gender and giving and volunteering is rare. Using the Gallup World Polls sample from 113 countries, this paper examines the different pathways into prosocial behavior for men and women.

Fundraising versus Foodraising: How can Emergency Food Programs Efficiently Feed the Hungry?

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As domestic hunger has grown, the nonprofits that provide food to individuals are struggling to keep pace with demand. Their evolving public-private partnership provides both in-kind food and cash donations. With over 3 billion pounds of food provided to clients annually (Feeding America, 2012) this study seeks to determine the effects of different fundraising resources and their relationship to food distribution. Using regression analysis, in-kind donations and cash support is examined in relation to food distribution among 260 food pantries, soup kitchens and shelters. Results will assist practitioners to efficiently maximize their fundraising strategies to protect their longevity.

It Matters to Ask Where the Dollars Come from: Source of Household Financial Resources and High Net Worth Philanthropy

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This study explores how different sources of household financial resources affect charitable giving behaviors among high net worth households (HNWHs). Prior studies suggest that it is critical to disaggregate different components of financial resources when examining the effect of financial resources on giving. However, very few studies have investigated this topic among wealthy households. This study analyzes survey data collected from more than 700 HNWHs in 2012. Findings from the study will enhance the understanding of giving behaviors by wealthy households and have practical implications for fundraisers, particularly under the economic recession when philanthropic resources are even scarcer.

Relational Exchange in Nonprofits: The Role of Identity Salience and Relationship Satisfaction

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In practice and research, the emphasis has been on identifying the characteristics and motivations of donors; but few have asked why donors continue to give a particular nonprofit. This study examines relationships between donors and nonprofits and their impact on the charitable giving levels using identity salience and relationship satisfaction as key mediators of nonprofit relational exchange. In a survey of 719 repeat donors, to a broad range of nonprofit organizations, identity saliency and relationship satisfaction are introduced as mediating constructs and the results confirm that both constructs partially mediate donor motivations and charitable giving.

Million-Dollar Charitable Giving in a Cross-National Perspective

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Global philanthropy has received great attention in recent years. With growing income and wealth in many parts of the world, donors and nonprofit leaders increasingly seek to understand the potential of large gifts to solve economic, cultural, and environmental challenges around the globe. Very little, however, is known about how the top tier of large gifts varies in different global contexts. This study examines the extent of high-dollar philanthropy in key countries and regions, and explores differences in the amount, motivation, and other characteristics of giving in these geographic areas.

Faculty and Staff Giving Culture and Strategies Across Eight Campuses

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This study explores campus giving by faculty and staff donors within Indiana University, a large, public, multi-campus higher education system. The authors expand upon literature on workplace giving, higher education fundraising, and faculty and staff philanthropy through the use of mixed methodologies, including in-depth interviews and data from the university's operational human resources system and the Indiana University Foundation's donor information database. The study presents statistical and qualitative data to examine the impact of campus-specific philanthropic cultures and fundraising campaigns on the giving patterns of faculty and staff.

Charitable Giving by Boys and Girls

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This paper examines charitable giving by boys and girls, using two waves of the PSID and its Child Development Supplement. We test the following research questions, "Does role-modeling and talking to children about giving make a difference in children's giving to charity? Does role-modeling and talking about giving affect children differently by race and gender?"

The Impact of Employee Compensation and Financial Efficiency on Donor Contributions

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This study examines the extent to which management compensation affects charitable giving and whether such impact depends upon financial efficiency within organizations. Utilizing financial information for nonprofit organizations from 1998-2007, the study tests the hypothesis that if financial efficiency is low, employee compensation deemed above average or excessive becomes a greater barrier to donating than if financial efficiency is considered appropriate for the organization. Results of the study may improve organizational understanding of how donors view both financial efficiency and director compensation and whether the interaction between the two alters a donor's willingness or propensity to give to the organization.

Environmental Philanthropy in Five Developed Countries: Is there Convergence among Young Donors?

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The paper explores environmental philanthropy among young adults in five countries: Canada, Germany, Israel, South Korea, and USA. We define environmental philanthropy as giving and volunteering to environmental NGOs. We hypothesize that although the five countries vary on several economic and environmental characteristics, young adults will be relatively similar in patterns of environmental philanthropy and in the determinants of such behavior. A standardized questionnaire was administered to representative samples of students in five campuses, one in each country. Results show that there is no convergence but rather significant differences between countries in patterns of environmental philanthropy and their determinants.

Analyzing Effects of Religion & Religiosity on Giving Behavior

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This study explores effects of religion and religiosity on giving behavior with interaction effect between religion and religiosity. For the analysis, this study utilizes the data called 'Giving Korea 2012' by the Center on Philanthropy of the Beautiful Foundation and employs Tobit regression model which is widely used when information is censored in analyses of charitable giving. This study will provide empirical evidence about combined effect as well as respective effect of religion and religiosity on citizens' giving behavior in South Korea. The findings can be useful for developing effective fundraising strategies of nonprofit organizations having religion-related donor markets.

Women Giving Millions: Exploring the Landscape and Narratives of Women's Million-dollar Gifts

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As researchers study high-net-worth philanthropy, few studies examine million-dollar gifts. Scholars are also examining gender differences in charitable behavior, and their influence on philanthropic giving. This mixed-methods study offers insight into high-net-worth women's philanthropic giving, their differences from men, and the discourse surrounding such gifts. Using data from the Million Dollar List, I examine the similarities and differences of million-dollar gifts made by individual women and individual men from 2000 to 2012. Second, using a stratified random sample of gifts, I analyze the discourse presented in gift announcements, focusing on women donors' motivations for large-scale philanthropy.

De-Standardizing Fundraising Ratios: Again, One Size Does Not Fit All

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Despite economist Richard Steinberg’s admonitions, standards for fundraising ratios have entered the popular conversation through research, nonprofit textbooks, sectoral watchdogs, and increasingly mass media—the 65% or more on program expenses has become the touchstone. It is our intention to revisit Steinberg’s 1986 revelation of the objective functions of nonprofit firms, using his sectoral classifications, to begin the process of re-norming standards for fundraising ratios by at least recognizing that one size does not fit all subsectors. Specifically, we use GuideStar 990 data to suggest subsector-specific average fundraising ratios which may be used as standards for within sector comparisons.

The Philanthropy of Carlos Slim: A Quantitative and Qualitative Assessment

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Since he topped Bill Gates on the Forbes List of the World’s Billionaires, Carlos Slim’s business practices and his philanthropy have come under increasing scrutiny. This scrutiny has come in the form of profiles and articles done by journalists, but his philanthropy has not been subjected to rigorous academic analysis. The purpose of this paper will be to assess Slim’s public commitments and pronouncements against his publicly disclosed financial reports on the tax authority’s transparency portal for Mexican nonprofits. It will be an exercise in transparency aimed at Mexico’s highest profile philanthropist.

The Role of Estate Tax in Charitable Bequests in the U.S. between 1954 and 2012

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Using IRS and Giving USA data for years 1954 to 2012, this study examines the role of U.S. estate tax in taxpayer’s decision to plan charitable bequests. The analysis is based on descriptive statistics and a time series regression model and examines the role of tax policy in the amount of taxes paid as well as the relationships between changes in the estate taxes paid and bequest giving. In the context of empirical findings, the study revisits the discussion about the continuation of the estate tax by reviewing the arguments for and against the repeal of the estate tax.

Giving in Smart Ways: How does Industry Shape the Philanthropy of Giving Pledgers?

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The Giving Pledge was launched in 2010 to solicit the commitment of America's richest to donate at least half of their wealth to charitable causes in their lifetime. It has been heralded to be a game changer for creating a new arena for philanthrocapitalism and strategic giving. To understand the impact of business models on philanthropy, this paper analyzes the link between the industries that produced the Giving Pledgers' wealth and their philanthropic activities. It draws on findings from a content analysis of values expressed in Pledge Letters and industry reports, and data on the Pledgers' philanthropic and business activities.

*Concentration of Fundraising Reflected in the
Philanthropy 400*

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This study explores unstudied specifics of concentration in fundraising. Patterns of revenue concentration or diversification within organizations are examined over 22 years using organizations ranked in the Chronicle of Philanthropy's annual Philanthropy 400. The collective share of private support increased by one-third and donations to the lowest-ranked organization more than doubled despite the number of nonprofits doubling. Longitudinal analysis addresses the question if the organizations receiving a concentrated share of fundraising are representative of changes in the nonprofit sector or if they move independently of the wider population of organizations. The findings have important implications about competition and fundraising.

*What The Recession Wrought for Income, Wealth and
Philanthropy: Findings from the Federal Reserve
2007/2009 Panel Study*

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In accord with the theme of this year's conference, in our presentation we will analyze the data from the recent Survey of Consumer Finances Panel Study to elucidate the joint consequences of the Great Recession on household income, wealth, employment status, and philanthropy in the aggregate and for specific demographic groups defined by categories of income, wealth, age, marital status, race, asset allocation, and other demographic and relevant social and economic categories.

*US Foundations in Brazil and the Funding of the
Human Rights Field – Data and Trends from 2003 to
2012*

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The aim of this paper is to describe and analyze the presence of US philanthropy in Brazil with regards to the field of Human Rights, especially in the last ten years, using data of foundation grants from the Foundation Center. Historically, US foundations played a vital role in developing the Human Right field in Brazil, but recent changes in geographic and programmatic priorities may challenge this position. This research will help to understand what exactly these changes are and how they may impact US-Brazil philanthropy relations and Brazilian civil society.

Generous People, Generous Nations: A Cross-national Study of Philanthropy

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When it comes to giving to charitable organizations, there are large differences in generosity between individuals in different nations. Why do people in one country donate more frequently and more generously to charitable organizations than people in another country? Using unique data on individual giving behavior in twenty-one countries collected in the Generous People, Generous Nations project, we test different individual (based on differences in prosocial values and resources that stimulate giving) and contextual (based on differences in governmental subsidies, fiscal policies, and legal requirements) explanations for cross-national differences.

Boom Towns or Bane Towns: The Impacts of Significant Community Growth on the Nonprofit Sector

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In an era when community leaders and scholars worry about how demographic change affects civic engagement, social capital and civil society, we explore how rapid population changes affect the size and structure of the local nonprofit sector. Specifically we model the shifts in retirement, military, and immigrant populations in relation to the size/composition of nonprofit organizations. We also account for civic engagement as a potential moderating or mediating influence. Understanding the relationship between in-migration, civic engagement and the nonprofit sector provide a foundation to help community leaders to help assimilate newcomers in ways that build local civil society.

Acquiring the New Donor Motivating the Prior Giver: An Empirical Examination of Incentive-Based Strategies for Nonprofit Donors

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We add to the body of field experiment research on charitable giving. First, we establish results for the factors influencing the acquisition of new donors for organizations which do not have clearly partisan appeal, unlike much of the existing work. Second, we implement bonus trigger gifts, which fall somewhere between matching gifts and seed gifts. We find that adding a gift of \$10 to each gift significantly influences the acquisition and behavior of new donors. The second phase of the project examines the impact of matching gifts for new and existing donors to the same nonprofit.

External Determinants of International Grantmaking by American Foundations

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What factors influence charitable foundations' grantmaking? I examine determinants from the external environment of U.S. foundations using statistical analysis. I argue that foundations, as elite institutions, share the interests of the U.S. political elite and, as such, will align their grantmaking activities with U.S. foreign policy. Specifically, I hypothesize that U.S. foreign policy interests, recipient country need and recipient country governance all influence foundation grant allocation. To test these hypotheses, I conduct regression analyses using data on foundations grants from the Foundation Center's Foundation Directory Online, which lists all grants of \$10,000 or more by the largest American foundations.

*Local Philanthropy...Positioning Education
Foundations within the Community*

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Given the policy environment of public education and the expanding role for Local Education Foundations, how do we consider the broader impacts of attracting private money for the benefit of public schools, especially when some districts may have greater capacity to implement such efforts? Does this contribute to great inequity in education, and if so, how does strategic positioning mediate this relationship?

*Charitable Aid and Assistance in a Time of Disaster:
Do Donor's Perception and Experience Matter?*

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We have seen extraordinary and phenomenal responses in disaster relief giving during the time of disaster. It is not surprising to have tremendous number of donations and volunteers since the obvious cause is visible and the use of contributions is relatively apparent. However the nature of disaster relief throws questions and even problematic issues in terms of route of provision and initial recipients. Paying attention to the system of disaster relief donation in Japan, this paper attempts to empirically examine the determinants and behaviors mechanism of disaster relief giving, particularly focusing on different kinds of way of giving.

*Government Funding of Nonprofits During
Recessions: The American Recovery and
Reinvestment Act's Impact On Revenue Volatility and
Financial Health*

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Contracts between nonprofit organizations and federal, state, and local governments are an important part of public service provision in the United States. During economic recessions, all types of nonprofit revenue, including government funding, can become volatile. This research exploits the American Recovery and Reinvestment Act (ARRA) as a quasi-experiment and examines the impact of this countercyclical government funding increase on nonprofit revenue volatility and other measures of financial health. The paper concludes by calculating and discussing the merits of maintaining steady government funding during economic downturns versus increasing funding to counteract losses from other sources.

Million-Dollar Giving and Community Characteristics

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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 over time. 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.

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

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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 behavior. 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.

Does Membership in a Public-service Club Make a Person More Generous?

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This study aims to explore the effects of membership framing on charitable giving by laboratory experiments, addressing three main research questions: 1) Does membership in a public-service club make a person more generous? 2) Does the provision of private benefits to members complement warm glow from giving? 3) Can multiple membership categories (e.g., supporting member vs. regular member) increase member donations? The study will build on the current body of research about giving motivations and giving to public goods in a virtually unexplored but important setting, that of service clubs.

Thank you for your time! Would You Mind Donating to our Cause?

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Gratitude can have a positive effect on an individual's interactions with others. This effect makes it a possible priming attribute for positive impact on prosocial behaviors. The purpose of this study is to determine what effect the priming of gratitude affect will have on the prosocial behaviors of volunteering for and donating to a charity. This study focuses on gratitude's second function, a Moral Motive: gratitude motivates the grateful person to behave prosocially toward the beneficiary as well as other people around him, (McCullough et al, 2001). This study will utilize two quasi-experiments using a nonequivalent groups design.

High-Net-Worth Charitable Giving Trends in 2011

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This study examines the giving patterns, priorities, and attitudes of America's wealthiest households for the year 2011. To inform longitudinal tracking of high-net-worth philanthropic activity, several areas analyzed in this study—giving patterns, perceptions, motivations, decision making, values, traditions, volunteering and demographic dimensions—build on those examined in previous studies in this series (2006, 2008, and 2010). This study reveals consistent trends in the giving and volunteering behaviors of high-net-worth individuals and households, but also departures from past years. The majority of high-net-worth individuals continue to be philanthropically committed, but are also becoming more intentional and impact-driven in their giving.

*Voluntary Contributions to Salvation Army Red Kettle
in Christmas Season: the Second Natural Field
Experiment*

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This study attempts to explore behavior of voluntary contributions, based on a natural field experiment conducted at 10 subway stations in Seoul, South Korea for 9 days in December of 2012. 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 ANOVA. This study provides exploratory evidence of citizens' giving behavior to build a foundation for future research and fundraising strategies.

*Evaluating U. S. Nonprofit Hospital Web Sites for
Fundraising Presence and Trends*

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Hospitals and health system web sites increasingly provide vital health information for consumers, presenting an opportunity for nonprofit hospitals to capitalize on this internet traffic to their sites in order to build relationships with prospective and current donors and volunteers. Little is known about the extent to which nonprofit hospitals utilize websites and social media for fundraising purposes, and how effectively the technology is being used. This study will examine the utilization of the internet for fundraising purposes by nonprofit hospitals in the U.S., and will assess the sites on four dimensions: accessibility, content, marketing and technology.

Principles of Philanthropy

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This paper discusses the principles of philanthropy through a comparative analysis of Western philanthropy and Islamic giving traditions. While the recent literature in the field of philanthropy has witnessed increased endeavors towards cross-cultural inclusiveness and the consideration of other religions, still lacking are comprehensive comparative studies related to the principles of giving across the Western and Islamic traditions. The proposed study promotes cross-cultural understanding of the various principles that motivate giving in the two cultures, and will also provide a deeper understanding of cross-cultural fundraising strategies.

Venture Philanthropists: Sustained Capacity Builders or “Embellished” Funders?

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Venture Philanthropy has increased in popularity as a new approach to giving which entails not only financial support from donors, but also their strategic involvement to build stronger organizations with improved services and higher impact. Although both donors and organizations have reported positive outcomes from these longer-term capacity-building relationships, it is unknown if these results are sustained once the venture philanthropy interventions end. With the support of Social Venture Partners (SVP) and its nation-wide network, this pilot research explores if this high-engagement philanthropy has sustained impact on nonprofit organizations, or if venture philanthropy is simply “embellished” funding.

The Effect of Social Information on Online Giving Behaviors

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The emergence of the Internet has introduced new methods for fund-raising campaigns. There is one notable characteristic of them that online fund-raisers more easily can provide the frequently updated information to donors and potential donors. In this paper, we investigate how the updated information about the contribution of the early donors affects the later donor behaviors with the dataset of JustGiving Japan. Our analysis shows that the number of the early donors who take the modal donation, the most popular amount, could strengthen the stability of the modal donation during the whole period.

Leaving an Estate to Religious Institutions or Charity? Who Thinks It's Important?

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Using data from the 2007 Panel Study of Income Dynamics, this study examines the factors associated with perceived importance of leaving an estate/inheritance to religious organizations and to charity, respectively. The results show that widowers are more likely to consider it important to leave an estate to religious institutions, while never married individuals are more likely to consider it important leaving an estate to charity than married household heads. Religious beliefs influence perceived importance of bequest to religious institutions. The findings of this study shed light on who leaves estates to nonprofit organizations.

A New Paradigm in an Era of Uncertainty: Examining Foundation Support for Government Agencies during the Great Recession

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In a recent study of philanthropic giving, the researchers found that a surprisingly high % of community foundation grants were being made directly to local governments and special purpose districts to provide for programs, services and operating expenses – more than 28% in 2010. While much research over the past forty years has focused on the ways in which governments provide grants to nonprofit organizations, this study is one of the first of its kind to investigate how the philanthropic community has begun to assist government departments and agencies in the provision of public goods and services.

Can Foundations Be Social Innovators? A Multiple Case Study Using an Ideal Type Approach

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In times of crisis the role of foundations in society is being readdressed. Many see a unique potential of foundations to provide new solutions to social problems and hence act as social innovators. However, this claim is not backed by strong empirical evidence. Advancements in the social innovation literature allow to critically assess if foundations can fulfill this role. In my paper I build an ideal type of a “foundation for social innovation” and use it as mirror in a multiple case study. This allows me identify organizational factors that allow or hinder foundations to be innovative problem solvers.

Understanding Philanthropy Education in K-12 Schools

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Philanthropy education has been present in the United States since the 1980s. However, a discussion of the scope, size, focus areas, and operational patterns of programs has been absent from the literature. The purpose of this study is to develop a typology of philanthropy education at the K-12 level. Administrators of K-12 schools were interviewed and surveyed to map school-based philanthropy programs including: schools that taught philanthropy education, components of philanthropy education, and terminologies used by philanthropy educators. Findings of this study will inform educators, researchers, and policy makers interested in youth philanthropy by offering a typology of the field.

The Impact of Economic Restructuring on Community Based Philanthropy: The Case of the United Way of America: 1990-2010

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This paper explores the relationships between changing macro-economic conditions and trends in community-based philanthropy. Since the 1980's, on-going reference has been made in academic and professional circles to the "New Economy", including increasing scale, de-industrialization, and delocalization of local economies. As a result, the last two decades have been a tumultuous time for community based philanthropic institutions, which are deeply embedded in local economic and social systems. Using a unique data that incorporates philanthropic, socio-economic, and economic structure data, this paper explores the dynamics of these complex relationships between 1990 and 2010.

*Philanthropic Gifts and International Development:
Evidence from Million-dollar Gifts*

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In the past decade, there has been a significant growth in private philanthropy toward global issues; however, few studies have examined the impact and importance of private philanthropic gifts made for international aid and development, and only a few studies have compared Official Development Assistance flows with private philanthropy flows. This study investigates the role of philanthropic gifts in addressing economic and social needs globally by analyzing million-dollar-plus gifts for international issues made between 2000 and 2011. The study also identifies important country-level factors affecting million-dollar-plus giving for international issues, and illuminates the interplay between government aid and private gifts.

*A National Study of Giving and Marriage Patterns in
Jewish and Non-Jewish Households*

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This study examines Jewish and non-Jewish philanthropy by gender, using the National American Jewish Study of Giving. We examine the amounts and probability of household giving to charity by Jewish males and females and non-Jewish males and females.

*Understanding Reasons for Not Giving as a Basis for
Influencing Donors*

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To build understanding of why some people do not donate to charity, or give very little, this article reports a two-stage study illustrating that cognitions for not giving are more than the direct opposite of cognitions in favour of giving. It reveals the discriminant and incremental validity of attitudes towards giving and not giving as predictors of behavioural intentions, and investigates the underlying motives or reasons that explain their independence. Identifying reasons why people do not give is important to inform interventions designed to encourage giving across the population, rather than charities entreating committed donors to continually extend their giving.

Philanthropic Professionalization: What Difference Does it Make?

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Foundations are facing conflicting pressures. On one hand they are being told that to be effective they must professionalize and hire staff. On the other hand they are being told they can never be experts without community input. In light of these criticisms many foundations have begun to use citizen committees in lieu of traditional boards (Bourns 2010). This paper uses data from a 2009 Grassroots Grantmakers survey (an association for foundations that involve citizens) and creates a professionalization index within 58 respondents to uncover the characteristics of foundations that give complete decision making power to citizens.

Exploring Corporate Philanthropy in a Global Context: An Analysis of Domestic and International Charitable Contributions by Fortune 500 Companies

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Extensive research has examined the determinants and decision-making of corporate philanthropy. However, very few empirical studies have investigated the determinants of international philanthropy by U.S. companies. Using comprehensive financial and charitable giving data, this study seeks to bridge the gap in the literature by exploring the link between corporate financial performance and international corporate philanthropy among Fortune 500 companies. The study will also examine the decision-making structure and strategies of corporate international giving through an online survey of Fortune 500 companies and case study interviews.

How Married Couples Make Charitable Giving Decisions

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This paper presents the results of interviews with forty married couples on how they make decisions about volunteering and charitable giving. Couples disagree more often over the amount of a donation than the donation itself. Highly religious couples rarely disagree, as they give time and money through religious institutions which have strong external norms about giving. Couples rarely disagree about giving and volunteering related to their children. Older couples routinize their giving and are more likely to describe charities as “our” charity, even when the initial decision to give originated with only one spouse.

*illuminating the Black Box: Testing the Two-stage
Competitive Process for Grants*

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We use complete data on grant applications and funding decisions from multiple years of a foundation's grantmaking to both map the market of organizations seeking its grants and apply Gronbjerg, Martell, and Paarlberg's (2000) two-stage competitive process to understand how applications from new grantseekers fare compared to previous grantees. By fully dissecting the grantmaking process of one philanthropic foundation, we shed light on internal organizational practices and external, market factors that influence grant decisions. In doing so, we combine quantitative and qualitative empirical analysis of grantmaking decisions that has both theoretical and practical implications for the nonprofit sector.

*Giving Patterns of Million Dollar Gifts for
International Development-An Empirical Test on U.S.
Donor's Strategic Giving*

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In this article, I empirically examine the different giving patterns among individual, corporate, and foundation donors on major gifts for international development (above U.S. million dollar level), and discuss how these giving patterns fit in a theoretical framework of strategic giving from literature, which demonstrates the core idea of strategic giving representing both an instrumental function (i.e. effectiveness) and an expressive function (i.e. the delivery of donor's value). Using Million Dollar List database, I will test different hypotheses, including gift concentrations across and within subsectors, the changes of gift concentration by years, and factors that affect gift size and distributions.

*Characteristics of American Households That Give to
Charitable and Political Organizations*

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Extensive research has examined charitable giving trends of American households. However, little research has been conducted examining the characteristics of American households that give to both political and charitable causes. Using 2011 giving data from the Consumer Expenditure Survey and the 2012 Bank of America Study of High Net Worth Philanthropy, this study will statistically analyze contributions of money and property to charitable and political organizations by general population and high-net-worth households according to key demographic characteristics. This analysis will offer an in-depth view of American households' civic engagement through the dollars they voluntarily contribute for these different purposes.

Not What I Expected: Diversification and Revenue in the INGO Sector

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Diversification of revenue has been pursued by U.S. based nonprofits as a strategy to increase revenue growth and stability. For those working in the international sector, an important question is whether this strategy also works for International Non-Governmental Organizations (INGOs). More broadly, how do INGOs fund their programs? What strategies do they use? The authors use a qualitative multi-case study methodology to lay the groundwork for further more quantitative studies, define terms, and highlight questions related to the unique nature of the INGO sector. Findings include significant differences between the domestic and international nonprofit sectors in diversification and revenue strategy.

A Market to Sell Experience: How Neo-liberal Volunteering Policies Trade on the Pressures of being Young

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This paper uses the social theory of Sennett and Bauman alongside previous literature on the changing nature of volunteering, and original qualitative data to explore the increasingly instrumental motivations of young volunteers. Drawing on interviews with youth volunteering workers and ethnographic experiences of volunteering, it will be shown how government policy in the UK has unintentionally reinforced a short-term attitude toward social commitments among young people. In response to recession, austerity, and an ever fiercer market for opportunity, young people increasingly have to volunteer solely to gain 'experience' and develop their skills, rather than for altruistic motivations.

The Discourse Ecology of Hydraulic Fracturing in New York State: Associations and their Storylines of Public Policy and Governance

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Over 100 associations in New York are promoting diverse "storylines" about hydraulic fracturing. Building on Hajer's discourse analysis, this paper develops the concept "discourse ecology" to map the dynamic interaction of these storylines. Our preliminary map of the discourse ecology reveals fundamental conflicts over governance and citizen engagement that explain the present political gridlock. Furthermore, it suggests that consensus will be difficult as various associations are embedded in practices that perpetuate competing storylines about policy and governance. Our study offers a unique explanation of the role of nonprofits in public policy, and adds to critical approaches to nonprofit studies.

Health Care Reform, Coordinated Care Organizations, and the Process of Neoliberalization

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There has been a great deal of interest in Oregon's Health System Transformation law and the nonprofits it establishes—Coordinated Care Organizations (CCOs)—as scholars seek to understand the impact of this new model of health care. This paper explores the law and CCOs from a critical vantage point. Through document analysis and interviews, this paper examines the Oregon law and CCOs on three fronts: (1) to understand whether and how the law facilitates the process of neoliberalization; (2) to understand to what extent CCOs are being neoliberalized; and, (3) to understand how these processes affect CCOs' provision of service.

Borrowing for the Public Good: The Use of Tax-Exempt Debt by Charities

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Nonprofits frequently use tax-exempt borrowing, and the importance of such borrowing to the sector has only grown over time. In this paper, we use IRS data from 1998 through 2009 to analyze which nonprofits use tax-exempt debt, and – because of the need to issue through conduits – how tax-exempt debt issuance by nonprofits differs across the states based on variation in state institutions. We then turn to analyzing the relationships between tax-exempt borrowing by nonprofits and their financial activities – including changes in charitable activities, unrelated business activities, and the retention of bond proceeds for arbitrage purposes.

Nonprofits and Toll Goods: How the Nature of Goods Explains the Third Sector

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This paper argues that much of the difficulty developing nonprofit theory originates in the failure to recognize that the sector specializes in toll goods—goods that are both inexhaustible and excludable (Ostrom and Ostrom 1977). It is further argued that many of the key issues and challenges of the sector and the trajectory of the sector's evolution is consistent with an understanding of the nonprofit sector as the central institutional home for the management and dissemination of toll goods.

Advocacy and HIV/AIDS Policies in Developing Countries

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This article studies the effects of international organizations on HIV/AIDS policies in developing countries. The authors argue that international organizations are not simply distributing funding but, through the advocacy of certain policy solutions, are influencing the policy choices made in the host countries. The empirical tests of this assertion assess the impact of spending by both UNAIDS and the Global Fund in over 100 developing countries from 2005 to 2010 and changes in HIV/AIDS policies in the same countries by 2010. The authors find that advocacy efforts made by international organizations have positive impacts on encouraging individual governments to establish HIV/AIDS laws.

Why Do Nonprofits Move Operations Offshore?

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The decision of many for-profit corporations to move production and consequently jobs offshore became an issue in the last presidential election. The decision of nonprofit corporations to move operations and mission activities abroad has received less attention, however. This presentation explores the phenomenon and specially considers the opportunities that offshore operations provide to avoid nonprofit law enforcement.

Neoliberal Shifts, Feminist Responses: Challenges Facing Feminist Service Providers

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Historically in Canada, the state recognized that feminist organizations were both advocates for women and service providers. However, under neoliberalism, governments have altered their approaches to these organizations. This paper examines how neoliberalism has created a funding climate which emphasizes service delivery and stigmatizes advocacy. Feminist service organizations experience this climate in complex ways. While aspects of their equality work become more difficult to achieve, their social movement goals cannot be easily severed from their service provision. Thus, I argue that depoliticized understandings of feminist service provision are a product of neoliberalism and should be regarded with suspicion and resisted.

Charitable (Anti)Trust: The Role of Antitrust Regulation in the Nonprofit Sector

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The case law regarding anti-competitive practices in the nonprofit sector is disparate and stems back sixty years, addressing traditional price and quantity concerns in addition to safeguarding potential competitors and social welfare. This study addresses these ambiguities and provides a typology unifying the application of antitrust regulations to markets that are either partially or wholly nonprofit. The analysis occurs in three stages: the determination of anti-competitive practice, the desirability of regulation, and the development of the typology tying case law to nonprofit activity. This instrument can provide guidance to scholars, practitioners, and legal professionals involved in nonprofit and antitrust work.

A Framework for Understanding Nonprofit Providers within the Policy Process

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This paper explains how nonprofit organizations play a dual role in the public policy process by serving as both interest groups and street-level bureaucracies. While nonprofit organizations are frequently understood as influencing policy through advocacy, the interpretation of nonprofit providers as street-level bureaucrats has not yet been acknowledged. In spite of this oversight, nonprofit organizations have significant discretion over the publicly-funded services they provide, and public policy is continuously shaped through nonprofit service delivery. The comprehensive framework presented here is the first to situate the role of nonprofit organizations within our current understanding of the policy process.

Which Nonprofits Should Be Subject to PILOTs and SILOTs? What Indiana Local Government Officials Think and What Explains Their Attitudes

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In this paper we use data from a survey of Indiana local government officials to examine how their opinions on PILOT/SILOT policies relate to the officials' personal involvement with nonprofits, their views on government-nonprofit relationships, and their jurisdiction's reliance on nonprofit service providers. We also include county level data on nonprofit employment, population demographics, civic activity, economic indicators, property tax rates and assessments, and local government revenue and budget information. We use multivariate regression analysis to examine the extent to which these factors predict PILOT/SILOT attitudes and also consider whether opinions vary across types of nonprofits (e.g., church, school, hospital).

*NGOs as Brokers: Negotiating the Space Between
High Risk Human Settlements and Government
Relocation Policies*

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Our field study of high-risk informal settlements in Nicaragua and the Philippines illuminates the significant gulf of trust and understanding between these settlers and government officials charged with eliminating or relocating them. We illustrate the important role that development NGOs play as brokers who mediate the space between the settlers' everyday reality and government officials' apprehensions. We emphasize the importance of bridging social capital and NGO actors' cultural capital in their mediating activities. We offer implications for theory and practice and suggest our study's implications for developed countries with tsunami vulnerabilities and significant low-lying coastal populations.

*Coming Out of the Ideological Closet: Parsing
Ideology from Partisanship and Understanding its
Role in Nonprofits' Political Mobilization Activities*

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Using survey data from a random sample of 260 nonprofit Executive Directors across the U.S, this paper distinguishes partisan activity from personal ideological leanings of nonprofit leaders and multivariate regression analysis is used to examine the effects of both conservative and liberal dispositions on the likelihood and extent of nonprofits' voter engagement efforts, while controlling for other factors that explain organizational election activity. Findings reveal that human service organizations led by politically conservative chief executives are just as likely to engage in nonpartisan voter mobilization efforts as liberal nonprofit leaders.

*Nonprofit Organizations in Social Service Markets:
Examining the Interdependence between Government
and Nonprofits*

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This research draws from market failure and interdependence theories to test the impact of interdependence of government and nonprofit actors on the competitiveness of markets in the social services sector. Data from a national survey of substance abuse treatment providers is used to test these propositions. Multivariate analysis reveals that government funding of nonprofit organizations may drive the competitiveness of a market, which would support tenets of interdependence theory. The findings provide evidence that government may effectively build markets of nonprofit organizations for its social service needs.

*Impact of the Arts on Individual Contributions to U.S.
Civil Society*

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*****No Abstract*****

The Legalization of Volunteering in China: A Compromise Between the Changing State and a Developing Civil Society?

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This paper presents a case study and explores the legalization of volunteering in China. The findings reveal: 1) the self-chosen moral resource-1, the socially recognized moral resource-2, the historically inherited political capital-1 and the self-achieved political capital-2 are crucial factors for legitimizing volunteering in China; 2) though only organizations with a strong historically inherited political capital-1 can make a direct impact on the current legal system, the socially moral resource-2 can help grassroots organizations achieve the self-achieved political capital-2, which helps these organizations to get performance legitimacy; 3) the grassroots organizations' performance legitimacy indicates the state's gradual interaction with the civil society.

Art Board Diversity and its Correlates

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*****No Abstract*****

Hunting Stag with FLY Paper: A Hybrid Financial Instrument for Social Enterprise

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A puzzle lies at the heart of every social enterprise: how to blend a profit motive with a social mission. Several scholars have identified this puzzle as impossible to resolve within a single corporate entity or a single financial instrument. This presentation offers a different conclusion and presents a proposal that grows out of recent scholarship in law, economics and financial investment theory.

Birth and Mortality Rates of Arts and Cultural Organizations, 1990-2010

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Going Digital & Mobile: Nonprofits, Governments & Civic Engagement

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Governments are going digital and mobile to engage the public. I have identified three government engagement stakeholder groups: governments, intermediaries and the public. Many people cannot navigate government websites and social media. Nonprofits serve as important intermediaries between governments and the public in providing context for government information and data. Governments seek increased transparency and civic engagement, and nonprofits seek better influence on various policies. My paper will explore how both governments and nonprofits can best use new technologies to engage constituents in public policy. Governments must provide accessible information, and nonprofits must push out relevant policy data.

*The Relationship of “Tax-Exemption” and
“Community Benefit Service” of Not-for-Profit
Hospitals*

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Not-for-profit hospitals in lots of countries receive several tax advantages relative to for-profit hospitals. These countries set a “community benefit standard” to be the legal standard for determining whether a nonprofit hospital is exempt from tax, Taiwan is one of them. This standard uses facts and circumstances approach to assess whether a hospital is exempt or taxable. In return for that tax expenditure, they are expected to provide explicit benefits to community. The Medical Law of Taiwan regulate the terms of those benefits. This paper investigate these two major feature “tax-exemption” and “community benefit service” of not-for-profit hospitals

*Expanding State Regulation of Nonprofits A New York
Case Study: Part II*

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This paper continues the examination of New York’s evolving role regulating nonprofits presented at ARNOVA’s 2012 Conference (Corbett 2012). The Part II focus is on N.Y.’s collaborative of 32 industry leaders who developed recommendations to streamline regulation and increase accountability (Leadership Report 2012), which resulted in N.Y.’s Revitalization Act (AG Legislation 2012). This is a model industry-state effort to jointly develop public policies that define the future of sector regulation in N.Y. and exemplifies the call by many for greater sector influence in public policy including Young (2010a, b), Guo & Saxton (2010), Casey (2011) and ARNOVA’s Symposium Report (2011).

*Characterizing the Contours of NGO Advocacy: A
Cross-national Comparison*

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Existing research on NGO advocacy has focused predominantly on the national level; we know little about the nature and variation of NGO advocacy in different country contexts. Using data from the international JIGS project, a survey of NGOs in Japan, Korea, China, Philippines, Russia, Uzbekistan, Turkey, Bangladesh, Brazil, Germany and the US, we characterize the proportion and type of NGOs that advocate, their tactics, targets, and the extent to which they report successfully changing public policy. We present these patterns according to political, economic and civic society context, constructing a typology of NGO advocacy from an international perspective.

*What Big Data Can Tell Us about Government Awards
to the Nonprofit Sector: Using the FAADS*

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This paper introduces nonprofit scholars to the Federal Assistance Award Data System (FAADS), an online archive which contains the full universe of federal grant activity. Relatively little academic research has used this extensive data source. The paper profiles federal grant flows to the nonprofit sector over a ten year period. From the FAADS data we are able to offer a thorough analysis of the origins, magnitudes, and structure of federal grants to various nonprofit industries. Furthermore, we are able to link individual grants to subsequent firm behaviors on a much larger scale that has been previously attempted in the literature.

The Ostroms' Contribution to Nonprofit Studies: From Citation Analysis to Future Research Agenda

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This paper presents a review of research by Elinor and Vincent Ostrom over a sixty-year period. We consider the potential impact of the research on nonprofit and voluntary action studies by focusing on: (1) polycentric systems of governance; (2) the commons and self-governing solutions to common-pool resource problems; (3) rule-based interactions and the use of the Institutional Analysis and Development (IAD) framework; and, (4) the impact of experimental designs on understanding cooperative action. This paper concludes not as a paean to the work of the Ostroms, but rather a critical reflection on its value to nonprofit and voluntary action studies.

Discourse Analyzes and Political Struggle Creating Changes in Nonprofit-Government Relationships: Analyzes of a Brazilian Episode

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What nonprofits' and governments' discourses in the Brazilian presidential election of 2010 and the following year reveal about changes in their relationships in that country? This research analyzes articles and public letters exchanged between an influential group of Brazilian nonprofits and the presidential candidate that later became president, Dilma Roussef. This material addresses specifically the relationship between nonprofits and governments, and is here contextualized in the political struggles happening in Brazil during that moment. As result of this research, the role of each agent aiming to affect government-nonprofits' relationships in Brazil is discussed, and their strategies are here evaluated.

The Effect of Nonprofit Governance on Donations: Evidence from the Revised Form 990

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Using new legal and regulatory governance disclosures from the recently revised IRS Form 990, we empirically examine whether nonprofit organizations economically benefit with more donations as a result of stronger governance structures. We find consistent empirical evidence that private donations and government grants are both positively associated with stronger governance structures. These findings suggest that nonprofits that report the adoption of stronger governance structures are rewarded with additional donations. As nonprofit managers navigate their way through these legal and regulatory governance disclosures, they may want to consider this economic benefit as they make investments in their organization's corporate governance infrastructure.

When Good Intentions Go Wrong: Immunity under the Volunteer Protection Act

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Volunteers comprise a large part of nonprofit organizations, with various motivations generally centered on helping their communities. But the good that comes from their efforts can be undone by a single accident, such as a stray baseball during a Little League game. When volunteers or their organizations end up owing large amounts of monetary damages, the organizations may close or potential volunteers may be discouraged from applying. The Volunteer Protection Act was enacted to address those concerns. This paper traces the history of this legislation, its implications for volunteers, its effectiveness, and its impact on volunteer management.

Nonprofits and the Electoral Process in the United States: Tracing the New Landscape

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This paper hopes to fill a gap in nonprofit scholarship by analyzing the interaction of nonprofit organizations with the electoral process throughout the 2008 and 2012 presidential elections in the United States. What role do nonprofits play in a new landscape of political competition dramatically altered by the 2010 Supreme Court decision on Citizens United, recent restrictive registration laws, the demise of ACORN and the first ever conversion of a campaign organization, Organizing for America (OFA) into a nonprofit? New forms of interaction between nonprofits and political competition require that we re-conceptualize the nonprofit sector-political sphere boundary.

Nonprofits and Government: Findings from the 2013 National Survey of Nonprofit Government Contracting and Grants

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This research seeks to answer questions raised in a 2010 study that revealed large-scale, systematic problems in government-nonprofit contracting and grants processes for human service nonprofits. This paper presents findings from the Second National Survey of Government-Nonprofit Contracts and Grants administered to approximately 20,000 nonprofit organizations in 2013. This survey allows for comparison between human service nonprofits in 2013 and 2010, while expanding the scope of the research to all types of nonprofit organizations (except hospitals and higher education). This research is the next step in empirically documenting trends in problems and newly implemented solutions in government funding of nonprofits.

Making Ends Meet in the Arts: How Do Funding Approaches Contribute to Sustainability?

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Sustainability is of the utmost importance to all organizations (Kaufman, 1991). Arts and culture organizations have received limited government funding that has fluctuated with economic trends and political tenor (Cowen, 2006). Most states rely on legislative appropriations to fund the state arts agencies, which in turn make grants to arts and culture organizations (National Assembly of State Arts Agencies, 2012). These funds are subject to frequent and fast alterations. Have states that have created alternative ways to make ends meet provided a more sustainable environment for arts and culture nonprofits?

Are Nonprofit Antipoverty Organizations Located Where They Are Needed? A Spatial Analysis of Census Tracts in Greater Hartford

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The geographic distribution of nonprofit antipoverty organizations has important implications for economic development, social services, public health, and policy efforts. With counts of antipoverty nonprofits at the census tract level in Greater Hartford, Connecticut, we develop a spatial zero-inflated Poisson model to examine whether these organizations are located in areas with high levels of poverty. After controlling for the spatial random effect and zero-inflation, we find that nonprofit antipoverty organizations were found to locate in areas with somewhat greater needs and more resources, indicating that they “might be pragmatic and charitable at the same time”.

Local Government Contracting with Nonprofit Organizations: Developing a Picture of the Patterns

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Local governments have increasingly contracted with nonprofit organizations for service delivery. However, in recent years, local governments have reverse contracted at a higher rate than they have contracted. This shift from public to private to private to public delivery has caused many to question the stability of local government contracts with nonprofit organizations. Unanswered is what motivates local governments to bring previously privatized services back in-house and what services are optimal candidates for these shifts.

Federalism and Nonprofit Law Enforcement

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Scholarship in the field of corporate law considers whether the state-level chartering and supervision of for profit corporations promotes a “race-to-the-bottom.” Is there a similar “race-to-the-bottom” among nonprofits?

State Charity Oversight: The Choice of Law Enforcer

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A charity might form in one state but operate in another. What happens when questions arise as to its board members’ performance of their fiduciary duties? As the Reporter for the American Law Institute’s project on Principles of the Law of Nonprofit Organizations, I will be proposing that while enforcement with respect to matters of internal affairs is primarily the responsibility of the home state attorney general and courts, the attorney general of the forum state may, in the absence of home-state enforcement, enforce the home state’s law relating to internal affairs.

The Property Tax Exemption: A Case Study in Nonprofit / Municipal Conflict

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As the fiscal crisis trickles downward, some financially stressed localities have gone on the offensive, demanding higher payments in lieu of taxes or even challenging the tax-exempt status of some charities. Pennsylvania has been at the epicenter of this conflict. The state legislature previously came to the aid of land-owning nonprofits, but the Pennsylvania Supreme Court recently opened the door for legal challenges to the property tax-exemption. This case study of Pittsburgh's battle with the University of Pittsburgh Medical Center draws upon the literature of nonprofit accountability and explores plausible scenarios and strategies for land-owning nonprofit organizations.

Charity as a Form of Government

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A consideration of distinctions and similarities between charity and government. In particular, it asserts that understanding commonality is necessary to the proper the legal treatment of charity and that unfortunate legal consequences flow from false assumptions about differences between charity and government.

Revisiting Predictions of Estate Tax Reform

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The Economic Growth and Tax Relief Reconciliation Act of 2001 (EGTRRA) phased out the estate tax over ten years, and then sunsetted. Before its passage, there were many predictions - some dire, others more sanguine - about how this would affect charitable giving, particularly through estates. This paper contributes by (a) comparing predictions across academic and practitioner disciplines; (b) comparing the scholarly and practitioner approaches with those used in congressional documents supporting legislative decision making, and (c) advancing a research agenda for use in future empirical testing of actual results, as well as identifying challenges in pursuit of that goal.

Health Care, Government, and Charity: The Affordable Care Act and the Nonprofit Sector

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A legal analysis of directives in the Affordable Care Act that blur the allocation of authority and control between the governing boards of nonprofit health care providers and government health care authorities.

Towards an Institutional Framework for the Design of Philanthropic Vehicles: The Development of Philanthropic Enterprises in Hong Kong

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How best to manage collective action is a major consideration when the philanthropist chooses and designs institutional vehicles to attain his social goals. Depending on particular situations, collective action problems can take different forms and carry different degrees of importance; so the nature and characteristics of collective action problems in a particular scenario to a large extent determines the development and evolution of philanthropic institutions, and hence the institutions' effectiveness. The institutional design of a philanthropic vehicle is reflective of the philanthropist's strategic institutional response to the collective action problems he faces.

Using the Grammar of Institutions to Inform Nonprofit Studies

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The Grammar of Institutions is a tool developed by Crawford and Ostrom (1995; 2005) for conducting syntactic based analyses of formal and informal rules governing collective action. Nonprofit organizations are prominent examples of collective action venues structured by organizational rules, such as bylaws, memorandums of understanding, and mission statements. In this paper we argue that the Grammar of Institutions can advance the study of nonprofit organizations by providing a systematic means to understand their rule contexts. We do so by demonstrating in the context of Indiana based non-profit organizations that the Grammar can be used.

Using Nonprofit Service Learning to Develop Holistic Accountants: A Win-Win Proposition

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This paper proposes use of a service-learning strategy in a masters-level accounting course. Accounting professionals have called for curriculum change since the 1990s, but the challenge remains. More attention must be paid to the role of accounting in organizational governance. The Sarbanes-Oxley Act also challenges nonprofit managers toward more businesslike models. The AACSB supports education that not only enhances a student's ability to contribute to an organization but to the greater society as well. In this paper we present the actual assignment, summarize results against Corbett's (2011) key areas of sound governance and present students' reflections on nonprofit governance.

Introducing the International Nonprofit Sector to Gifted High School Students: The Case of the Tennessee Governor's School for International Studies

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One difficulty of recruiting students into a nonprofit studies program is the lack of awareness of the discipline. This case study will explore a partnership between the Tennessee Governor's School for International Studies and the Nonprofit Leaders Student Association to help introduce the nonprofit sector as a career choice, especially in the international context. The study will outline how the initiative developed, the goals of the initiative, and results from the first year of implementation. If successful, the program can be used as a model to help other universities introduce nonprofit studies as a career choice to incoming students.

The "Best Place" for Nonprofit Management Education: A Function of Intellectual, Organizational, and Real-World Dynamics

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Given that nonprofit management education programs are housed in a variety of disciplinary settings, an ongoing debate has been on the "best place" for educating and training nonprofit managers. Moving such a debate forward in a substantive manner, this study provides the first exploration of in what context and in what manner education programs become located in a particular disciplinary setting, looking closely at "local dynamics" which is a function of discipline-, university-, and community-specific conditions and needs. A newly constructed panel dataset (1970-2010) on 290 universities in the United States is analyzed using an event history analysis method.

Strategic Positioning of Local Education Foundations

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Drawing from the literature on public-private partnerships, governance, and nonprofit management, this research paper explores how Local Education Foundations (LEFs) strategically position themselves relative to: 1) the community in which they reside, 2) the school district in which they serve, and 3) the education policies and subsequent policy venues in which they engage. Through an exploratory analysis and framing of how LEFs position themselves in these areas, this paper addresses whether or not differences in strategic positioning of Local Education Foundations result in differences in resource acquisition and capacity to attract private resources.

Early Childhood Advocacy and Legislative Climate

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This paper draws from an evaluation of a foundation-supported initiative in Connecticut that focused on expanding the state's investment in early education system. This initiative faced critical challenges as the 2008-2009 recession took hold, severely reducing the state's revenues and forcing substantial cuts in the state budget. The evaluation developed a methodology to assess legislative interest and support for early childhood education, independent of whether resources permit appropriation of substantial new funding or substantial expansion of existing programs.

Intersecting Scholarship of Public Administration and Nonprofit/Voluntary Action: How Each Sector has Conceptualized the Other

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In light of ARNOVA's new relationship with ASPA, this paper will examine journal-based scholarship of the two fields over the last ten years to illustrate how scholarship in each field has regarded the other. The authors assert that the current literature of both fields indicates a direction and emphasis that is incomplete, and a logic that is overwhelmingly instrumental. The authors' intention is to challenge current thinking and to encourage both nonprofit scholarship and public administration scholarship to explore more deeply their parallel historic roots and current opportunities in democratic society in the United States.

The Significance of Four Specific Teaching and Care Strategies for Student Success in Non-profit Management Programs

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Research and theories of learning, cognition and motivation point to factors of student success and serve as the conceptual basis for student achievement in non-profit management programs that enable students to become effective in college and in life. Literature supports teaching and care strategies that are important but not limited to communicating how students: 1) define themselves and their goals in the non-profit management program 2) identify their values and how these are connected to their time 3) utilize college resources for academics and for life 4) utilize individual ways of learning for critical thinking, note-taking and studying.

*Town & Gown Remix: Keep the Best, Reject the Rest,
Create the Next*

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Savannah State University and the greater Savannah area were brought together by an inseparable history. SSU is Georgia's oldest historically black university and the oldest university in Savannah (founded 1890). Still the institutional cultures of academia and community are different such that the phrase "Town & Gown" denoted the tensions embedded in the differences. This paper uses a case study to draw on the efforts of the Department of Political Science and Public Affairs (DPSA) to intentionally seek out community partnerships. Specifically, it examines DPSA and the community nonprofit Step Up Savannah collaboration to offer the Neighborhood Leadership Academy.

*Comparing Governance Behavior on Non-Profit
Charter School Boards and Public School Boards*

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This study compares board perceptions of board governance in democratically elected school boards in Wisconsin with appointed non-district non-profit charter school boards in Wisconsin. Both groups oversee the delivery of publicly funded education, but differences in public transparency, scope of tasks, and board structures suggest that these two types of boards may have substantially different governance behaviors. The results of this study will illustrate some of the consequences of the increased use of non-profit charter schools to oversee the delivery of public education.

*Professional Doctorate in Nonprofit Management and
Philanthropy: Is There a Need?*

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The purpose of this study is to determine if a professional doctorate in nonprofit and philanthropic studies is needed. Professional doctorates usually do not prepare students for careers in academia but instead help people further their careers in the practice setting. There are currently 42 PhD programs where students can focus on nonprofit and philanthropic studies, however, it is unclear if these degrees also prepare students who want to stay working as a nonprofit and/or philanthropic professional. This paper, therefore, will report findings from a national survey of mid to senior-level nonprofit and philanthropic professionals about their needs and wants for doctoral level education.

*Nonprofit Management Education within Macro
Social Work Curricula: An Examination of the
Offerings and Their Value Positions*

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In 2011, over 20,000 individuals completed graduate-level social work degrees, with many entering the nonprofit workforce (CSWE, 2011). Students are entering a nonprofit sector that emphasizes free market values. Social work is critical of these values, but also operates in a competitive environment alongside other disciplines and professions. To understand social work's voice in the contemporary nonprofit management landscape, the authors examine macro social work education and analyze how it relates to nonprofit management. Names, purpose statements, practice behaviors, and enrollment of programs are analyzed, relevant macro social work terms are defined, and implications for nonprofit management are discussed.

Neoliberalism and Service: A Call for Education in Altruism and Civic Engagement

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How can the spirit of service to others and a robust citizenship be retained given neoliberalism? For education and public discussion of altruism and civic engagement as indicators of the full capacity of human action for education, I discuss Hannah Arendt's concept of praxis. Praxis is done for love of a public life available through speaking and acting together--never for ourselves alone. Given our market dominance, praxis tempers fondness for wealth. In acting for the good of our world, we act for others, even for all. Civil society organizations are examples as well as beneficiaries of this discussion.

Going Electronic: Online Instruction for College Students Studying Philanthropy (Part 2)

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Evidence suggests that students have difficulty in adapting to online courses and warns these courses could widen the academic achievement gap (Xu & Jagers, 2013). This presentation analyzes the curricular implementation of an online, undergraduate, philanthropy course that included multiple means of information distribution, innovative platforms for interaction, and a diverse array of course assignments. Updating a 2012 poster about the course development, this presentation utilizes evaluation data and student feedback as a complement to instructor reflection to assess its learning outcomes and addresses how students and instructors adapted to this alternative learning environment.

Introducing Philanthropic Studies to the Undergraduate Education in the Communism State: Theories and Realities

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The development of Philanthropic Studies is rooted in the Western democratic values. Introducing the Study to a Communism State can be difficult due to the totalitarianism political system, paternalistic culture, and suppressed voluntary sector. This paper examines the development and impact of a pilot undergraduate program of the Philanthropic Studies in a Chinese university. An application of theories on civil society, resource dependency, and institutionalism reveals three important factors for the initiative: autonomous university, key resource provider, and constituents' legitimacy. The influence of the three key factors on the effectiveness of the program in generating civic values will be evaluated.

Extending the Classroom through University Sponsorship of AmeriCorps VISTA

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Higher education institutions are facing a period reform, with pressures to both develop job skills and strong citizens. This article presents a study of an academic center that cultivates civically healthy communities through strategic university-community partnerships. Specifically, the case study examines the role of an academic center in hosting an AmeriCorps VISTA program to build capacity of school district, nonprofit, and faith-based organizations that are seeking to enhance educational resources and opportunities for K-12 homeless students. The article describes the theory, design, and results of this partnership and the pedagogical value of extending the classroom well into the community.

Contemporary Nonprofit Scholarship: An Analysis of Nonprofit Scholarly Journal Articles, 2006-2010

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Nonprofit and Voluntary Sector Quarterly (NVSQ), Nonprofit Management and Leadership (NML), and Voluntas are arguably the three top scholarly nonprofit journals. What literature supports and sustains current scholarly arguments? Does the breadth of citations reflect the interdisciplinary nature of the field of nonprofit and philanthropic studies? What methods are employed to guide nonprofit research? The author examines literature cited and methodologies employed by nonprofit scholars in NVSQ, NML and Voluntas articles 2006-2010. Preliminary findings indicate these journals most often cite themselves and one another, while methods are consistently varied. What do these findings tell us about nonprofit pedagogy and scholarship?

Enough about the State: Giving More Emphasis to Nonprofit and Corporate Perspectives in Teaching about Shared Governance

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Today, more than ever, addressing social problems in the U.S. is a three-sector undertaking, involving not only government agencies but nonprofits and businesses as well. However, public administration courses that aim to teach students about this interdependent system of collaborative governance are too government-centric and fail to take into account the perspectives of nonprofits and businesses. This paper outlines an approach to a shared governance curriculum that can give students a multi-sector perspective and better prepare them for leading, not only within organizations but in cross-sector networks.

The Impact of Service-Learning (S-L) in Nonprofit Management Graduate Programs and Pedagogy

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This paper explores teaching and education in the field of nonprofit management. The author will examine how service-learning (S-L) can be implemented as a means to help prepare the next generation of nonprofit leaders and practitioners as well as a means to strengthen nonprofit management graduate programs and pedagogy in these changing times as a means to strengthen nonprofit organizations and the work they do to ensure continued success for the organization and the sector as a whole.

The Shoe's on the Other Foot: Government Reliance on Private Philanthropy

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This paper presents the results of a year-long project funded by the RGK Center and ARNOVA Presidents' Award. The presentation will describe development of a dataset and ongoing empirical efforts to understand the creation of tax-exempt entities in the U.S. that raise funds for traditionally government programs such as public education, parks, and libraries (AKA "government supporting NPOs"). Recent scholars suggest these GSNPOs represent forms of citizen co-construction but also – because of differences in their philanthropic bases -- as potential sources of distributional inequity. This presentation outlines research questions and data sources for testing these propositions in the U.S.

*Big Cushion for the Great Recession: Net Assets
Accumulation of Immigrant Nonprofit Organizations
in a Decade of Economic Retrenchment*

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The proposed paper examines the decade long financial profile of immigrant nonprofits in US metropolitan areas leading to the Great Recession in late 2000s. As a group these immigrant organizations experienced a dramatic decline in annual net income. More than 30% of them operated at a deficit in 2007-2010. But they had more than 3-fold increase in net assets in the same 10-year period. Using Form 990 and census data, the paper compares the longitudinal financial profile of these organizations, ascertains the revenue mix by organization type along the private vs. public benefits continuum, and assesses the accumulation of net assets in relation to organization sustainability.

*German Political Clubs in World War One and the
Limits of Tocquevillian Civil Society*

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German associations during World War One serve as a historical case study on the limits of Tocquevillian notions of civil society. At the beginning of the war, German elites founded numerous associations that, by being open to the entire political spectrum, aimed to strengthen Germany's military effort by integrating into the "national body" social forces that had previously been deemed to be anti-national. Soon, however, this unity collapsed. I argue that under the pressure of a total war, associations were unable to bridge Germany's internal fragmentation and thus reinforced a general longing for other means to create domestic unity and solidarity.

*Tilting at Windmills?: Social Justice Philanthropy and
Neoliberalism*

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For years scholars have noted the increasing marketization, commercialization and professionalization the nonprofit sector but these trends must be understood within the broader ideology of neoliberalism, which holds "that the social good will be maximized by maximizing the reach and frequency of market transactions" (Harvey, 2005, p. 3). Using a qualitative context analysis this paper explores how 50 social justice foundations engaged in policy and advocacy grantmaking are challenging neoliberal ideology in the policies they support and their understanding of the role the state, philanthropy and social change.

*Millennial Arts and Culture Nonprofit Industries:
Growth and Sustainability in the 21st Century*

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This paper examines 21st century growth in nonprofit arts and culture, asking two main research questions. First, which of various kinds of arts have grown the most since 2000? Second, how have new arts organizations performed, and how sustainable are they? I define eight industry subgroups (media arts, performing arts, collections, five others) using NTEE codes. Within the arts industry, I explore how each group has evolved in count, revenues, and assets. Secondly, I examine financial stability and performance metrics for the groups (volatility, presence of surpluses and deficits in the years after their founding). Data come from NCCS.

On the Boundary between Civil Society and Political Party: Crises of Blurring and Hybridization in Two Hungarian Cases

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In our many-named research field (from Altruistics to Voluntary Action), research often distinguishes organizations and actions on the basis of sectoral location. Sectors imply boundaries, and boundaries are increasingly viewed as blurred, permeable, or even hybridized.

This paper examines the sectoral territory close to the putative boundary between civil society and political party, and the consequences of blurring this boundary. Particular consideration is given to the implications of unduly restricting civil society. Two Hungarian cases are examined: 1) Together 2014, a coalition of civic organizations aiming to remove an authoritarian government, and 2) Peace March, a massive pro-government organization.

Great Depression as a Smokescreen: The Funding of the Indianapolis Symphony Orchestra by the Indianapolis Foundation, 1933-1945

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Conventional thinking about the motivations for community foundation funding of the arts tends to believe that the arts are aesthetically important to the cultural life of a community and deserve support. However, in the case of the funding of the Indianapolis Symphony Orchestra by the Indianapolis Foundation during the Great Depression, the public justifications for support were very different from the private agendas of the wealthy elite. This paper reveals the “smokescreens” that were used to mask the real motivations for funding.

Civic Engagement and Economic Mobility Among Low-Income Americans

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This paper examines the relationship between civic engagement and economic mobility among low-income individuals living in the United States. This study uses longitudinal data from the Making Connections initiative (2002-2011) as well as data from in-depth interviews to understand whether, how, and under what conditions social and human capital mediate the relationship between civic engagement and economic mobility for this population. Understanding the ways civic engagement relates to economic mobility among low-income Americans via social capital and human capital extends the normative civic engagement conversation and demonstrates an additional instrumental value of civic engagement for this population.

Privatization in Times of Recession: The Evolution of Public Housing Reforms

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Prior to the 2008 global financial crash, contemporary housing policies---such as HUD’s HOPE VI program--sought to catalyze urban neighborhood redevelopment through the strategy of public housing demolition and mixed-income development. When the economic recession hit, however, financing for building the costly new housing became less stable and the promised revitalization stalled. A shift in the economic context potentially destabilized the planned redevelopment of urban neighborhoods. In the context of path dependent policies focusing on privatization, this paper interprets how the economic recession serves as a “critical juncture” that reshapes the implementation of the mixed-income development strategy.

Disaster Preparedness and Mitigation Strategies in Non-profit Organizations: Does Prior Experience Influence Readiness?

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This study enhances the embryonic field of nonprofit disaster preparedness by examining tornado preparedness in Little Rock, Arkansas, Joplin, Missouri, and Oklahoma City, Oklahoma. Locales were selected based upon previous significant tornadic events or the potential for a tornadic event. The primary research question is: Do nonprofits experiencing disaster events adopt mitigation and preparedness measures at a higher level than organizations without prior experience? The methodology includes a quantitative survey to a convenience sample of 200 nonprofits, followed by selective qualitative interviews. The methodology includes the independent variable of organizational demographics and the independent variable of organizational risk.

What To Show, What Not To Show: Nonprofits and Strategic Message Framing in an Age of Turbulence

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At a time when nonprofits face the challenge of coping with uncertain and ever-changing environment, strategic message framing has an important role to play. By carefully choosing what and how to present in its communication, nonprofits can increase the chances of successfully mobilizing potential donors, volunteers, and members. In this paper, I apply framing theory and analyze framing practices of development NGOs in Japan that have had to navigate through some turbulent environment in the recent years. In examining three case studies, I conduct frame analysis of websites, brochures, and flyers, as well as semi-structured interviews.

Policy Activity and the Ability to Weather Funding Shocks: The Case of Family Planning in Missouri

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In 2003, Missouri abolished state-level funding for low-income family planning and reproductive health services. This event provides a valuable opportunity to observe organizational characteristics that help nonprofit service providers survive these types of cuts. A large body of literature examines the mortality of organizations and this study adds to that literature by developing the argument that lobbying activity increases the likelihood that organizations will survive cuts emanating from the political environment. We test this assertion in an analysis of organizational mortality among 501(c)(3) family planning and reproductive health service providers in Missouri between 1990 and 2009.

Navigating Identity through Philanthropy during Crisis and Transformation: Legitimacy, Diversity, Power and Innovation in the Islamic Society of North American (ISNA)

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This paper examines the role of legitimacy, diversity, power and innovation in helping ISNA navigate religious identity through philanthropy. Data was derived by interviewing current and past Secretary General's of ISNA and reviewing organizational publications and materials from 1981 – 2010. The paper applied existing models within nonprofit literature to an American Muslim nonprofit organization during both turbulent times and peace to have a better understanding of how values drive the organizations approach to issues of legitimacy, diversity, power and innovation.

A Shift in Power? Civil Society Legislative Advocacy In Morocco

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The passage of the new Moroccan constitution, which was the direct result of the Moroccan demonstrations in 2011, presents an opportunity for studying any change in the role of civil society. This paper studies civil society engagement in legislative advocacy. It examines both civil society institutions barriers to legislative advocacy and legislators' perceptions of civil society role in policy making. This paper will be based on 100 Moroccan civil society institution surveys. The results will reflect the level of legislative advocacy, the barriers facing these institutions, and any change that has occurred after the passage of the new Moroccan constitution.

When Challenges are Opportunities: Financial Turmoil and Nonprofit Organizational Change

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In this paper, the impact of financial turmoil on organizational change is examined. Comparisons across the narratives of change at four internationally active nonprofits reveal patterns of response with lessons for both practice and theory. Analysis of both the nonprofit sector wide challenging financial climate and earlier sub-sector or organization specific difficulties is used to examine the relationship between this turmoil and changes in leadership, strategy, and structure. Initial findings reveal that financial uncertainty created window of opportunity – both internal and external– for enacting changes already being pursued by groups within the organizations.

Patrons of Democratization? Donors, Civil Society, and Egypt's Democratic Transition

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This paper examines the role of patrons in Egypt's January 25 revolution and subsequent transition to democracy. Data are drawn from 75 semi-structured interviews conducted in Egypt both before and after the revolution. Variation was found across three types of patrons: Egyptian community foundations, Egyptian private foundations, and international donors. Expanding theories of social movement patronage, the paper argues that not all patrons are equally committed to social change. Rather, the identity of the donor and the embeddedness of the donor in various networks will impact the patron organization's role in supporting movements for change.

Predicting Variation in INGO Funding following Three External Events

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This paper analyzes the impact of three external events on major funding streams for U.S.-based international nongovernmental organizations (INGOs). The first years of the 21st century saw three events that influenced INGO financing including the 2001 economic downturn, the shift in U.S. foreign policy following September 11, 2001, and the 2004 East Asian tsunami. Drawing on data from the National Center for Charitable Statistics, this study provides unique large dataset analysis of the finances of U.S.-based INGOs during the 2001-2005 period. Findings help inform policy for managers, funders, and policymakers in the U.S. international community.

Mediating Influences of Market Structure and Position on How Human Service Nonprofits Respond to Fiscal Stress

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The objective of the present study is to examine the patterns of adoption of a broad set of resilience strategies-that range in financial risk and program disruption- in response to fiscal stress, with an eye towards discerning whether and how strategy adoption varies by market structure and position.

Taking the Temperature of Community Health Centers

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There are approximately 1,200 federally qualified health clinics in the U.S., primarily relying on government funding yet operating under a variety of organizational structures. They are an integral piece of the public health infrastructure expected to play an increasingly prominent role as the federal Affordable Care Act is implemented. This paper will build upon IRS Form 990 data to examine how community health centers are adapting to the myriad opportunities and challenges presented in this new environment. It will also compare and contrast those trends to other nonprofit public health organizations and offer lessons applicable to other nonprofit subsectors.

Once They Built It, Who Came? Nonprofit Advocacy Organizations and Government Transparency Programs

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Successful nonprofit advocacy is built on a ready supply of accurate information which is critical for effective lobbying, strategic fundraising, get out the vote campaigns and so forth (Berry, 1972; Berry & Arons, 2002; Libby, 2011). Much of this information comes from private sources and original research but some of it comes from government. The advent of new sources of federal and state information released under open government efforts (Lathrop & Ruma, 2010) can be boon to advocacy efforts if advocates are aware of it and can use it in the way provided.

Impact of 9/11/2001 on Muslim American Philanthropy

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An analysis of 990 data of Muslim American nonprofit organizations and World Bank remittance data helps us understand the impact of government raids on Muslim charities after 9/11/2001. Form 990 data, survey research and anecdotal evidence suggests a substantial increase in formal Muslim American philanthropy. However, additional research also suggests great concern within Muslim Americans related to their philanthropy due to these raids. This concern may have translated into a decline in informal philanthropy based upon World Bank remittance data and also a heightened sense of due diligence while performing philanthropy.

The End is Nigh: Limits to Nonprofit Sector Growth

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The nonprofit sector has experienced exponential growth over the past three decades with nearly 50,000 new nonprofits created last year. Past examples of industry growth suggest that this rate of growth is not sustainable. Empirical population ecology studies of nascent industries show a period of rapid growth followed by market saturation, then consolidation of organizations and market share resulting in increased competition for small and new organizations. We use historical nonprofit data from the NCCS and apply ecological models to show that the nonprofit sector may be fast approaching growth limits. Market saturation varies by metropolitan area and nonprofit subsector.

***Government-Nonprofit Relations and the Recession:
Are Federal, State, or Local Governments Better
Partners?***

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With the rise of contracting out, the contracting relationship between government agencies and nonprofit organizations is a vital aspect of public service delivery and nonprofit funding. This paper explores this relationship by examining how the government-nonprofit contracting relationship fared during the recent recession, in terms of stability and accountability, and how contracting relationships vary by level of government. These findings provide insights into government-nonprofit contracting relations: how the government-nonprofit contracting relationships with federal, state and local government partners are affected by fiscal stress and how the differences across levels of government influence contracting relationships with nonprofit organizations.

You Left Me Just When I Needed You Most: Non-Profits, Business Cycles and the Remaking of the American Welfare State

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As the US welfare regime has combined retrenchment with increasing reliance on the “shadow state” to provide goods and services, we argue that the net results have been a distinctive form of pro-cyclicality to US social policy. We argue that pro-cyclicality produces incentives for not-for-profits to grow during boom periods. Correspondingly, we chart the dramatic contraction of those sectors – the number of organizations, and the scale of financial distress – since the 2007 financial crisis and the onset of recession. We conclude by assessing the broader implications of these boom-bust dynamics for the non-profitization of the American welfare regime.

Critical Theory and the Nonprofit and Voluntary Sector: A Contemporary Appraisal

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In the context of a global emphasis on achieving the objectives of government through civil society organizations, nonprofit and voluntary sector scholarship has become a central concern throughout the social sciences. Through the lens of critical theory this essay considers three areas within contemporary scholarship on the nonprofit and voluntary sector: the relationship between governing and the nonprofit and voluntary sector, the assumption of democratic practice in the nonprofit and voluntary sector, and the role of knowledge production in the democratization of well-being. I conclude with recommendations for a critical theory of the nonprofit and voluntary sector.

Professionalizing in Turbulent Times: Health-related NGOs in Croatia

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This paper examines an emergent emphasis on professionalism responding to fiscal and governance crises currently experienced by health-related NGOs in Croatia. The analysis demonstrates how professionalism comprises sets of structures and practices widely promoted by international and domestic actors and adopted strategically by NGOs. At the same time, attempts to professionalize NGOs draw from historical and cultural norms valuing specialized expertise and, for health-related fields, alliance with, rather than autonomy from, professional partners. While linked to neoliberal regimes of health care, the promotion of professionalism embodies multiple institutional logics at contest in the ongoing transformation of post-socialist civil society.

Is the World Really Becoming “American”?

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This paper explores the proposition that the national nonprofit sectors around the world are converging to an “American” (U.S.) ideal”. Slaughter (2011) posits a convergence of national nonprofit sectors to a U.S.-style combination of neo-Tocquevillian civic participation and neoliberal outsourcing in search of efficient and effective service delivery. Similarly, Eberly (2008) sees compassion in the form of a bottom-up organized civil society as “America’s most consequential export.” But are these claims mere chauvinism or do they truly reflect a global “Americanization” of nonprofit sectors (and of the broader economic and social systems)?

Beyond Isomorphism: The Birth and Development of China’s First Community Foundation

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This paper examines how a new approach of philanthropy was developed and adapted to its environment. The Guangdong Harmony Foundation, the first community foundation but non-public foundation in China, is used to illustrate the aforementioned research question. Neo-institutionalism theory will be used to understand the new approach's adaptation to the local environment. This paper affirms that the nonprofit organization adopts various isomorphism strategies in dealing with environments at different levels. However, in an environment where the dominant rules are at crisis and new approach of philanthropy is desired, organization can go beyond isomorphism and achieve breakthroughs/innovation by capitalizing the rapid changing yet open environment.

Maryland: A Working Model of Nonprofit and Government Collaboration

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The Great Recession officially ended four years ago, but the effects on state governments and their nonprofit partners linger. Human service organizations struggle to keep up with demand for their services while faced with decreased government funding and increased stipulations for outcome metrics, low overhead costs, and overall effectiveness. This paper presents an example of how local and state governments work in tandem with service providers at meeting public needs in today's tough economic environment. Through analysis of interviews with government and nonprofit representatives and public data, a working model for nonprofit and government collaboration is revealed.

Philanthropy in Transition: German Unification 1989-90

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This paper analyzes philanthropic giving within the German Democratic Republic during the period of transition from a communist dictatorship to a part of a newly unified Germany. German Unification marked a caesura in history as one economic system was replaced by another but the values of solidarity emphasized under Communism persisted even as my data indicate a decline in donations. My work will examine the changes in meaning of giving in this period of dramatic transition.

Impact of Economic Crisis and Market Conditions on Nonprofit Service Providers in Substance Abuse Treatment

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This study examines the effects of external environmental changes on nonprofit substance abuse treatment service providers. The economic crisis and scarcity of funding, rising competition between providers and State policy changes like parity legislation significantly have influenced on nonprofit substance abuse treatment providers. This study will explore the dynamics of environments where nonprofits operate and organizational responses to these challenges.

INGOs in Post-Mubarak Egypt: A Shift in US Soft Power Strategy?

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The arrest of INGO workers in Egypt symbolized a turning point in relations with the US. I assess the impact of the 2011 revolution on the US's soft power strategy, particularly its support of INGOs. In this case study, I begin with background on the US's soft power strategy in Egypt since the 1979 Camp David Accords. Mubarak's ouster was a critical juncture for US strategy; I analyze US soft power in its aftermath. I expect to find a shift in US soft power goals and strategy, whereby INGOs are utilized to stabilize Egypt in a now-turbulent region.

The Institutional Logics of Aid

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This work explores the institutional logics that guide the provision of aid and the barriers those logics created for reformers in the Balkans. Reformers face several development tasks: post-conflict, transition and development. No single organization could accomplish such tasks alone and most organizations specialized, forcing interorganizational dependence. Third, in development settings, three types of interorganizational dependencies or organizational fields exist: the international community, the local host community and transfers between the two. Bosnia's institutional voids, massive international attention and lack of local control severely altered the logics of aid held by development professionals working there.

Non-profit Groups in Superstorm Sandy: Local Surge Capacity or Long Term Recovery?

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Contrary to expectations that non-profits would provide important local 'surge capacity' in the aftermath of Superstorm Sandy in New Jersey, an e-survey of the mayors and administrators of New Jersey's 565 municipalities reveals that most NJ towns did not use any outside assistance – non-profit or otherwise. First hand interviews with agency directors and government officials are used to investigate. Hypotheses from the e-survey and the emergency management literature including that non-profits rely on local volunteers caught in the disaster, the prerequisites for co-operation were not established in advance, and non-profits are better placed for long term recovery.

Volunteering during the "Great Recession"

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An analysis of trends in volunteering during the second half of the 2000's, using data from the Current Population Survey and other sources.

Collaboration, Consolidation, & Innovation: How Nonprofit CEOs Adapt to Economic Crises

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Economic crises have affected third sector organizations around the world. Researchers have used varying methodologies to document the changing landscape of the nonprofit economy; however, one perspective is often missing: the perspective of nonprofit chief executive officers. The State of Nonprofit Quarterly Index invites nonprofit CEOs to describe what they perceive as economic trends. Also known as "The CEO's Desk," this component of the economic index offers an insider's view into the turbulence, reinvention and renewal occurring in nonprofits every day.

Development and Sustainability of the Nonprofit Sector in Times of Economic Stress

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The nonprofit sector has become crucial providers of social services and an important economic force. Yet, during the economic turbulence, the nonprofit sector faces unprecedented challenges of pursuing development and sustainability. This research examines nonprofit development over the past decade in the Orlando metropolitan area in Florida, identifies both organizational and environmental factors influencing nonprofit development, and investigates how individual organizations address ongoing economic stress. This research can provide policy makers with recommendations that can help build a nurturing environment for nonprofit development and sustainability. Management recommendations are also provided to help strengthen sustainability of nonprofit organizations.

Social Media and Lobbying by Nonprofit Human Services Organizations: Perceptions of Nonprofit Leaders

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Social Media and Lobbying by Nonprofit Human Services Organizations: Perceptions of Nonprofit Leaders provides new information on the lobbying tools that nonprofit human services organizations use with particular emphasis on social media approaches. Based on interviews with nonprofit CEOs, it provides new information on how nonprofits approach strategy and tactics in advocacy efforts

Dilemmas of Nonprofit Advocacy: Lessons from Two Cases

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Advocacy is an important activity of the nonprofit sector (Kramer, 1975). Some fields, such as social work, consider it an ethical duty for their members (NASW, 2008). Numerous books (Hoefler, 2012; Libby, 2011) and journal articles describe how to conduct advocacy and discuss results of researching advocacy. One element of advocacy that is infrequently described is the difficulty of making strategic and tactical decisions while planning and implementing advocacy campaigns. This paper uses Hoefler's (2012) stages of advocacy model and explores dilemmas that emerge at every stage. Implications for advocacy practice and creating policy change are highlighted.

Can These Dry Bones Live?: Examining the Determinants of Church Mortality

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As a result of declining membership and finances, contemporary Protestant churches are in crisis sometimes resulting in closure. While for-profit and nonprofit scholarly literature addresses organizational mortality, churches are absent from the research. The present study seeks to empirically determine the predictors of church vulnerability and closure. The data come from a national panel of United Methodist Churches in the United States from 2007-2009.

Giving during the "Great Recession"

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An analysis using GIVING USA and other data about how philanthropic giving was affected by the "Great Recession."

The Third Sector's Resilience in the Face of Political Turbulence and Legislative Change

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With an emerging shift towards authoritarianism in the CIS region, it is important for the international community to monitor the region's political developments and continue supporting its third sector. Since Ukraine's 2010 presidential elections, the country appears to be joining several of its CIS neighbors in escalating undemocratic trends. As such, it serves as a fitting example for the region's third sector challenges. The presentation will provide a glimpse into the region's current issues by reviewing Ukraine's third sector's most recent political and legislative changes and attempting to assess and understand the sector's reaction and response to the turbulent conditions.

Surviving the Recession: Economic Resiliency Among Nonprofit Organizations in Virginia

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The fourth and final paper on this panel will focus on the responses of a select group of nonprofits in Virginia. For this paper, which is part of a larger research project, the author focused on a small group of nonprofit organizations that have exhibited a resilient response to the recession: they have not only survived recent economic conditions, but they have stayed true to their organization's main mission.

Understanding Context Behind the Proliferation of Nonprofit Charter Schools: A Descriptive Analysis

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As charter schools steadily increase in prominence, much attention has been paid in recent years to their performance. However, basic descriptive summaries of charter schools, their finances, and their relationships with government entities are less prolific. This analysis will build upon Form 990 data and supplemental information from the National Alliance for Public Charter Schools Dashboard to shed light upon the full universe of nonprofit charter schools and Charter Management Organizations. It will search trends over time for conclusions that can help explain why year-to-year growth in the number of charter schools has been remarkably consistent since 1999.

The Impact of the Great Recession on the Number of Charities

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The panel's first paper gives an overview of the impact of the recent economic downturn on the nonprofit sector as a whole, with particular attention paid to organizational "births" and "deaths" in certain segments of the sector.

The Architecture of NGO Self-regulation: Designs for Changing Contexts

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This paper compares and contrasts NGO self-regulation strategies in Poland immediately after gaining independence to those prevalent at the present time. It reveals that, while institutionalism and resource dependence were the primary drivers for nonprofits to adopt self-regulation in the early development stages, network and collective action appear to be stronger drivers for adopting such strategies in the contemporary environment.

The 2013 Congregational Economic Impact Study

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Each year, Americans give about a third of all charitable dollars to religion (Giving USA Foundation, 2012). Analysis of Americans' contributions to congregations is an important area of research in understanding the scope of philanthropic engagement in America. This study examines the impact of recent economy on congregational health, as well as their fundraising practices. Based on a constituency sample of 3,103 respondents, this study found the majority of congregations' revenues have not kept pace with inflation and that congregations with older attendees and those whose clergy are uninformed about congregational giving are experiencing the greatest financial challenges.

*Got Advocacy? The Importance of an Advocacy
Strategy in an Age of Turbulence*

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The foreclosure legacy, the sequestration, draconian cuts to Community Development Block Grant (CDBG) and state reductions in community development funds detrimentally impacts the economy, especially low- and moderate-income neighborhoods. Community development corporations (CDCs) – tax-exempt nonprofit, community-based organizations governed by neighborhood residents and stakeholders, created to renew and improve neighborhood economic and social conditions – have completed impressive work under difficult conditions. Despite the importance of public policy in funding community development, public policy and advocacy plans are nonexistent. Many CDCs, and other community and grassroots organizations, rely on intermediaries or outside organizations for advocacy. These organizations must build an advocacy strategy.

*Risky Responses to the Recession: Financial
Strategies Adopted by Nonprofit Organizations*

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The third paper on the panel focuses on organizations that survived during the recession, but chose to adopt substantial changes in the way they managed their financial resources. Which organizations adopted the risky short-term strategy of spending down their assets to survive, and what is the likely impact of this strategy on the future prospects of these organizations?

*Which Nonprofits Failed, and Why? A Multivariate
Model of Organizational Survival*

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Even though the Great Recession did not result in mass extinctions within the nonprofit sector, as forecast by some observers, many organizations have suffered to some extent from the poor economic conditions and uncertainty about when a turnaround might take place. The second paper on this panel follows up on the findings raised by the first paper, and develops a multivariate model of organizational survival. This paper studies the question of which organizations succumbed to the recession: we already know that “mortality rates” have varied by organizational type, but which other characteristics were associated with organizations that failed?

The Legitimacy of Philanthropic Foundations in Post-Revolution Egypt: Changing Perceptions and Implications for Grantmaking Strategies

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This paper examines changing perceptions of legitimacy and accountability among Egyptian philanthropic foundations in the wake of Egypt’s January 25 revolution, and how conceptions of legitimacy impacted foundations’ grantmaking strategies. Data were derived from 75 semi-structured interviews conducted in Egypt both before and after the revolution. Variation was found between community foundations and private foundations. In explaining the variation, the paper contributes to literature on the legitimacy of philanthropic foundations, the role of foundations in democratization, and the role of organized civil society in the Arab Spring.

Sustaining Government/Nonprofit Initiatives During Political Transitions

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Transitions in government leadership occurring as a result of elections can affect management initiatives that require sustained efforts over periods of time spanning political administrations. Whether or not initiatives to improve governmental interactions with nonprofit organizations are continued and completed under a new administration depends on multiple factors, which are the subject of this proposal. This paper will examine both programmatic and managerial initiatives that are currently in process with potential for substantial impact on publicly supported human services provided by nonprofit organizations in New York City to low-income and other needy citizens.

The Nonprofit Performing Arts and the Good-News-Bad-News Business Cycle

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At the beginning of the millennium, there was widespread optimism regarding the viability of the nonprofit performing arts. Subsequent circumstances have not supported this optimism, and this project explores both the theoretical foundations for optimism and practical realities of public and private policies over the course of the business cycle. The paper concludes with policy recommendations grounded in both theory and practice.

Bringing Social Innovation to Scale: Co-Creating the Entrepreneurial Spark in Urban Communities

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This research sought to understand – through grounded theory methodology - how social entrepreneurs develop an enterprise that supports the social wellbeing of disadvantaged populations in the context of urban areas. Our data produced findings that fuel the urban social entrepreneurial spark: 1) entrepreneur’s prior experiences inform their ability to shape workable solutions to community challenges; 2) entrepreneur’s experiences inform their ability to quickly adapt to new environments and leverage the expertise of individuals within these environments and 3) engaged philanthropists have particular characteristics that allow them to recognize and capitalize on nascent social entrepreneurial opportunities to make a significant difference.

Lobbying through the Back-Door: How Nonprofit Leaders can Lobby for Change through Relationships with Government Contract Managers

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Lobbying through the Back-Door: How Nonprofit Leaders can Lobby for Change through Relationships with Government Contract Managers, provides new analysis of administrative advocacy by nonprofit human services agencies. It uncovers a rich set of microelements that support and encourage policy change from within.

Nonprofit Employee to Now What? Job Loss, Tenure, and Mobility during the Recent Recession

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Nonprofit and government employees may be drawn to other-oriented work, but the Great Recession affected organizations across all sectors—nonprofit, government, and for-profit— and levels of government—federal, state, and local. This paper examines nonprofit and government employees during the recent recession drawing upon data from the 2012 Current Population Survey to identify patterns of displacement, tenure and mobility by sector. These findings have implications for nonprofit and public managers tasked to recruit and retain dedicated employees, even in times of fiscal turmoil.

Studies of Contemporary Russian Civil Society: Critical Review

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The state of grass-roots voluntary organizations in post-communist Russia and other former socialist states is of great interest for the research of the civil society from historical and comparative international perspectives. It is important to investigate the existing and developing theories and methodology for their accuracy and relevancy in analyses of voluntary civic activities and their organizational forms. The literature review on various theoretical approaches on assessment of the vibrancy of civil society and a critical review of Marc Howard’s publications (2003, 2011) on the topic reveals strengths and weaknesses of currently accepted research methods and concepts in this area.

Considering the Potential Downside of Social Responsibility: Examining Risk in Corporate Social Endeavors

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As an alternative to traditional capitalism, many businesses engage in corporate social responsibility, philanthropy, and/or social-entrepreneurial activities. In their exuberance to couple “doing good” with other private objectives, businesses have largely failed to appropriately consider risk in social endeavors. We describe social endeavors in terms of three types of assets (operational capital, affective capital, public value) that are risked during engagement in the social sphere. We propose a utility function for social endeavor risk and empirically test the proposition that businesses underestimate social risk using an experimental methodology similar to the work pioneered by Khanemen and Tversky (1979).

Community Service Block Grants: Financial Trends among Nonprofit Grantees

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The Community Services Block Grant (CSBG) program, which replaced the Great Society-era Community Action Programs in 1981, relies on a network of public agencies and private nonprofits to address pressing social and economic needs in American communities, with a focus on promoting economic self-sufficiency. A recent Urban Institute report assessed the results of an influx of funds from the ARRA into the CSBG program; another report suggested that CSBG grantees are comparatively good stewards of grant funds. This paper focuses on financial trends among CSBG grantees, using methodology that is similar to the other papers on the panel.

The Age of Innovation: The Plight of Nonprofits during Periods of Fiscal Constraints

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This research seeks to identify how non-profit organizations that focus on youth development services in the City of Newark NJ have handled changes in funding allocation since the beginning of the global fiscal crisis? What organizational mechanisms (i.e. development of organizational networks and coalitions, programmatic reorganization and diverse funding streams) have they put in place to mitigate issues around lack of funding and sustainability? This study will show that nonprofit organizations in The City of Newark face challenges such as limited funding coming from the state as well as local foundations.

Renewal and Revolution or Reversal and Retraction: A Regional Case Study of Northeast Pennsylvania.

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This paper assesses the impact of the economic downturn on the financial strength and capacity of nonprofit organizations providing critical services in Northeastern Pennsylvania. Utilizing data from a quantitative secondary data source and a qualitative primary source, findings reveal that the sector experienced a significant reduction in revenue which in turn precipitated a retraction in personnel and infrastructure expense that has lagged beyond the point when revenues once again increased. The paper also highlights strategies regional nonprofits have employed in attempting to minimize a retraction in service delivery and reinvent themselves in the aftermath of decreased public funding.

Nonprofit Employment during the "Great Recession"

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An analysis of employment trends in the nonprofit sector between 2007 and 2011.

*Nonprofit Managers as "Smart Partners:"
Contracting Practices in an Age of Turbulence*

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Under current circumstances of turbulence and resource uncertainty, how do nonprofit executives function as contract managers? What kinds of adaptive contracting practices do they utilize? What strategies do they recommend to strengthen contracting in the current policy climate? Findings from a 2012 grounded research study shed light on these questions. Contracting practices and recommendations offered by nonprofit managers are congruent with a consensus among recent researchers that adopting relational contracting practices holds considerable promise for more effective public governance. The relational contracting construct is operationalized for adaptable use by nonprofit and public contracting actors as a "smart partnership" contracting framework.

Dominica: A Case Study in Turbulence, Recession and Hope

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This paper presents findings of case study undertaken in March 2013 in the Caribbean nation of Dominica. Government policies and legislation that apply to nonprofit organizations operating in Dominica are explored. Findings from interviews present how NPO's operate in this sphere of regulation. From the perspective of various organizations, an understanding of organizational infrastructures, operating challenges, creation and maintenance of legitimacy, the span of service delivery, development programming and how different NPO's define and implement services are presented, discussed and analyzed. Particular emphasis is given to global north south realities and the economic and the infrastructure value of NPO's in a developing nation.

*Bouncing Back or Stretched too Far? Nonprofits,
Organisational Resilience, and Public Policy
Development in Scotland*

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The multiple perceptions and forms of 'resilience' within organisational contexts have increasing and complex meanings within nonprofit and government discourses. Building on the authors' recent review of the resilience literatures, the paper critically examines the Scottish Government's Third Sector Resilience Fund 2009-2010, a programme aimed at contributing to nonprofit resilience given growing strains of the ongoing economic downturn. Reflecting on the programme's implementation, its recipients, and outcomes, we question the extent to which government agencies are able to define, characterise and foster nonprofit resilience.

*The Volunteering Motives of Immigrants as
Compared to Native-Born*

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Most studies on immigrant volunteering compare rates of volunteering between volunteers and non-volunteers. However, the motives of immigrants who volunteer are relatively unexplored. In this study we explore different motives of volunteers, comparing native-born Canadians with immigrants, and if the predictors of motives to volunteer differ between these groups. The study is based on data collected through a random cross-sectional telephone survey (n=529). The data were analyzed using polychoric correlations for categorical data, and regression analyses for the resulting factor scores. We found that Canadian-born and immigrants volunteer for mostly similar reasons, however the predictors behind those reasons vary.

Volunteer Attrition: Expectations, Experiences, and Socialization in Professional Associations

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In light of recent evidence that volunteering is declining in the U.S. (Roeger, Blackwood, & Pettijohn, 2012) amid a substantial problem of turnover (Eisner, Grimm, Maynard, & Washburn, 2009), this empirical study develops grounded theory on volunteer turnover in professional associations. Approximately 25% of association volunteers do not intend to volunteer the next year, with another quarter expressing ambivalence towards future volunteering, despite associations being "... ideally suited for [volunteer] involvement..." (Gazley, 2012, p. 18). Investigating volunteer attrition in a setting well-suited to volunteer engagement may inform us regarding factors causing volunteer dissatisfaction and turnover more broadly.

The Short Arm of the Job: Do Selection or Spillover Effects Explain the Relationship between Employment and Giving and Volunteering?

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This paper uses data from the 1995 and 2005 waves of the Midlife in the United States (MIDUS) survey and the 2001 through 2009 waves of the Center on Philanthropy Panel Study (COPPS) to test how employment characteristics relate to volunteering and giving. Longitudinal analysis found no evidence of a "spillover" effect of skills from paid work to volunteering. Only changes in income, work hours, and professional association memberships correlated with changes in giving and volunteering. The relationship between employment and giving and volunteering seems primarily to be a spurious effect of education, intelligence, and other stable factors.

The Role of Professional Associations in Strengthening Civil Society through Membership Engagement

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Civil society is an area of associational activity, where citizens come together to pursue both individual and collective interests. Mediating institutions (Berger & Neuhaus, 1977) include charitable nonprofits that help to integrate disconnected elements of civil society, build bonding and bridging capital, and strengthen communities through volunteering. Non-charitable professional membership (501c6) associations have not been considered as mediating institutions in earlier studies. This research analyzes datasets provided by American Society of Association Executives (ASAE) to answer the question: Are professional membership associations serving as mediating institutions in their communities and serving to strengthen civil society?

*Baby Boomers' Volunteering in South Korea:
Comparison of Younger & Older Generations*

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This study attempts to explore understanding volunteering of the baby boom generation in South Korea. In a rapidly aging society, there can be interesting factors that distinguish volunteering behavior of the baby boomers, younger and older generations. Applying social resources theory, it analyzes human, cultural, and social capital variables on volunteering participation in the first step and on volunteering time in the second step by using Heckman selection model. This study provides some interesting empirical evidence regarding the Korean baby boomers' volunteering behavior which can serve as a knowledge foundation for future research and volunteer recruitment strategy development.

*The Geography of Opportunity: Exploring Local
Variation in Voluntary Participation*

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Nonprofit organizations have traditionally served a number of distinctive roles within society. Despite these roles that nonprofits are thought to occupy, research has consistently shown that the distribution of nonprofit organizations varies considerably from one community to the next. As a result of these differences, it is possible that the opportunities individuals have available to participate in voluntary activities, will in many instances be determined by the neighborhood in which one lives. Thus, the purpose of this study is to examine whether the density of nonprofit organizations in a community is associated with an individual's proclivity to volunteer.

*Religious Beliefs and Volunteering across Various
Faith Traditions*

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This study assesses the role of religious beliefs in volunteering across various faith traditions. A distinction is made between normative teachings and the practical theology of each religion. The qualitative analysis is based on survey interviews with faith-based and secular organizations delivering in-prison programs in the state of Indiana. The organizations selected for the study represent a variety of faith traditions including Buddhist, Protestant, Catholic, Orthodox Christian, Ecumenical Christian, Jewish, Muslim, and Native American. The study aspires to inform the programming of interfaith organizations and partnerships.

*Reflexive Elements of Volunteering Among Older
Adults – Finnish Retirement Migrants in Spain*

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Volunteering is an arena of activity that offers possibilities for individuality and reflexivity as well as for continuity and tradition. This article examines a group of Finnish seniors who have migrated in Spain. Migrating abroad highlights the opportunities for choice many seniors in Western societies today have. We focus on the reflections on volunteering in this life situation. The results are based on free-form texts (n=64) and interviews (n=10). The central findings are, that with age and personal development the focus of volunteering can move from behavioral to cognitive social integration, as well as from collective to reflexive volunteering.

Playing Matchmaker: Exploring the Intersection of Volunteer Supply and Organizational Demand

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Many studies tout the benefits or explore the challenges of engaging volunteers. To date, much of this research has taken a one-sided approach with an exclusive emphasis on either the volunteers or the organizations that need them. However, effective volunteer engagement requires an understanding of how and when volunteer interests intersect with organizational demands. In this study, an exploratory sequential design was used to gather data from a variety of stakeholders in one major metropolitan area. The results indicate a lack of awareness about existing volunteer resources and a lack of alignment in what volunteers want and what organizations need.

Volunteer Motivations and Constraints among Undergraduates: Analysis of the Volunteer Function Inventory and Public Service Motivation Models

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This paper examines two prominent theories used in volunteer motivation research: functionalist theory and public service motivation theory. Also, the study examines what constrains individuals from volunteering. The research found that individuals volunteer more due to reasons relating to helping others and giving back to society. However, when students are volunteering for reasons relating to building their resume or enhancing their careers then undergraduates volunteer less. The Public Service Motivation model was not significant and did not shed any light on why undergraduates in this study volunteer. The constraint model showed that intrapersonal constraints are easier to overcome compared interpersonal and structural constraints.

Volunteering to enhance employability: what is the role of contextual-level precariousness?

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Volunteering to increase one's employability is a growing phenomenon in a context of labour market turbulence/unpredictability. Drawing on cross-sectional sample of 768 volunteers in Canada, we investigate individual and contextual-level factors associated with volunteering to enhance employability, focusing especially on contextual-level precariousness, which refers to the socioeconomic insecurities constituted by global/regional competition and geographically uneven development. We find that municipal-level unemployment (a proxy for precariousness) is positively associated with volunteering to enhance employability even after adjusting for potential confounders. Our findings point to the importance of measuring and modeling upstream contextual influences in addition to individual/organizational factors.

Older Adults Who Volunteer Have Lower Cardiovascular Risk Factors

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Research has found that people who volunteer have a lower mortality risk than people who don't volunteer, even when controlling for a number of plausible explanatory variables (e.g. demographics, health). Yet physiological pathways of such outcomes remain sparse. I hypothesize that regular volunteer activities can increase stress regulation, which should manifest itself physiologically as lower cardiovascular risk factors. The current study provides evidence for this hypothesis.

“Days” of Service: Is there Civic Learning in Short-term Experiences for College Student Volunteers?

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The knowledge, skills, and dispositions of civic-minded graduates can be achieved through various strategies including service learning courses and service-based scholarship programs (Steinberg, Bringle & Hatcher, 2011). But to what extent do one-time service events yield these civic learning outcomes? This research is designed to understand college students who participate in one-time service events, including demographics, motivations of participation, and civic learning outcomes. Using data gathered after three service events during the 2012-13 academic year, preliminary findings indicate that short service experiences yield positive gains in civic learning. This is important for program development in higher education.

Motivations for Volunteering Internationally in Later Life

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Stakeholders have called for more research on the growing market of older adults volunteering internationally. This study uses data from the Current Population Survey to investigate the characteristics and patterns of older adults serving abroad from the US. It also uses data from the International Volunteer Impacts Survey to explore how the motivations of older international volunteers differ from those in different stages of the life cycle. It draws upon multiple theories of volunteering throughout the life cycle to explain differences. Implications consider how volunteer organizations might better appeal to older adults.

New Challenges For The Cooperation Between Third and Public Sector – The Federal Volunteer Service In Germany

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This paper analyses the development and implementation of the new Federal Volunteer Service in Germany, initiated by the government in July 2011. It is one of the most important reforms affecting the German third sector. The service implies a new form of voluntary social engagement, and alternates the forms of cooperation between the public and the non-profit sector fundamentally. The paper inquires which governance challenges arise from this reform, how they are addressed, and it adds an international perspective by comparing the Federal Volunteer Service with other existing European volunteering services.

Determinants of replacement of paid labour by volunteers: An analysis of the organization, sectoral, and individual level factors

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Episodic volunteering is no longer a trend in volunteerism but rather a reality. It refers to a one-off or short-term volunteering act where people volunteer in a quick and uncommitted manner. Although many studies have focused specifically on episodic volunteers, little is known about who they are. Based on empirical analysis of a large sample of volunteers who participated during an annual one day volunteer event, this study provides insight into the demographic characteristics and frequency and scope of episodic volunteering. Consequences for volunteer management will be presented.

Host Country Staff Perceptions of International Volunteer Health Programs

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Hundreds of thousands of volunteers from wealthy countries travel annually to poor countries to participate in short-term health-related programs. As part of a project examining the impact of this growing industry on the host communities, we interviewed 54 host country staff regarding their views on these programs. Mutuality and continuity were identified as most crucial to successful programs. The best volunteers are those who are willing to work hard and adapt; the worst are not interested in working or try to impose their own views of how the work should be done. Overall, staff rated the value of volunteers highly.

Money Talks? Factors Affecting Volunteer Centers' Efficiency

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A primary function of volunteer centers is to “recruit and connect people with volunteer opportunities in their local community” (Brudney 2005, pp. 77-78). Thousands of volunteer centers involve millions of people worldwide in volunteer work (Points of Light Foundation 2005). However, few scholars have studied volunteer centers (Bos 2012), and none of them have evaluated the efficiency of these organizations. It is critical for volunteer center leaders and the governments that support them to consider the efficiency of their operations. This study will use Data Envelopment Analysis to examine the volunteer centers' efficiency in South Korea for the year 2012.

Effective Volunteer Coordination Needed: Some Multivariate Analyses on How the Valuation of the Volunteers' Unique Contribution Can Foster its Outcome

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In times of crisis, NPO are increasingly challenged to use the volunteers' contributions effectively and efficiently, and simultaneously, to respond to the changing needs and expectations of volunteers. Assuming that volunteers differ substantially from paid staff, our study (N=399) aims at capturing volunteer coordination behaviors and attitudes which go beyond classical HRM procedures and at exploring to what extent these volunteer coordination aspects contribute to a desired volunteer coordination outcome from an organizational perspective. Findings reveal statistically significant and positive relations between a volunteer coordination style which involves different organizational stakeholders in the interaction with volunteers and volunteer coordination outcome.

Good Genes Don't Need Good Deeds: Oxytocin Receptor Genes, Prosociality, and Mortality

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This study finds that non-volunteers, self-oriented ones, and people who described themselves as low in caring traits all have a higher mortality risk 7 years later. However, this depends on the type of genes people have. Prior research has found that one variant of the oxytocin receptor gene (G/G) predicts more prosocial behavior and lower stress regulation than other variants (with A alleles). In the current study, people with the “prosocial” variant were buffered from the negative effects of low prosociality. In other words, they did not need to be “good” to have lower mortality risks.

***What Determines Altruism Besides Demographics?
The Relationship between Risk Preference and
Volunteering***

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Many prior studies discuss charitable behaviors based on demographics. However, people’s decision-making is determined by their “preferences,” instead of simply characteristics. This study examines whether individuals’ charitable behaviors are associated with their attitudes toward risk. Using data from the NLSY79, this study found that levels of risk tolerance are negatively associated with people’s volunteer behaviors. However, risk-averse and risk-seeking subgroups demonstrate substantively different patterns of volunteering behaviors. For risk-averse individuals, a higher level of risk tolerance is predictive of greater propensity of volunteering, but of smaller propensity of volunteering for risk-seeking individuals. Managerial implications for nonprofit organizations are discussed.

***Does Public Service Motivation Influence Sector
Differences in Volunteering?***

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Recent studies find that nonprofit and public employees are more likely than for-profit employees to volunteer. These studies commonly suggest that the prevalence of public service motivation (PSM) in the nonprofit and public sectors explains such sector differences in volunteering. Little research tests that effect of PSM, however. This study examines whether nonprofit and public employees tend to volunteer more than for-profit employees with similar levels of PSM, as well as whether the effect of PSM on volunteering differs across sectors of employment. This study presents quantitative analysis of data from the 2002 General Social Survey (GSS).

***How early experiences of voluntarism impact
intellectual approaches as an academic economist***

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Literature addresses whether volunteering experiences of children carry over into volunteering in adulthood. It notes that children are more likely to volunteer if their parents taught them by example to think positively about volunteer work. However, no studies examine whether or how researchers’ past experiences with volunteering are reflected in their intellectual approaches to research. This paper discusses how my own family experiences have given me insights into differing views and different strands of academic literature as an academic economist.

***The Relationship between Volunteer Administration
Characteristics and VRM Practices***

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Using original data collected via surveys of volunteer directors in 116 hospitals in five northeastern and Southern U.S. states, this paper examines the link between administrative aspects of the volunteer management function, and organizational utilization of VRM practices. Volunteer management departments with more paid staff members, and those that were primarily responsible for the management of volunteers and not other hospital functions in addition to VRM, utilized a greater number of volunteer management practices.

*The Effect of Being Asked to Volunteer on
Volunteering Tasks and Domain of Volunteer Work*

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Being asked to volunteer is a powerful situational influence on volunteering, often overpowering the relationship between demographic variables and volunteering. This paper seeks to unpack the relationship between social background variables (e.g. age, gender, race), who is asking the person to volunteer (e.g. friend, family member, boss) and the choice of organizational domain (e.g. arts, education) and volunteer tasks (e.g. serving on a board, preparing food, tutoring, etc).

*Corporate Volunteering and Welfare-state
Traditions: An Explorative Study*

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Corporate volunteering currently exists in Sweden as both a “liberal import” and as a “domestic heritage”. The aim is to identify and compare approaches to corporate volunteering in companies with backgrounds in divergent welfare-state traditions. The paper builds on a study involving a transnational consulting firm with a global corporate volunteer program, and one large Swedish insurance company with a long tradition of engaging employees in voluntary work. This enables the exploration of corporate volunteering in a company representing the “liberal import” dimension and in one representing the “domestically inherited” dimension.

*The Impact on my research of my London Olympics
Volunteering*

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This paper reflects on the emotional and intellectual impact on me of my involvement as a London 2012 Olympics volunteer. Although I have been a researcher of the voluntary sector and volunteering for more than thirty years, my understanding of volunteers’ motivation and volunteer management was broadened and deepened through the intensive training I undertook and the challenges of working within a highly diverse team under pressure. My experiences also led me to a new research agenda; a quest to understand the extent to which local governmental organizations are appropriate recruiters, sponsors, trainers and managers of volunteering projects.

*Developing Volunteer Leaders: Let Their Intentions
Guide the Way*

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Using the Theory of Planned Behavior (Ajzen, 1991) and in partnership with the HandsOn Network (HON), researchers developed an instrument, the Volunteer Leadership Development Questionnaire (VLDQ), which can distinguish the factors influencing intentions of volunteers to express and develop their leadership. Pilot study results indicated that volunteers intending to develop their leadership do not experience support when closely managed; rather, they thrive when they can operate within a framework of clear expectations and collegial support. Supervisors can use the VLDQ to identify individual volunteers in whom they might wish to invest leadership development resources.

Volunteer Managers' Experiences in a Large Library System

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The uses and effects of volunteer management warrant additional attention. In this piece we use mixed methods to explore several key questions. First, how do employees respond when volunteer management is incorporated into their job duties? Second, how does this affect the amount of time and energy they exert in volunteer management and perceptions of relationships with volunteers? Based on interviews from volunteer managers in a large public library system we triangulate the quantitative and qualitative data to learn more about who these volunteer managers are, what they do to manage volunteers, and their perceptions of volunteer management.

Being All Things to All People: Developing Motivation and Culture for Engaging Citizens in the Work of Government

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This case study examines the evolution of the volunteer program for a multi-purpose regional government that has historically lacked a consistent motivation among staff to engage citizens in their work, as well as a consistent culture around volunteers and community engagement. Tools to improve program capacity and operations target strategic issue areas, and are built on an underlying foundation intent on building consistency in motivation to engage citizens, and creating greater coherence around the culture of volunteers within the agency.

Nonprofit Theory v. Reality OR How I Learned to Live with the Iron Law of Oligarchy

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This paper challenges the paradigm of nonprofit boards as participatory democracies with active engagement of all members. Drawing on over two decades of personal involvement in several nonprofit governing boards which work in a variety of settings, I point out that Michel's iron law of oligarchy is a more appropriate model for volunteer boards. Using these experiences, I argue that nonprofit scholars need to come to terms with the disparity between non-profit theory and the reality of many organizations, recognizing the benefits of oligarchical structure in organizations "staffed" by part-time volunteers and active leaders who devote enormous blocks of time.

You mean I can get paid to work here? The impact of volunteering on nonprofit career awareness

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This research addresses 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? What are the impacts of volunteering on nonprofit career awareness, and what are the implications for executive directors and volunteer managers in today's nonprofit organization?

Volunteerism and Social Inclusion: How International Development Organizations Recruit and Retain Youth Volunteers

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Volunteerism has played an important role in combating poverty, providing education, advocating for equal rights among citizens, and building skills for employment throughout the world. Of concern in this paper is the role of international nongovernmental development organizations in encouraging volunteerism among youth that leads to greater social inclusion for the volunteer. Interviews will be conducted with 10 communication professionals at nongovernmental development organizations to explore the strategies nongovernmental organizations use to recruit and retain marginalized youth to volunteerism, challenges in recruiting marginalized youth, and the benefits that marginalized youth experience through volunteer service.

The Promise and Perils of Volgistics

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The bureaucracy of volunteer management makes it a very good candidate for use of computer software and other technology designed to facilitate workflow. It can be used to facilitate recruitment, screening, matching to assignments, recognition, and data collection on outputs and outcomes, among other things. One prominent program is Volgistics. The promise of Volgistics lies in improvements in volunteer management capacity. The peril of Volgistics lies in the fears of technology harbored by Boomer and X generation volunteer administrators.

Images and Impacts of Community

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This paper reflects on the implications of a personal health incident. It describes the limitations of the public sector to meet the health needs of my newborn daughter and other infants in the region, the health policy context, and efforts by me and others to fill the gap in local health resources using community empowerment and development approaches. I present a conceptual framework that illustrates how actors in the public sector (formal sphere) and community (informal sphere) were enabled to collaborate and I conclude by considering the impact of my experience on how I think about community and public policy.