

ARNOVA's Catalog of Current Research

45th Annual Conference Policy & Partnership in an Era of Change

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The 2016 Catalog of Research includes authors and abstract summaries from ARNOVA's 45th Annual Conference; Policy & Partnership in an Era of Change.

Each year ARNOVA gathers more than 800 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 catalog 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
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¿Amigos o Rebeldes?: The Role of Non-profits

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As of 2012, within the U.S. approximately 400 community foundations provided about 2,600 grants totaling \$272,724,079 for immigrant and refugee issues (Foundation Center 2014). Community foundation organizations are vital to communities and citizens by facilitating the power for non-profits to provide public and collaborative goods and services (Carman 2001; Lowe 2004; Steuerle & Hodgkinson 2006). As fiscal giants pouring resources into the support of immigrant and refugee issues, what is the role of community foundations on bureaucratic outcomes? Will community foundations play a supplementary, complimentary, or adversarial role to U.S. Immigration and Customs Enforcement?

'Practical Paradox' in Top-down Cultivation of Community Organizations in a Strong-government Context: A Case Study from China

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One debate raised by scholars is whether or not civil society can be cultivated by the government through a top-down path, especially in a country with strong-government context as China. This study addressed the debate by an in-depth case study to the "Lehe Family Land Program", which is an experiment promoted by a county government in western China to cultivate self-organizations in rural communities. A 'Practical Paradox' was summarized in this study to describe the dilemma confronted by government in the case, and the micro mechanisms beneath were found, which provided implications to the debate above.

"Dialogue" in Social Media: Implications for Strategic Communication of Nonprofit Organizations

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One key feature of social media is its capacity to facilitate "dialogue." To what extent have nonprofits taken advantage of such nature in encouraging communication with/among constituencies and the public? Are "dialogic" communication effective for the work of nonprofits? This paper examines these important yet underexplored questions in studies of social media and nonprofit organizations. Taking the case of nonprofits that used social media to raise funds in responding to the 2011 disaster in Japan, we combine qualitative content analysis of Facebook posts and Twitter tweets with regression analysis to examine whether more "dialogic" communication leads to more funds raised.

“Does Arts Participation Increase Household Income? Evidence from a Natural Experiment”

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The effectiveness of nonprofit work is often difficult to measure. Previous studies have shown a correlation between household income and arts participation, but the causality is unclear. Wealthy people can afford to pay admissions, but does arts attendance lead to higher income, through increased creativity or other channels? We use propensity score matching and a natural experiment to address how Washington, DC—which has a plethora of free museums—residents differ from otherwise similar people in other MSAs with high household incomes. Our results indicate attendance increases income; robustness checks confirm the findings. We conclude with policy implications.

“Not Just a Cup of Tea”: Front-Line Social Care Work and Staff Commitment

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In an era of austerity and deteriorating employment conditions, ensuring staff commitment poses challenges for nonprofit social care employers. This multiple case study examines front-line employees’ work experiences in social care organizations and their implications for commitment. Drawing on a paradox lens that recognizes NPOs are under pressure to achieve constantly contradictory goals, employees’ predominantly affective commitment withstands the tensions in workplaces characterized by the co-existence of cost and quality pressures, as well as control and autonomy. Unequal power relations and gender roles also bear important implications for the largely female social care workforce in coping with work-life balance tensions.

2016 Index of Global Philanthropy and Remittances

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This paper presents findings of the Center for Global Prosperity’s 2016 Index of Global Philanthropy and Remittances. This index tracked global giving by OECD Donor Assistance Committee (DAC) nations and examines the financial flows from 11 non-DAC countries. For each of the non-DAC and for some of the DAC countries, CGP partnered with in-country experts that gathered both primary and secondary data to estimate total financial flows to developing countries. In addition to documenting giving data, the Index includes case studies of private philanthropy, volunteerism and successful public-private partnerships, which illustrate bridges being built between high income and developing countries.

A Case Study on Mixed Methods in Designing a Youth Leader Development Program for California Masonic Youth Organizations

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A mixed methods design was used to develop and assess a youth leader development program for male and female leaders in nonprofit, volunteer youth groups. A combination of a literature review, focus groups, survey methods and qualitative interviews informed the research. The literature review and focus groups aided in constructing the survey. The program design was built on online survey results which covered concepts from adaptive leadership, social exchange theory, leader communication theory, and emotional intelligence. The effectiveness of the program was measured in a final paper survey. The methodology was appropriate in designing the youth leader development program.

A Comparative Analysis of Two Metropolitan Areas: Assessing Future Nonprofit Workforce Needs

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Across the nation, the nonprofit sector is experiencing a workforce shift as baby boomers exit the sector. This project seeks to identify how nonprofits in two different regions of the U.S. are preparing through succession planning; to determine the number of anticipated vacant positions through 2020; and to identify desired skills sets as this changing sector moves through its leadership transition. This endeavor seeks to assess how organizations are adopting new strategies in response to the changing circumstances. Findings from this study may also be used to inform the curricular adjustments in higher education nonprofit leadership and management programs.

A Corporate-Run Nonprofit? Motivation and Strategies of Reorganizing Corporate Giving into a Charitable Nonprofit at Amway China

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Why and how was corporate giving reform implemented inside China's first and largest corporate foreign foundations? Specifically, we examine the extent to which the reorganization of the corporate giving into a corporate-run nonprofit achieved two goals: (1) dismissing Communism Chinese government's suspicion about foreign NGOs; (2) creating a corporate foundation seeking corporate business goals along with the general public good through external fundraising. These issues are examined under the lens of institutional entrepreneurship theory. Qualitative methods including interviews, document analysis, and site visits triangulate the motivation and strategy of such a new institution. Implication for institutional entrepreneurship literature is explored.

A Cross-Cultural Year of Service Theoretical Model

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Growing numbers of young people in diverse nations are participating in cross-cultural year of service programs, and year of service volunteers represent an important part of the nonprofit workforce and talent pipeline. There is a small, but growing, body of research examining the outcomes of year of service programs on volunteers and the communities in which they serve, but findings on the efficacy of such programs are mixed. Drawing upon existing foundational theories, this poster proposes a cross-cultural year of service theoretical model to inform the work of researchers, policymakers, and nonprofit practitioners concerned with year of service programs.

A Dark Side of Interactive Learning? A Faculty Perspective

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Far from decrying the benefits and advances made with the integration of ICT in our classrooms, particularly popular in many nonprofit programs, we argue that it is time to carefully consider their implications not only for students but also the faculty who are shaping future practitioners. What are the challenges and drawbacks stemming from seeking increased student interactions? We rely on in-depth interviews with a snowball sample of faculty engaged in interactive teaching as well as on data from an online survey to draw lessons for further considerations when adopting new interactive learning technologies.

A Longitudinal Study of Giving to Houses of Worship: 2003-2013

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Using the most recent data from the PSID (2013 wave) and the Philanthropy Panel Study (PPS), we examine longitudinal giving (2003-2013) to houses of worship by analyzing average giving by household and investigating the roles that income, wealth, marital status, educational attainment, geography, religious affiliation and participation play on giving to religious organizations overall and by major religious affiliations. In addition, we use Probit and Tobit to assess incremental effects of these variables on the probability of a household being a donor to a religious congregation and how much these variables affect the incremental effects on how much is given.

A Longitudinal Study of Human Transformation: From Homeless to Social Entrepreneur

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On any given night in the U.S. more than a half of a million people are homeless. This is a complex societal problem and while the true cost of homelessness is likely incalculable; the financial cost is routinely reported as being \$40,000 per homeless person annually. Problems such as this cannot be solved with a “one solution fits all” strategy. This study examines these issues using a longitudinal ethnographic study of a nonprofit entrepreneurial organization whose clients live in homeless shelters and are being provided opportunities to start for-profit businesses that they can build and eventually own.

A Multilevel Analysis of Factors Influencing Chinese Foundations’ Capacity for Resource Mobilization

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Despite the fact that some nonprofits can easily attract rich resources while others struggle for survival, little is known about what antecedents or characteristics account for the difference in terms of nonprofit organizations’ capacity to mobilize resources. This research seeks to address this knowledge gap using a national sample of 3,344 philanthropic foundations nested in 31 regions of mainland China. Relying on different theories and multilevel modeling techniques, I examine the effect of both organizational- and contextual-level factors on foundations’ financial resources, i.e., revenues. Findings suggest that distribution of resources is highly imbalanced in the nonprofit sector of China and foundations with particular characteristics (public, national, education area, large size of employees and board members) and nested in areas with certain features (high educational level) are predicted to hold an advantaged position in terms of resource mobilization.

A Salary Bubble in the Republic of NGOs? Complicating Theories of Labor Donation with the Case of Haiti

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This paper investigates whether theories of labor donation hold in developing countries by analyzing the case of Haiti. The analysis uses primary data from a six-month survey of 887 positions among 79 independent employers of for-profit, international nongovernmental organizations (NGOs), and other civil society members. When controlling for differences across organization, position, and employee qualifications, findings indicate (i) NGOs pay more than for-profit firms for the same job candidate, and (ii) for-profit firms pay more than civil society organizations for the same job candidate. The author suggests why geographic context might complicate our popular understanding of the donative labor hypothesis.

A Spectrum Approach to the Study of Civic Engagement and Volunteerism

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Literature in the fields of sociology, political science, and nonprofit management pays little attention to informal volunteering behaviors. Even less attention has been paid to differences in how less-formal behaviors may be influenced by socioeconomic status, demographics, community situations, and life events in ways that are different from more formal behaviors. Based upon analysis of data from multiple surveys, this research presents a theoretical approach for studying engagement behaviors across multiple dimensions, along a spectrum ranging from extremely informal behaviors to highly formalized behaviors. A proposed survey instrument for the validation of the theoretical approach will also be presented.

A Study on the Impact of Nonprofit's Interlocking Board Ties on Financial Performance

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This study investigates the relationship between interlocking directorates and financial performance. A quasi-experimental design is deployed to test whether having an interlocking board, which is formed when individual board members serve as members of boards in at least two nonprofit organizations, increases financial outcomes. Propensity score matching and difference-in-differences regressions will be used to examine a fifteen-year (1997-2012) panel, tracking total revenue of nonprofits in two middle-sized cities. We expect that interlocking board membership is positively associated with financial outcomes, even after controlled for organizational characteristics such as prestige and professionalism.

A Unique Leadership Professional Development Model in Nonprofit Sector

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The paper will present a unique model of leadership development for next generation professionals in nonprofit sector. The developed model overcome present challenges in preparing next generation professionals for leadership in nonprofit organizations. We implemented the model in the field as 18-24 months on-job training program in which the participant goes through various competences, work tasks, training courses, development tools, and assigned projects with high application of nonprofit ethics and values. After the successful completion of the program, the participant becomes high caliber for nonprofit leadership role in or out of the hosting organization.

Agents of Change: Black Women's Associationalism, Ritualism, and Activism in the Walker National Beauty Culturists' Benevolent Club, 1917-1930

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Poor, working-class black women in the Jim Crow era were the objects of social reform by black middle-class reformers. The National Beauty Culturists' and Benevolent Association of Madam C.J. Walker Agents was created in 1917 to harness the collective power of such women into a cohesive group that gave visibility to their profession, encouraged charity work in their communities, and enabled participation in the fight against racial and gender oppression. This historical study examines how these women, frequently neglected in extant literature, used their associationalism and ritualism to foster social bonding and empower themselves as agents of social change.

Agitation and Agita: Organizing Mobilization for Youth at the Henry Street Settlement in 1957

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Using historical archives of the Henry Street Settlement (HSS) and of Mobilization for Youth (MFY), a programmatic prelude to the War on Poverty, the author explores the conflict within social work about best practices with youth and community-building that erupted when a mainstream social work agency incorporated a community organizing program in 1957. MFY deployed direct action and para-professionalism as means to obtain resources for male gang members. HSS leadership was taken aback at the demand that adolescents with police records be hired as program staff.

Ally Organizations Promoting Immigrant Civic Engagement

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Although immigrant rights organizations often seek to involve immigrants, many have little to no immigrant involvement. This study broadens research on immigrant civic engagement beyond individual-level analyses by examining how an organization's group style influences immigrant participation. The analysis uses a multi-method approach—survey data from a national sample of organizations working for immigrant rights and ethnographic data from two such organizations. The results indicate that greater immigrant involvement is associated with organizations that have an immigrant-friendly group style. Given the importance of successfully integrating immigrants into civic life, these findings are particularly relevant to organizational leaders and policy-makers.

Alternative Framings of the “Ask” for Charitable Giving: Effects on The Level of Giving and Allocation Among Different Recipients

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The paper compares how individuals allocate a fixed sum between themselves and 7 charities. Under one scheme, they make sequential decisions, in another they make a simultaneous decision, in a third they set aside a donations budget and then choose how to allocate it, and in a fourth they allocate a sum among the 7. The patterns of giving inform about which scheme maximizes charitable giving, which framing favors different organizations (religious and what type, arts, etc.), and inform about fundamental aspects of altruism, in-group/out-group giving, and more.

Alumni Giving through a Student Phonathon Program: Who Pledges, Pays and Gives the Most

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This paper examines patterns of alumni pledging and subsequent giving through a student phonathon program. Using data from a large public institution in the state of Texas, this study examines predictors of alumni pledges and gift amounts. This study expands on existing alumni giving research by analyzing alumni gifts received solely through a student phonathon program, with a distinct focus on the impact of academic school graduated from and degree level. Results provide valuable insight for engaging alumni through student phonathon programs and inform best practices that can be applied at other universities.

AmeriCorps Member Development: Theory Validation and Outcomes Analysis

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Using data collected through the AmeriCorps Member Exit Survey, this paper will present findings from a validation of the AmeriCorps Member Theory of Change, with an analysis of member outcomes along four proposed developmental pathways. The paper first presents a factor analysis that seeks to validate the Theory of Change’s four pathways of member development. Next, an analysis of member outcomes will examine the relationships between member demographics, program characteristics, and members’ experiences and development along the four pathways. The paper will conclude with a discussion of notable similarities and differences among demographic and programmatic groups of members.

An Analysis of U.S. INGOs' Program Allocations: Is Poverty a Priority?

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Increasing role of U.S. based international non-governmental organizations' (INGOs') in U.S. foreign assistance makes it critical to ask whether program allocations are serving the highest poverty regions around the world and whether receiving government funding has an effect on where an INGO works. This paper draws on NCCS-Hudson Institute dataset of financial information on U.S.-based INGOs for the 2007-2010 period, to investigate the overlap between where these organizations allocate funds and where there is more need. Furthermore, we test the autonomy hypothesis by investigating how the regional program allocations differ between organizations that receive government funding and organizations that don't.

An Empirical Investigation into Overhead Aversion

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In a recent paper, Gneezy et al. (2014) showed through a series of experiments that potential donors' contribution decisions might be influenced by the level of overhead in charities. In this paper, we seek to empirically test the effect of a nonprofit's overhead ratio on contributions. We also analyze two key components of overhead: Salaries and Fundraising Costs. Preliminary results show the larger of relative share of salaries to total expenditures is, the lower contributions are. In contrast, the larger the relative share of fundraising costs to total expenditure is, the higher contributions are.

An Urban Push for Rural Needs: The Geographical Rise of Hybrid Organizations and Impact of their Social Engagement

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The persistence of complex social problems and inequality has led to a renewed push from entrepreneurs to generate innovative solutions. Within this effort is growing support for hybrid legal structures that blend the social focus of nonprofits with the capital structures and processes of for-profits. Localized networks often drive the spread of these hybrid entities, raising questions of geographical variation. This paper uses data from the North Carolina Social Innovation Survey and interviews with local stakeholders to examine the differences in the rise of hybrid organizations in urban and rural communities and whether their socially engaged practices benefit low-income residents.

Antecedents, Consequences and Context of Employee Engagement in Nonprofit Organizations

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The article draws on Kahn (1990) and Saks (2006) to examine the extent to which specific nonprofit antecedents impact engagement and how engagement mediates employee and organizational consequences. Perhaps the strongest evidence of the impact of engagement is the finding that nonprofit employees are more likely to experience these consequences and less likely to have intention to quit even if antecedents such as job characteristics and value congruence are less likely. Consistent with the literature, we also found that value congruence is a major antecedent in the relationship between nonprofit employees, their jobs and the organization.

Applying Carrying Capacity: A Case Study of One Nonprofit Sector

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Two different approaches to measuring nonprofit sector carrying capacity have been taken in the extant literature: a linear measure of supply and demand or synergistic effects of inter-organizational network exchange. We build on past approaches, applying both to a case study of a local nonprofit sector. We use surveys and secondary data of nonprofit and community information to understand if an additive method is warranted in understanding nonprofit carrying capacity. Our findings will be useful for explaining this singular nonprofit sector as well as applicable to future studies investigating variations across and within communities.

Applying Root Cause Analysis to Better Understand and Prevent Nonprofit Board Governance Failures

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Governance failures and scandals undermine public confidence (Perry 2013) and impose great pressures on government spurring aggressive corrective action (California Legislation 2015; NY AG Legislation 2013) and governance intrusion. Yet improvements in governance to prevent failures prove elusive. To better understand underlying causes and means of prevention, root cause analysis (Okes 2009) was applied to five cases (Corbett 2015). Nine root causes were proposed using “fiduciary duties” as the level of analysis. This paper examines additional cases to assess and refine the nine proposed root causes, along with methods of prevention, to improve industry self-regulation (Corbett et al. 2016).

Are They Collaborating? Exploring Small to Mid-Size Nonprofits Collaborative Experiences

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A growing body of literature encourages small and mid-size nonprofits to consider collaborative efforts to reduce costs, reach more people, and maximize fundraising. Often missing is the voice of these organizations sharing their perceptions of benefits and barriers to collaboration. A survey was deployed to the small city list serve of United Way agencies. Results will be analyzed using quantitative and qualitative methods. Surveys reveal that 96% of respondents have discussed collaborative ventures. Eighty-four percent of respondents are willing to be contacted regarding their collaborative initiatives. Understanding the benefits and barriers of collaboration sets the stage for more tailored research.

Are We (Still) Drawing the Incorrect Conclusions? Regression Analysis in the Nonprofit Literature

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Linear models are the most commonly used analytical tool in the nonprofit literature. Academics and practitioners utilize these models to test different hypotheses in support of their research efforts, seeking to find significant results that substantiate their theories. And yet the authors of this paper have (again) discovered a surprisingly large number of insignificant results in articles from established nonprofit journals. Insignificant hypotheses and Type II errors surely account for a number of these results, but the authors believe that the majority of these results are due to a different cause, one that is detectable and preventable: multicollinearity.

Are We On the Same Page? Individual Interpretations of Missions within Human Service Nonprofits

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Nonprofit organizations exist to fulfill specific missions serving a public purpose. These missions and the values aligned with them motivate those engaged in the sector. Yet little is known about how individual interpretations of these missions vary, and how this can influence the work of nonprofit organizations. Semi-structured interviews with staff, managers, board members, and volunteers from human service nonprofits in a community provide insights into how individuals understand and interpret their nonprofit's mission. Analysis of variation by organization and role is expected to generate new knowledge of how individuals interpret missions, pursue organizational goals, and build internal consensus.

Assessing the Performance of Humanitarian Inter-Organizational Networks

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Research on the performance of humanitarian inter-organizational networks from a network level perspective is lacking in the nonprofit literature. The purpose of this study is to better understand the construct of humanitarian inter-organizational network performance. We will identify significant dimensions of the construct through six to eight semi-structured exploratory interviews with key stakeholders from humanitarian inter-organizational networks. Themes from the interviews will be compared to themes identified from an exhaustive literature search. Then, we will develop a scale to assess the performance of such networks drawing on key informants' language to ensure relevance, face validity, and coherence of scale items.

Assessing the Role of Philanthropic Foundations in Public System Improvements: The Case of the MacArthur Foundation

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This research contributes to more fully understanding the role of external agents of change in public system improvements by assessing the role of one large foundation's effort to facilitate change in the juvenile justice system across four states. The following factors will be assessed: the extent to which the Foundation paid attention to the specific context of the system of focus, the alignment of new policy and new practice, the length of commitment of the Foundation, and the extent to which the Foundation developed and maintained active partnerships with those within the system of focus.

At the Nexus of Financial Stability and Financial Capacity: An Study of High Stability-Low Capacity and High Capacity-Low Stability Nonprofits

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The nonprofit literature identifies two financial health dimensions; financial stability and financial growth or capacity. These dimensions appear to be at odds at times, with some researchers prescribing revenue diversification as a strategy for stability and its inverse as a strategy for achieving financial growth. Seeking to build our understanding of the nexus of these two dimensions, this research attempts to surface the characteristics of nonprofits that exhibit low financial capacity and high financial stability, as well as those that exhibit low financial stability and high financial capacity. This research seeks to build our understanding of how such organizations behave.

Balancing Donor, Client, and Community Interests in Human Service Delivery

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Through the analysis of primary data collected through archival analysis and semi-structured interviews with leaders of six human-service nonprofits on the U.S.-Mexico border, this study compares techniques for engaging donors with techniques for engaging clients. Specifically, we examine the extent that nonprofit leaders engage governmental and nongovernmental funders, and individual donors. Drawing from a framework by LeRoux (2009), we also examine the extent that nonprofit leaders generate client feedback from agency work groups, feedback surveys, advisory boards, and client service on executive boards. The analysis addresses the extent that particular donor engagement strategies align with client engagement strategies.

Beneficiary Targeting in Guatemala: An Analysis of Nongovernmental Organizations

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This paper investigates the effectiveness of NGOs in reaching the poorest households in Guatemala. Our empirical approach encompasses semi-structured interviews with six NGOs located in the state of Sacatepéquez and a set of mixed-effects logit and linear models that were estimated using nationally-representative survey data from a sample of 13,686 households. Findings indicate that, while NGOs intend to reach the poorest households, their beneficiary selection strategies may be ineffective in doing so. Observable household and community characteristics (i.e. household size, home building characteristics, rurality, and community language) seem to be more influential than poverty indicators in selecting beneficiaries.

Between Knowledge and Ideology: Institutional Logics and Organizational Practices in Swedish Think Tanks

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Academic knowledge and expertise play important roles in policy-making. Here, think tanks are a special kind of organization since they have the explicit dual mission of (academic) research and (political) advocacy, combining two distinct logics: knowledge- and ideology production. We set out to investigate how the relationship between academic research and political advocacy is constructed, negotiated and managed within Swedish think tanks, using interview data and documentation. Theoretically, we use the concepts of institutional logics and institutional work to study how actions by intra-organizational actors translate into the (re-)production of organizationally situated institutional logics in settings with seemingly incompatible logics.

Betwixt and Between the Board Chair and Executive Director: Dyadic Leadership Role Perceptions Within Nonprofit Civic Engagement Organizations

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This paper presents the results of a study examining leadership role perceptions of board chairs and executive directors within nonprofit civic engagement organizations. The research is structured as an instrumental multiple case study analysis involving 17 single cases within a municipal system; the unit of analysis of each single case is the leadership dyad of board chair and executive director within civic engagement organizations. The data collection methods included in-depth and semi-structured interviews, focus groups, document review, and researcher memo-writing. The study findings provide implications for subsequent research on nonprofit governance, leadership, and practice concerning civic and board governance.

Beyond the Home: German-American Women's Empowerment and Volunteering Before the End of World War I

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By using the case study of the Athenaeum Turners Women's Auxiliary in Indianapolis, the paper investigates how German-American women created their public roles and contributed to philanthropic activities at the local, state, and national levels before the end of World War I. The original purpose of the association was to support the Men's Association in Indianapolis. However, these women empowered themselves to help people in Indianapolis and other associations in Indiana and other states. Before women had the right to vote in Indiana, these women acknowledged the importance of women's rights and made efforts for their own and other communities.

Big Data and The Institutionalization of Indicators

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Nonprofits are increasingly utilizing data to inform their decisions, however while much effort has been focused on data acquisition there has been considerably less attention paid to data validation. Using a survey-based vignette study, this research attempts to reveal what sorts of data nonprofits use, how they use them, and what they understand the data to be.

Big Data, Cheap Talk: Evidence from Tweets between Nonprofits and Donors

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Nonprofit organizations use Twitter to communicate with individuals to reduce information asymmetry between them and to increase donations. However, very little is known what nonprofits tweets and how individuals respond to these tweets and why they tweet in such ways. This study first theoretically models nonprofits' communication strategies based on game theory and then tests the model by text-mining big data of tweets communicated between nonprofits and individuals. The findings from the tweets show that "cheap talks" are more commonly used than "costly conversation" on Twitter. The study also discusses practical implications for nonprofit social media strategies.

Board Diversity and Organizational Performance in Nonprofit Organizations

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Diversity especially in the nonprofit and relationship with performance remains an area that is still under studied. This research will focus on the charitable organizations (501c3) by specifically examining whether board diversity impacts organizational performance. The research argues that a highly diverse boards are positively related to high performing organizations. On the other hand, less diverse boards are related to less performing organizations. Using an isomorphic theoretical framework, organizational diversity will be examined in order to determine whether boards are just diversifying in order to mimic other organizations, faced by external forces, or due to the positive benefits derived.

Board Member Confidence and Participation in Governance Roles

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This study focuses on the individual behavior of board members in nonprofit organizations. By using a theory-based approach, a distinction is made between different governance roles. We explore nonprofit board members' self-reported confidence and participation in these roles. In line with previous research, we propose that board members' experience, mission attachment, and ongoing training will influence their confidence and participation in board functions. We also take into account the presence of role ambiguity and the possibility that the simultaneous presence of certain skills and qualities may lead to higher levels of confidence and participation in governance roles.

Board Ties as a Determinant of Government Funding for Nonprofit Agencies

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Variables outside of a grant proposal can affect the likelihood of an organization's acquisition of funds. Political and personal variables can influence a grantor's decision. This study examines potential relationship ties that affect the likelihood of funding. I theorize that nonprofits with board members and upper management with ties to government officials and to board members of other nonprofits secure more grants. I focus upon nonprofit community healthcare centers in the Midwest region. I utilize organizational, financial, and relationship tie variables to predict the amount of Health Resources and Services Administration (HRSA) grants received for fiscal years 2008-2012.

Breadth and depth: exploring how nonprofits use social media to engage constituents and build relationships

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Social media as a technology is twenty years old. There is a body of research on nonprofits and the use of social media tools for policy advocacy and for fundraising purposes, less has focused on creating nuanced understandings of how organizations are using these tools to successfully cultivate and stewarding relationships with stakeholders leading to resource building opportunities. This paper explores its use among nonprofits asking what types of social media are used as well as the frequency of interaction and types of interactions. We then present analysis of breadth of media use, depth of constituent contact and organizational characteristics.

Bridging or Deepening the Digital Divide: Influence of Internet Use on Formal and Informal Volunteering

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In light of declining volunteer rates and increasing internet use, this study will examine how connecting online influences volunteering in the community using linked data from the 2013 Computer and Internet Use Supplement and the 2013 Volunteer Supplement of the Current Population Survey. This study has implications for both research, contributing to work on the social equity of volunteering and the dominant status theory, and practice, as organizations continue to move communication and volunteer recruitment online.

Building a Nonprofit Management Curriculum: How Practice Transcended Nonprofit Theory and Public Management

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This research shows how the expertise of nonprofit administrators moderated tensions between the disciplines that contribute to nonprofit management education in the design of a new graduate-level curriculum. To complement one committee's understanding, this research asks, "What do nonprofit administrators need to know to be effective at their work?" Interview findings reveal that nonprofit curriculum is evolving beyond our common understanding of both theory and management. Instead, leaders' must navigate change, use data and resources to accomplish this task, and build and maintain relationships. Nonprofit studies curriculum continues to change in the face of one certainty—environmental uncertainty.

Building A Resource-Based Model for the Social Entrepreneurship Process: From the Institutional Change and Entrepreneurship Perspective

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Social entrepreneurs are constantly challenged by a lack of resources, and thus they must find a way to explore and mobilize any available resources to pursue their work. Yet the prior social entrepreneurship literature tends to focus on human and financial resources. The proposed comparative case study addresses this gap by empirically testing a resource-based model built on a systematic review on the institutional entrepreneurship literature. The study probes what resources (symbolic, material, relational, and human capital) and mobilization tactics (e.g., sensemaking, bricolage, collaboration, theorization) social entrepreneurs utilize during each phase (emergence, elaboration, and expansion) of the social entrepreneurship process.

Building Civil Society Organizational Capacity in the Open Data Era

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Recently, the Saudi government has taken significant steps to establish the appropriate regulatory structure for civil society associations. The greatest challenge, however, remains in building the organizational capacity of these associations. Using the tech-enhanced big data concept, I propose a theoretical framework for an Impactful Capacity Building Tool (iCBT) that connects civil society organizational capacity data with activities, outputs, outcomes and impact data, to produce the much useful cause-and-effect information. Developing a valid and reliable assessment and planning tool for capacity building efforts is an important first step towards an effective engagement of civil society.

Called to Innovation: How Funding Criteria Influence Organizations' Self-Concepts

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Funding criteria are explicit rules representing institutional expectations. Based on the Austrian case the research question is: How do social services organizations respond to new funding criteria? In 1999 the EQUAL initiative, a funding program with the key principle innovation started in Austria. For this study 105 annual reports of 9 organizations from 1995 to 2008 were analyzed by applying discourse analysis. The results show that the organizations made strong efforts to define and explain the new principle "innovation". This study gives deeper insights into how CSOs respond to changing funding criteria and how their discursive strategies influence their self-concepts.

Can Charter School Classroom Practices Make the Case for a New Public Administration of K-12 Educational Processes?

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To the extent that charter schools hold the promise of providing innovative curricula practices, such practices and the relationship of teaching autonomy to those practices remain a critical focus of charter school research. This research paper explores the theoretical and practical relationships between key aspects of public education policy and the perceptions and behaviors of teachers in charter school settings. Research attention is given specifically to Charter School Policies in four states, and how those policies shape charter school teacher perception regarding key aspects of teaching autonomy that might influence classroom practices.

Capital Campaigns, or Something Else? The Effects on Nonprofit Survival

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At least anecdotally, there is a common perception among nonprofit managers that when a neighboring organization launches a capital campaign, the potential effects on an organization's own fundraising will be devastating. This study seeks to examine the effects of capital campaigns on the survival of other local organizations, and the entrance of new organizations. The analysis uses data from a randomly sampled set of nonprofit arts organizations in 48 unique counties that had capital campaigns between 1994 and 2007, IRS Form 990 data on nonprofit arts organizations in each county, and county-level data measuring environmental factors.

Capital Structure of Non-Governmental Development Organizations: A First Cross-Country Comparison

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This study analyzes the capital structure of Non-Governmental Development Organizations (NGDOs) from three different European countries: Belgium, Spain and the United Kingdom. After a review of the literature on this field, we analyze total and long-term debt of NGDOs, presenting both descriptive and explanatory results obtained by using ordinary least squares, logit and Tobit models. This research provides a first cross-country evidence of the differences between the financial decisions of nonprofit organizations depending on their nationality. Finally, we suggest some reasons that could explain such differences.

Challenges and Experiences of Indigenous CSOs Communicating Results

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This poster describes the challenges, experience and lessons learnt from indigenous CSOs working together in partnership to advocate to the Government of Nigeria to fulfil its commitments to child and Family health in Nigeria in the Partnership for advocacy in child and Family health in Nigeria

Challenges and Opportunities of Effective Nonprofit Collaboration: A Case Study from the Middle East

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With the growing demand of nonprofit sector programs and activities, collaboration among nonprofit organizations, and within the organization itself becomes highly required for more effective social impact. From the experience of collaboration in nonprofit sector in Saudi Arabia, the paper presents examples of successful organizations moving from a self-oriented to a new sector-oriented business model. Also, it discusses different directions and fields of the model and its required organizational and leadership competencies. The model's evaluation matrix is presented. The paper also discusses current and future challenges and opportunities of collaboration in Saudi Arabia's nonprofit sector.

Charisma, Collectives and Commitment: Hybrid Authority in Feminist Social Movement Organizations

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The primary goal of this paper is to add to the literature on the role of social movement organizations in facilitating movement involvement and activism. Using Weber's ideal types of social action as a starting point, specific focus is on those SMOs that exhibit collectivist rather than bureaucratic structures and charismatic (extra-ordinary) rather than routine (ordinary) authority. I suggest the term "collective charisma" as a way of understanding a unique form of organizational authority exhibited in a subgroup of SMOs. Examples from the radical U.S. feminist movement are used to illustrate how this particular organizational form shapes movement commitment.

Charitable Providence: Women's Authority as Voluntary Leaders in 19th Century Homes for the Aged

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This paper examines the role of women in establishing charitable institutions, specifically old-age homes, in a 19th Century Northeastern city. Impelled by moral and religious motivations, women then achieved multiple philanthropic objectives through charitable giving, membership societies, and reformist movements. How their charity work also reflected feminist ideologies is subject to question. This paper contributes to this issue and to the broader understanding of the links of class and gender in the history of philanthropy. It highlights a neglected factor in accounts of the professionalization of philanthropy and the non-profit sector: the broad and continuing authority of female voluntary leadership.

Child Food Insecurity: An Analysis of the Public and Private Responses

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To address the problem of food insecurity in children, both the public and private sectors are implementing programs at various levels. We examine the state sponsored Summer Food Service program in the Arlington Independent School District in Texas, by focusing on summer meals provided by schools and nonprofit agencies. By surveying 75 school and nonprofit administrators in Arlington, we examine the effects of the program. Specifically, we identify gaps, understand their operations and the effects of the existing services, and explore challenges faced by schools and the charitable suppliers in providing food assistance.

Chinese NGOs as Welfare Providers: Challenges and Constraints

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China is now facing an economic slowdown. For leaders of the Chinese Communist Party (CCP), this can be an alarming proposition that potentially invites unwanted risks, including increasing demands for social welfare, and decreasing state capacity to meet such needs. The government has, for the most part, transferred some of the welfare responsibilities to NGOs. Experimentation and legislation permitting the contracting out of welfare to NPOs, including NGOs, has opened up new possibilities for delivering welfare. This paper presents a case of study of Nanjing, exploring the role of NGOs as welfare providers and their partnership with the local authorities.

Chinese Social Service Organizations' Strategy to Survive in Community: A Field Guide

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Under the agenda of welfare marketization, Chinese social service organizations (SSOs) are increasingly involved into the service delivery system. This article addressed the largely ignored topic of how Chinese SSOs cope with local authorities. I explored this question using a field-based theoretical perspective. Based on a qualitative study on 15 SSOs in Shenzhen, this study explored the strategies SSOs used to fight for their survival and autonomy.

City in Crisis: The Nonprofit Sector in Flint, MI

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Failures of government often necessitate reaction by the nonprofit and philanthropic sectors. The recent emergency in Flint, MI over the city's unsafe drinking water has propelled nonprofits in the area to re-evaluate their mission, step outside their traditional service areas and respond in unprecedented ways. Local, regional and state philanthropic enterprises have seen their plans challenged by the crisis. Utilizing a qualitative methodology that combines surveys and interviews with local leaders, this research project will be among the first to study how the Flint water crisis will affect Michigan's nonprofit and philanthropic sector for years, maybe even decades to come.

Civic Participation of The Younger and The Older Generations in Russia

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In this paper we are exploring differences between civic participation and contribution to the common good of the different generations. The analysis is based on the data from formalized interviews to a standardized questionnaire (N=1500). We are looking at two age groups: the young group of 18-30 years old and the group of over 60. We are considering the following aspects of their civic participation: volunteering and monetary donation in terms of 1) declared readiness to participate, 2) actual participation and discuss possible reasons.

Civic Technologies: Realizing Network Governance or Reincarnating New Public Management?

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Authors anticipate that civic technologies facilitated by open data, social media and crowdsourcing will support co-productive partnerships between governments and third sector actors, embodying the Network Governance ideal. This paper critically examines this claim by drawing on lessons from 'analogue' (that is, pre-digital era) relations between government and the non-profit sector. The paper updates theories of government-third sector relations for the digital age by exploring how civic technologies might reincarnate the low-trust relations between government and voluntary actors that characterized New Public Management, while also detailing the institutional designs that will ensure civic technologies support networked social problem solving.

Civil Rights, Urban Renewal, and the Final Years of the Gary Neighborhood House

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Neighborhood House, established 1909, was the first social service organization in the city of Gary, Indiana. As Gary evolved into a city facing racial segregation, crime, and labor struggles, Neighborhood House adapted to needs and resources within its environment. Why, then, did it close in 1971? Gary Neighborhood House never directly received government funds, but volatility in government policy during the 1960s and 1970s substantially contributed to its closure. The determination and creativity of staff and volunteers ensured that important projects survived beyond the organization itself. This historical study speaks to distinctive challenges facing nonprofits that work with disadvantaged groups.

Civil Society Actors as Brokers of Ideas: Transnational Cooperation Between Sweden, Estonia and Russia

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Many civil society actors are involved in transnational cooperation, which often involve dissemination of ideas and practices. This paper studies what is spread through cooperation, how dissemination takes place and how it affects different actors. The cases studied are: (1) projects between Swedish and Estonian popular education organizations, and (2) cooperation between Swedish and Russian actors building up “daddy-schools” to promote a more active fatherhood and reduce domestic violence.

Theoretically, the paper is influenced by diffusion- and translation research.

The results show the importance of receiving actors editing the models and how the local context influences both “senders” and “receivers”.

Co-production of Health and Elder Care – Cooperative Models in Japan

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Health and elder care in most developed countries face complex and contradictory challenges. This project explores a new perspective that emphasizes greater user participation in these services, where professionals and patients/clients act as ‘partners’ in co-producing such service through mutual contributions. Japan has a unique health care system with two separate user-owned cooperative health care organizations that also provide elder care to their members. This project presents unique empirical data from patients, medical professionals and volunteers at nine different cooperative hospitals across Japan, and compares these results with similar data collected from two public or nonprofit hospitals.

CoDesign: The Influence of Social Learning on Entrepreneurial Self-Efficacy of the Rural Poor

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This research proposes that collaborative design which facilitates social learning among rural poor can help improve their entrepreneurial self-efficacy. Structural equation modeling is used to test the effect of four sources of self-efficacy, mastery experience, vicarious experience, verbal persuasion and social support, on entrepreneurial self-efficacy. Existing constructs are tailored and translated for rural contexts, and survey-based data collected from members of cooperative organizations where Asian Heritage Foundation has facilitated design-led interventions. Results from the study will advance our understanding of collaborative design for development, in particular how social learning practices may help expand the entrepreneurial abilities of the rural poor.

Collaboration and Cooperation with Neighborhood Associations in Russia

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Neighborhood associations often collaborate with local governments, businesses and other NGOs to improve their communities. In Russia, the local equivalent of neighborhood associations might collaborate with local government offices, businesses, or other NGOs. This paper presents results from the first ever nation-wide survey of potential collaboration partners for these neighborhood groups. The survey was conducted through a telephone survey in 2015, assessing the experience of collaboration with neighborhood associations. Results indicated much closer collaboration by neighborhood associations with local government than with either businesses or other NGOs. Results suggest an emerging hybrid of community organizations and local government.

Collaboration and the Financial Health of Nonprofit Arts Organizations During The Great Recession

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Arts nonprofits were among the hardest hit during the Great Recession. In order to minimize financial distress, they took on numerous strategies, including increasing collaborative efforts. However, whether collaboration had tangible impacts on arts organizations is unknown. So what role did collaboration have on the financial health of arts nonprofits during the Great Recession? Utilizing original survey data and IRS Form 990 data from 2007 to 2014, this research examines the impact of collaborative efforts on arts nonprofits' financial health. The findings will contribute to nonprofit practice and research by providing insights about recessionary strategies, collaboration and financial health.

Collaboration Between The United Nations and NGOs: Supply and Demand Side Drivers

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This study examines transnational and inter-organizational collaborations from the standpoint of strategic management. By utilizing integrated Civil Society Organizations (i-CSO) System data, this study examines the factors of United Nations and NGO collaborations. This study first provides the overall mapping of the United Nations and NGOs partnerships from the perspective of supply and demand drivers. It also analyzes these collaboration propensities from the management theories of resource dependence, management capacity, and the environment-agents interactions. This study offers management implications in adopting collaboration strategies in the era of financial constraints and in the rapidly changing global policy environment.

Collaborations and Local Capacity: The Impact of Partnerships on NGO Sustainability in the Developing World

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This study examines the impact of partnerships on organizational sustainability among nongovernmental organizations (NGOs) in the developing world. NGOs are increasingly at the helm of global development efforts, yet they face challenges related to their organizational sustainability, such as funding and capacity issues. Partnerships and networks may offer a solution to these challenges. Data were collected via interviews with local and international NGOs in Uganda. Results suggest that, while partnerships within the local community are significantly correlated with some measures of organizational sustainability, more significant relationships were found between organizational sustainability and strength of international ties.

Commitment-Based-Collaboration Among Nonprofit Organizations and Its Impact on Community Development and Education Reform in Egypt

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The study is a quantitative strand conducted with participants from nonprofits, or local communities in Egypt; it measures the impact of nonprofit commitment, collaboration and community participation on community. It supported that commitment and collaboration are related to public good engagement and shared vision; commitment urges nonprofits to be involved in local communities while collaboration gets nonprofits competent to respond community needs. Commitment and collaboration improve the performance of nonprofits while community participation activates the contribution of local people; the three factors would multiply the impact of nonprofits on community development and education reform.

Community Foundation Leadership: Transactional or Transformational?

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This paper assesses the perceptions of community foundations regarding their leadership role, in particular whether these foundations view or promote their leadership role as transactional or transformational. Using Computer-Aided Text Analysis (CATA) and quantitative analyses, this paper will analyze the mission statements from a sample of nearly 500 community foundations in the U.S. and abroad to determine:

- 1) whether community foundations perceive (or portray) themselves as primarily transactional or transformational in their leadership style; and,
- 2) if variation on leadership style is present, what, if any, organizational and community criteria correlate to each leadership style

Community Foundations as an Avenue for Social Change

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Community foundations have potential for social change. In fact, philanthropy is well suited for impacting long-term social change. Currently, community foundations are understudied in literature even with the growing interest and importance on the sector. This paper utilizes focus groups and interviews of board members and executive directors of community foundations and examples of foundations eliciting social change. Based on the qualitative data and an extensive review of the literature, propositions are made suggesting community foundations can be agents for social change through their agenda, development, and leadership. The findings provide implications for policy and governance solutions in communities.

Community-Based Organizations and Civic Health: Where, How, and Why Local Education Nonprofits are Primary Civic Institutions

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Civic health as measured at the individual level is an increasingly important topic within the literature on civic engagement. Missing from scholarship is an organizational level explanation of civic health, and in particular, the capacity of Community-Based Organizations to enrich democratic processes. Our study contributes to this literature by examining the extent to which community-based local education nonprofits encourage civic health. Using data collected from 36 interviews, a multi-case study approach is employed to create a framework for exploring the generative and mediating role CBOs play in promoting civic health such as advocating, shaping local policy initiatives, and creating public value.

Community-Level Impacts of the Third Sector: Does the Local Distribution of Voluntary Organizations Influence the Likelihood of Volunteering?

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This paper explores whether the presence and density of the voluntary, third or nonprofit sector organizations in UK communities are associated with volunteering, giving, and other measures of social cohesion among the people that live in them. We combine charity administrative data and individual-level survey data contained in the Citizenship Survey. We find that the distribution of charities in a local area is associated with volunteering, giving, and other measures of social cohesion, but that this effect disappears once we adjust for the level of social deprivation in the community.

Complexities and Opportunities of Collaborative Governance in The Scaling-Up Process of Social Innovation

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Scaling-up what works is an important issue in the current literature on collaborative governance. However, many solutions find themselves limited to a territory due to the lack of a common agenda or scarce organizational capacities, and the solutions that are able to scale-up encounter difficulties to sustain and control ideas throughout time. Drawing a connection between collaborative governance and scaling-up, this article analyses the internal and external drivers that catalyzed this process and the complexities of sustaining ideas as they grow. This framework is applied to Escuela Nueva, one of the world's largest primary education models.

Compromise and Creativity: Bridging Service Delivery and Systems Change Logics to Expand Employment Opportunities

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The capacity for human service nonprofits to simultaneously meet constituents' immediate needs and advocate for longer-term systems change is receiving increasing attention. We know less about how integrating individual-level and systems-level strategies influences program implementation and community organizing. This paper examines this integrated strategy in an initiative that connects job-seekers to existing jobs while advocating for more and better jobs. Scholarship on micro-institutional logics guides analysis of how case-managers and community organizers contended with different assumptions, relationships, and priorities. Findings show that communicating about differences led to three practice strategies: maintaining distinctions, adopting compromises, and creating new approaches.

Conceptualizing Government-Organized Non-Governmental Organizations

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The role of NGOs in international governance has continued to expand, with authoritarian states playing a stronger role in this process. Since the presence of NGOs has long been seen as a marker of civil society – antecedent to democracy – the growth of these organizations in authoritarian polities can be surprising. A new organizational type has emerged out of this political context: the paradoxical government-organized non-governmental organization (GONGOs). Although GONGOs have proved to be an academic curiosity, they have heretofore not been properly conceptualized. This paper identifies how they are qualitatively different from NGOs, and theorizes their impact on state-NGO relations.

Conduits for Promoting Social Innovation: Helping Students Create Viable Innovations

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Fostering and promoting an entrepreneurial mindset in nonprofit and public affairs education is recognized as an important skill (Bielefeld, 2009). Traditional policy analysis and business model plans are not necessarily appropriate to foster innovation. This initiative explored the applicability of Lean LaunchPad method [LLP], originally developed by Steve Blank and the Business Model Canvas (created by Alexander Osterwalder and Yves Pigneur) to the nonprofit and policy context. This resulted in an instructional approach to foster innovation that exploits the ingenuity of the Lean LaunchPad while adapting to the social policy context and the nature of public goods (Young & Grinsfelder, 2011).

Congregational Trends in Addressing Social Needs: A Longitudinal Study of Social Service Provision and Political Activity

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Over the past three decades, a tremendous amount of research has been dedicated to analyzing congregation-based service provision and political participation. However, little is known about how congregations' involvement in these arenas has changed during this period. This study provides the first longitudinal analysis to examine how congregations' participation in service-related and political activities has been changing since the 1990s. Overall, this study finds that congregations' involvement in addressing social needs is shifting to occur primarily through acts of service and less through political engagement. This shift has important implications for the role congregations play in improving social conditions.

Consequences of Community: Service Year Alumni Share the Stories

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This study explores what role service year experiences play in cultivating social capital, what this capital means to members, and how—if at all—the unique service contexts shape this meaning. In-depth interviews are being conducted with alumni of AmeriCorps, the U.S. government's current domestic service year program, and Jesuit Volunteer Corps, one of the largest nonprofit and the largest lay-lead Catholic service year program. Although nine scheduled interviews remain to be completed, preliminary themes have emerged suggesting differences in how volunteers view relationships formed through service.

Contextualization, Valuation, and Communication of Data between Executive Boards and their Directors Among Over-Performing Nonprofit Organizations in Southern Nevada.

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Contextualization, Valuation, and Communication of Data between Executive Boards and Their Directors among Over-performing Nonprofit Organizations in Southern Nevada.

Data drives nothing by itself. Data doesn't become actionable until it is placed into context and placement into context requires valuation. Once data is given context, and value is applied, choices derived from that process must be communicated intra-organizationally among leadership with fidelity, clarity, and consistency.

This paper presentation will ethnographically explore, catalog, and describe how several successful Nonprofit Executive Directors and Nonprofit Executive Board Members contextualize, value, and communicate data they consider most relevant when making decisions regarding resource allocation.

Continuity and Change in Voluntary Action in the UK since 1981: A Mixed-Methods, Longitudinal Study

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This paper will present findings from a mixed-method, longitudinal project investigating volunteering in the UK through 1981-2012. We combine qualitative data from the Mass Observation Archive Project, a voluntary writing project where people write freely on a range of topics (e.g. voluntary unpaid work, welfare, and views on the state's responsibility for the provision of public services), with existing quantitative data on individuals' engagement. The paper contrasts the findings from these diverse sources, assesses the degree of stability in levels of engagement over the past three decades, and considers the implications for policies designed to enhance scope for voluntarism.

Contrasting Normative and Strategic Approaches to Nonprofit Financial Accounting, Reporting, and Management

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As private corporations with public purposes, nonprofit organizations are expected to exhibit both normative probity and operational efficiency. Combining theories of institutionalism and managerialism, we contrast normative and strategic approaches to nonprofit (1) financial reporting, (2) reserve management, (3) portfolio management, (4) fundraising, (5) debt utilization, and (6) functional expense accounting, demonstrating that these two approaches often provide contradictory instructions to managers. In such cases, we demonstrate how norm following necessarily produces inefficient behavior that constrains organizational goal attainment. We analyze the specific inefficiencies inherent within normative financial management principles and offer an alternative perspective better adapted to current realities.

Corporate Philanthropy and Charitable Giving to the Arts

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This paper examines the nonprofit and corporate expectations involved in charitable giving, and how strategic charitable giving can bring added value. Such patronage has allowed corporations and corporate foundations to engage arts and culture to achieve their corporate social responsibility (CSR) and/or corporate community involvement (CCI) goals. This research and analysis has highlighted the theory that there is significant room to grow joint efforts that tap the unique capacities of arts and cultural institutions towards corporate social responsibility expectations with the intention to leverage funding and other assets of corporations toward achieving shared goals.

Corporate/Employee Volunteering: A Positioning Framework

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This paper reports on a pilot study on corporate/employee volunteering employing positioning theory to explore how this is represented in the public discourse of peak bodies, companies, government agencies, and volunteer-involving-organisations based on their annual reports and websites. There is limited definitional consensus, but corporate/employee volunteering is promoted as both; a staff development opportunity; and, bolster a company's reputation within the community. Research is uneven, with different perspectives shaping disparate discourses, and contentions ranging from the cynical to the laudatory. This pilot framed the development of a framework for future research examining employee volunteers' experiences of the phenomenon.

Creative Places, Creative Solutions: Are the Arts a Linchpin in Rapid City, South Dakota?

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Recent scholarship predicts the demise of nonprofit arts organizations throughout the United States resulting in a much smaller sector in which only large organizations in metropolitan areas will persist. In contrast, communities of all sizes have undertaken creative placemaking, a process in which the arts play a central role in community life. Using a case study approach that incorporates quantitative and qualitative analyses, this paper will explore Rapid City, South Dakota, a small, ethnically diverse, Midwestern city. The case illustrates how cross-sector collaboration and the arts can promote an active, engaged community and address a variety of social issues.

Critical Success Factors of Employer-Supported Volunteer Programs when the Employer is Government

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With upwards of 200 million civil servants worldwide, governments represent a huge potential for employer-supported volunteer programs. Yet, many governments that create these kinds of programs face various types of challenges. This research explores the critical success factors (CSFs) of government employer-supported volunteer programs. The method used is qualitative semi-structured interviews of program coordinators in Canada's federal government and the United Kingdom's central government. It is suspected that top-level leadership, interpretation of ethics constraints and risk tolerance are the program implementation CSFs and that supporting third sector infrastructure is the program impact CSF. Finding implications will be discussed.

Cross-Sector Collaboration, Capacity Building, and Collective Impact: Examining Member Experiences in a Nonprofit-Public Coalition

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The purpose of this study is to examine the dynamics of a foundation-initiated coalition aimed at promoting collective impact and capacity building in an urban setting in the United States. Specifically, in-depth interviews and focus groups are scheduled with staff and board members of the 19 public and nonprofit member organizations. The coalition was founded by a national foundation with the aim of creating a self-sufficient citywide coalition for improved collective impact and cross-sector collaboration. Findings from this study will provide a nuanced understanding of the dynamics of cross-sector collaboration and its influence on organizational capacity and collective impact.

Cross-Sector Networks and The Adoption of Conceptual Frameworks: Putting “Good Ideas” to the Test and Adding Evidence to the Story

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As community problems become increasingly complex, cross-sector networks continue to proliferate. Existing network research primarily focuses on frameworks aimed at informing both theory and practice, yielding uncertainty regarding framework adoption choices in different network contexts. This study examines several network frameworks employed in the nonprofit sector, including the popular Collective Impact (CI) Framework, and uses crosstabulations to evaluate relationships between framework adoption and various network attributes. Results are mixed, with networks using a framework (CI or other) experiencing such benefits as having more clearly-defined success measures, whereas networks using no framework see such benefits as greater longevity without funding

Cultural Values and Voluntary Participation: A Comparison Study Between USA and South Korea

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The research explores the effects of cultural dimensions in individual's voluntary behaviors in terms of participation. From the previous studies in country-level comparisons for voluntary participation, significant differences were observed between different countries in voluntary participation. The paper targets understanding the different country-level cultural values and how they correlate to the different levels of individual's voluntary participation. Based on the World Values Survey 2012 (WVS6) data, a quantitative measurement was performed to see if selected items for our target cultural dimensions correlate to the voluntary participation index. Findings indicate that cultural background, indeed, matters for individual's voluntary activities.

Data Mining & Semantic Network Analysis: New Analytical Approaches for Nonprofit Classification and Future Research

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Data mining, social/semantic network analysis (SNA) techniques, and access to digitized IRS Form 990 data (Perry, 2015) may facilitate the next leap forward in nonprofit classification and research. This paper uses program descriptions from over 15,000 nonprofit organizations that participated in the 2015 Combined Federal Campaign to examine the potential and pitfalls of using SNA to facilitate nonprofit classification and analysis using machine-readable qualitative data. Beyond classification, SNA techniques also allow researchers to examine the evolution of mission and program description statements over time and to develop shared conceptual maps for groups of related nonprofit organizations.

Democratic Governance? - Co-Production at the Crossroads of Public Administration Regimes.

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The classical definition of co-production by Ostrom in the early 1980s was based on the mix of both public service agents and citizens in the provision of public services. With renewed academic interest came a variety of different approaches and a debate on how to define it. Yet, co-production is at the crossroads between different public administration regimes, each with a different focus on how citizens should participate in the design and delivery of public services. However, without a coherent scholarly definition there is a risk of market or bureaucratic capture, resulting in catch-words that lack substance.

Democratic Innovations - Exploring Synergies between Three Key Post-NPM Concepts in Public Sector Reforms.

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The three key post-NPM concepts of social enterprise, social innovation and co-production share much in common and all include a political dimension that facilitates democratic innovations in public sector reforms. This paper notes their complex nature and explores links between them. Single dimensional or disciplinary approaches emphasize efficiency, but often ignore trade-offs with social and democratic goals. Empirical evidence of greater client and staff influence from Swedish childcare studies bolster this approach. Therefore, governments need to develop more flexible, service specific and organizational specific approaches for renewing public services by promoting social enterprise, social innovation and co-production.

Determinants of Nonprofit Endowment Payouts

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An endowment consists of assets invested to generate a steady income stream for a nonprofit. The annual income stream is referred to as an endowment payout and its size is based on internal policies and external regulation. This paper moves beyond the literature's focus on higher education and foundations to consider 1) the broader sector, 2) differences across subsectors, and 3) variation within organizations over time, with a focus on endowment restrictions, regulations, and economic conditions. We use the IRS SOI from 2008–2012 to model nonprofit payout ratios, represented both as a share of endowment assets and total expenses.

Determinants of the Government Grant to the Nonprofit Sector: Which States' Nonprofit Organizations Receive Government Grants?

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This paper investigates the amount of government grants allocated to nonprofit sector at the state level. It analyzes grants in terms of three factors identified in previous research – state finance, state politics, and state demographics. The results show that nonprofit organizations are more likely to receive revenue in the form of government grants if they are located in states with higher state revenue, more conservative citizens, a lower population growth rate, a higher population density, and a lower college graduation rate. This research provides insights to nonprofit organizations regarding the state factors that influence government grant allocation.

Development of a Geographical Information System (GIS) for Charity Activities in Saudi Arabia

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The GIS for Charity foundation provides a set of tools that can assist decision makers in identifying and analyzing problems with charity organizations facing on the ground. The GIS system provides a means to organize the massive amounts of data that is collected from various charity organizations across Saudi Arabia. The GIS system stores data, retrieves data, makes multiple complex calculations quickly and efficiently, and provides results in easily understandable reports.

Differences in Philanthropic Behaviors by Different Generational Cohorts

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There has been lots of attention about the “younger generation” such as GenXers and especially Millennials, and how different they are from Boomers and prior generations; but there has been very little academic research on this topic—at least with respect to their philanthropic giving. Using 2011 Philanthropy Panel Study Data, this paper examines how generational differences affect the propensity to give at all and amounts given. Results show that each subsequent generational cohort is both less likely to give at all and gives smaller dollar amounts than all prior generations, holding constant income, wealth, educational attainment, marital status, and number of children.

Differing Conceptions of Theory and Their Impact on Nonprofit Research and Evaluation

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The nonprofit/philanthropy field has always been and continues to be interdisciplinary. But because the disciplines and fields of study that have socialized the field's scholars have been somewhat limited, the field has embraced a limited view of what theory is and the role theory can play in an applied field. This paper uses a framework originally developed by Jurgen Habermas to explore epistemological bias within the field of Nonprofit and Philanthropic Studies. Attention is given to the need for different conceptions of theory and research in nonprofit evaluation studies and to the importance of critiquing the framing of empirical work.

Digital Activism and International Non-Governmental Organizations (INGOs)

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Digital activism represents one of the main disruptors in the international non-governmental sector. Digital platforms increasingly compete with traditional activism for attention and funding and enhance opportunities for supporter-led campaigns. Academic research on this topic has generated a range of hypotheses about the significance of digital media, ranging from claims that new technologies empower activists and citizens to arguments that these hopes are overblown. Based on interviews with staff in international NGOs, the paper elaborates how INGOs use digital technologies and how digital supporters interact with the organizations.

Dimensions and Definitions of Nonprofit Accountability: A Comprehensive System

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Despite accountability becoming a central theme within the nonprofit management literature, there continues to be ambiguity in the way terminology and constructs are used. The aim of this conceptual paper is to disentangle the main accountability conceptions by identifying accountability dimensions and summarizing the main accountability definition. In doing so, we expose nonprofit accountability as a complex phenomenon and propose a comprehensive accountability system. From a practical perspective, by gaining a better understanding of what is happening within an accountability system, it will also help nonprofit organizations and its leaders to better discharge accountability to its stakeholders.

Dirty Data, Done Dirt Cheap? Benford's Law and Nonprofit Financial Reporting in the U.S.

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Nonprofits are held accountable for their actions to various stakeholders. Among the many facets of accountability, nonprofits are foremost subject to regulatory oversight through financial reporting to governments so to maintain their legal status and/or advantages. In this paper, we consider a workable and affordable financial oversight scheme for nonprofits based on the statistical analysis of the distribution of first digits in reported financial information, namely Benford's law. By applying it to the Form 990 tax return data in the U.S., we identify organizations with suspect reporting and test hypotheses about regulatory and competitive environments that lead to suspect reporting.

Discovering Factors Influencing Physician Scientist Success in Academic Medical Centers

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This study investigates factors influencing the performance of professionals in nonprofit settings, specifically physician scientists in nonprofit Academic Medical Centers. An inductive grounded theory identified emergent factors across 31 individuals, at various experience levels, holding both MD and PhD degrees. Results indicate that role balance, autonomy, organizational support, teamwork, and relational capacity (including mentorship) are the most relevant factors impacting individual success. Role balance is important to being successful as both a physician and scientist. Teamwork, organizational support and mentorship help individuals grow and achieve balance, but relational capacity is a critical driver for realizing individual and organizational success.

Disentangling Social Evaluation Concepts

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Social evaluation concepts, which include legitimacy, reputation, and status, are considered essential resources for achieving organizational goals. Applying Resource Dependence Theory, I expect nonprofit managers to attempt to establish exchange relationships with stakeholders to maintain these resources even when they are threatened by environmental factors. This study relies on interviews with managers at Planned Parenthood to investigate whether this hypothesis holds as well as how organizations invest in relationships to withstand these threats. Furthermore, sentiment classification and topic clustering algorithms applied to social media posts offer insight to how stakeholders respond to social evaluation management strategies employed by Planned Parenthood.

Dispositional Empathy, Religious Salience, and Charitable Giving

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This study explores the relationship between dispositional empathy, religious salience, and charitable giving. Prior studies consistently report that empathic concern and charitable giving are positively correlated. Research has also examined the role of empathy in improving intergroup relations. However, very limited research has investigated the in-group/out-group bias with empathy and helping behavior, and the role of religious salience. This study aims to explore this topic by analyzing wave 22 of the 2008–2009 of American National Election Studies. Findings will offer valuable, timely insights into promoting intergroup relationships in the increasingly diverse field of philanthropy.

Disrupting Educational Policy: The Case of El Sistema Oklahoma in Redressing the De-Emphasis of Music Education in PK12 Schools.

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In this era of public education accountability and budget tightening, music education is becoming increasingly de-emphasized in PK-12 education, especially in high poverty schools. Emboldened with recent advances in funding public education initiatives, actors from within the nonprofit sector are formulating partnerships to innovate programs and create policy. Yet, little is known in regards to critical factors in fostering sustainable change. This qualitative multi-method case study employs an ecological-political framework to understand how El Sistema Oklahoma, a nonprofit and product of a multi-sector network, redresses the normative need of music education in a high poverty, urban school choice district.

Dissecting Contractors, Service Providers, and Government Relationships: New York City's Nonprofit Human Services System

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New York City has more than half a century of experience in provision of public human services through contracting by multiple local government departments with nonprofit organizations. Despite mutual interest in operating an effective system for needy New York residents, deep concerns about its present and future viability are intensely felt and widespread (Human Services Council, SeaChange Capital). This paper will explore why nearly a decade of City Hall contract reforms, developed with the participation of nonprofit organization representatives, have not dispelled discontent, uncertainty, and agency closures—and what new actions could lead to improvements in the system.

Do Business Improvement Districts Contribute to or Distract from Sustainable Community Revitalization and What is the Role of Democracy?

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This paper will present an analysis of the current research that address the question: In what ways do business improvement districts (BIDs) contribute to or detract from community neighborhood revitalization and how are do the polarities of democracy impact success of lack of success? The relationship between business improvement districts and neighborhood revitalization will be studied under the “polarities of democracy model” theoretical framework (Benet, 2006, 2012a, 2012b) and the polarity management conceptual framework (Johnson, 1996). This analysis is important because there is not any research looking at how BIDs spur economic development and more specifically sustainable community development. .

Do Causes Crowd Each Other Out? Evidence From Tornado Strikes

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Does charitable giving respond to new demands, and if so, does the response come at the expense of other charitable causes? To answer these questions we exploit exogenous variation in need arising from the random event of a nearby tornado. We use location fixed effects estimators and find that having a tornado causing at least ten injuries in one's state raises charitable contributions by about 2 percent in the year of the tornado and two years afterwards, and the effect increases with fatalities and injuries. Thus, donations to tornado victims do not come entirely at the expense of other causes.

Do Donations Differ? An Analysis of Nonprofit Operations, Financing, and Donor Restriction

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Researchers have identified multiple factors that influence nonprofit donations. However, most studies treat donations equally and fail to distinguish between the types of gift (individual gift or nongovernmental grant) or account for donation restriction (unrestricted, temporarily restricted, or permanently restricted). Consequently, our knowledge is limited. With the benefit of better data for more types of donations, this study extends our understanding by examining how operations (e.g., executive compensation, administrative expenses, lobbying activities) and financing (e.g., government grants and contracts, operating reserves) affect three types of donations: unrestricted, temporarily restricted, and permanently restricted private gifts to a sample of nonprofits.

Do Donors Punish Countries with Restrictive NGO Laws?: A Panel Study, 1993-2012

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Foreign aid contributes to about 10% of gross domestic product of developing countries. To distribute aid in recipient countries, Western donors increasingly rely on non-governmental organizations (NGOs). Yet, since the mid-1990s, 39 developing countries have adopted laws restricting the inflow of foreign aid to NGOs operating in their jurisdictions. In response to these restrictions, have donors punished recipient countries? We explore this question by examining a panel of 134 aid-receiving countries for the years 1993-2012. We find evidence for donor retaliation: all else equal, the adoption of a restrictive NGO finance law is associated with a 34% decline in foreign aid inflows

Do Female Members in Membership Associations Donate More When Female Board Members Present?

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Previous studies find that gender plays a key role in explaining charitable giving behaviors for nonprofit organizations. In this study, we seek to extend this line of study in the context of membership associations. To do so, we first test whether or not female members donate more than male members in membership associations. After that, adopting the theories from public administration and sociology, we propose gender congruence between members and board members are positively associated with giving behaviors. We will test the set of hypotheses using the two survey data from the ASAE Foundation.

Do Grassroots Organizations in El Salvador Help Develop Leadership, Empowerment, and Social Capital? A Quantitative Study.

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The literature on important capacities for nonprofit leaders indicates that transformational leadership, empowerment, and social capital are characteristic qualities of leaders in successful organizations. Yet no studies have focused on whether grassroots organizations in low and middle income countries help develop these capacities in their members. This paper reports on a quantitative study comparing a grassroots association community intervention program to a matched control group of non-participants on outcomes of leadership development, empowerment, and social capital. The data for the study was collected over a 6-month period during 2015 in El Salvador.

Do Philanthropic Foundations Follow their Country's Foreign Policy Priorities? A Comparative Analysis

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Different countries tend to display a different mix of motives when allocating their foreign aid dollars. I argue that, in line with the motives of their home country, grantmaking foundations will also display a different mix of motives when allocating grants to developing countries. I conduct a quantitative analysis using data on grants by the largest American, Canadian, and British foundations to determine if they tend to follow similar grantmaking patterns as aid agencies in their home country. This research is theoretically significant because it constitutes the first step in developing a theory of foundation grantmaking.

Do Private Foundation Donors Care About State Law?

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We examine the impact of three state-law reforms on the behavior of private foundations and their donors. Each reform was adopted in various states at different times, and applied to some but not all foundations. This allows for both difference-in-differences and triple-difference analyses. Overall, we find that law reform affects the behavior of foundations in predictable ways: for instance, “spending freedom” reforms increase the responsiveness of spending to revenues. But we cannot rule out the possibility that donors are completely indifferent to these rules. This finding throws into question one of the major premises on which the rules depend.

Do University Endowments Affect Their Academic Rankings? A Longitudinal Study of the Top 100 Universities in the U.S.

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Philanthropy is a small but critical share of university revenues. The distribution of philanthropic resources is uneven between prestigious universities and non-prestigious universities. Does disparity in endowments generate inequality of educational opportunity among universities? Do “rich” universities get richer? Do these results vary by ownership structure (i.e., public vs. private (secular vs. religious)? Using panel data from 1990 to 2015, we examined the relationship between university endowments and academic rankings. We found that university endowments are positively and statistically significantly related to academic rankings, and that there are significant differences in publics and privates (and religious).

Do You Like What You See? A Field Experiment on The Effect of Appearance on Social Investment Behavior

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New financing mechanisms such as social investment are becoming increasingly important for nonprofit organizations to decrease their reliance on donations. At the same time, funders want to determine not only which nonprofit organization but which particular beneficiary they invest in. Building on previous research on nonprofit and conventional investment decision-making, this study suggests that the appearance of the beneficiary affects social investment behavior. To test this proposition, a social investment field experiment among private individuals is conducted together with a leading nonprofit organization. Herein, three different appearance-base measures – gender, skin color and facial expression – are manipulated.

Does Accountability Matter in Performance: Cases from Charity Navigator

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With increasing concerns over nonprofit accountability, several efforts have been attempted to address the issue, including the broadly popular standards movement voluntarily led by nonprofit communities. A question is to what extent these widespread best practices matter in improving organizational performance. By using 944 stratified and randomly drawn cases from Charity Navigator and additional cases from 990 information for the organizations that are not included in the Charity Navigator database, the main purpose of this study to empirically examine the relationship between accountability and financial performance (such as efficiency and fiscal capacity).

Does Government Funding Undermine the Brand Appeal of Religious NGOs? A Survey Experiment in Pakistan

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Madrasas are Islamic NGOs that provide free K-12 education. Because Madrasas have also produced students that have indulged in acts of terrorism, governments in Pakistan and Bangladesh have initiated programs that offer financial assistance to Madrasas in return for secularizing their curriculum. Our preliminary work suggests that most Madrasas believe that accepting government funds and offering secular subjects will undermine their religious branding. In summer 2016, we will conduct a survey experiment in Lahore (Pakistan) to test whether citizens donate less to Madrasas that accept funds from the government. This schedule allows sufficient time for data analysis and drafting a paper for the ARNOVA conference.

Does Government Prefer Nonprofit or For-Profit International Aid and Development?

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This paper explores the relative impact of nonprofit and for-profit international aid and development organizations. It examines the contribution of nonprofit and for-profit organizations to development goals and government preferences in contracting in this field.

Does It Matter How We Pick'em? Examining the Impact of Partner Selection on Collaborative Effectiveness in Voluntary Nonprofit Partnerships

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The increasing popularity of interorganizational collaboration among human services nonprofits has generated a considerable amount of research from a variety of disciplines. However, the current literature has rarely empirically examined the factors that shape collaborative effectiveness in human services nonprofit partnerships. As such, this study proposes that partner selection shapes collaborative effectiveness and, using data on 202 human services nonprofit partnerships, examines the relationship between partner selection, trust, and collaborative effectiveness. The results suggest that only one partner selection factor, reputation, is significantly positively related to collaborative effectiveness. However, that relationship is fully mediated by trust.

Does Nonprofit Organizations' Savings Stabilize Their Spending?

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The ongoing debate in nonprofit financial management is whether and how much nonprofit organizations should save. Researchers from an economic perspective often associate idle resources with inefficiency, satisficing, or agency problems; whereas in the management literature, researchers often posit that savings (i.e. financial slack) serve as a crucial buffer against risk. In this study, I examine how nonprofit organizations adjust their spending when facing revenue changes, and what roles do nonprofits' savings play during the spending adjustment process. Results suggest that savings absorb revenue surplus, preventing excessive spending growth in boom years; they mitigate spending cuts in lean years.

Does One Size Really Fit All in Volunteer Engagement?

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Conventional wisdom about volunteer management indicates that a structured approach is most effective. However, many nonprofit organizations are small or all-volunteer and lack the requisite structure. Yet their very existence is a testament to at least some success in engaging volunteers in their work. Thus, this qualitative study aims to better understand the practice of engaging volunteers in small nonprofit organizations using methods guided by grounded theory. The findings begin to offer adapted best practices in volunteer management for small organizations.

Does Sector Matter to Consumers? An Empirical Investigation of the Nonprofit Sector's Persistent Relevance

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Sector boundaries are relevant to scholars who study the nonprofit sector, but are they relevant to consumers who purchase goods and services in or outside the nonprofit sector? This proposal examines the relevance of sector to consumers by using an online survey with an experimental component. Two studies investigate, respectively, (1) the premium or penalty associated with a good or service being offered by a nonprofit organization in comparison to a for-profit business or government entity and (2) the extent to which optimism bias shapes evaluations of the likely outcomes of pro-social initiatives across the different sectors.

Does the Nonprofit Accountability Environment Mirror Societal Differences?: Comparison of South Korea and Japan

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This study examines whether and how the accountability environments of the NPO sector reflects the societal and cultural differences in respective countries. Although the accountability environment is the foundation on which the nonprofit sector is built, its societal differences and contexts have not been sufficiently explored. This study explores the accountability environment of the NPO sector in two East Asian countries, Japan and South Korea, and compares their similarities and differences. By adopting a broader perspective of accountability that emphasizes multi-stakeholders' influences, this study consequently derives implications on competing impulses in respective countries' nonprofit sector.

Dolphin Tanks: Exploring Campus-based Social Impact Competitions

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University-wide and academic course-based contests (sometimes called "dolphin tanks") can be a stimulating approach leading to active learning and innovative outcomes for students, stakeholders and contest sponsors. The scope of social sector focused competitions emphasizing social engagement, social innovation, and social entrepreneurship are expanding. Key features of social sector competitions are explored in the research to be presented--using (1) national benchmarking and (2) a phenomenological multi-case research approach. Implications for philanthropy, nonprofits and the social sector are explored.

Donor Stability: Do the Exact Same Donors Give Every Year?

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Using Philanthropy Panel Study (PPS) data, we compare the characteristics of “one-time donors” (gave in one of the six survey years), “repeat donors” (gave in at least two and less than five of the years surveyed) vs. “persistent donors” (gave in all six years). Using Probits, we test which factors explain whether a household is likely to be a donor in all six years and which factors are associated with donors becoming non-donors. Finally, using Tobits, we test which explanatory variables in the philanthropy research are associated with differences in amounts given for these different categories of donors.

Downward Financial Accountability in Grassroots Nonprofits

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Nonprofit organizations’ financial disclosure “downward” to staff and volunteers, beneficiaries, and the general public is little examined in extant literature while most studies focused on accountability “upward” to regulators, governing bodies, and donors. Using a dataset of 463 grassroots nonprofits collected in China where nonprofits are allowed to voluntarily perform financial disclosure, this article analyzes what accounts for nonprofits’ decision on downward financial disclosure. A logistic regression model shows that the factors concerning incentives for and deterrents against disclosure and organizational characteristics are all significantly correlated. However, there exist different patterns of financial disclosure factors for different downward stakeholders.

Economic Coordination and Rationality with Incomplete Pricing across Nonprofit, Government and Market Institutions. Contributions to the Theory of Market-Government-Nonprofit Relations

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The paper is a contribution to the analysis of the institutional ecology of nonprofit organizations and their relationship to the economic and political system (i.e., to the institutions of the market and of the state). It addresses two related but distinct problems: (a) the problem of coordination and rationality in institutional forms operating with incomplete pricing and (b) the second order, compounded problem of coordination and rationality in environments that contain multiple institutional forms, some operating totally outside of the economic rationality of pricing. This paper approaches these problems from a fresh perspective that combines institutional theory, public choice and knowledge process theory.

Effective Leadership in Cross-sector Homeless Collaboration

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Our research seeks to understand the impact of leadership on collaboration outcomes associated with the implementation of a federal homeless policy. Drawing on collaborative and transformational leadership theories, we propose to use HUD and survey data to analyze a sample of 383 collaborative networks. Our main hypothesis is that collaborative and transformational leaders, as crucial mediators in homeless networks, will influence effective collaboration in predictable ways. From our findings, we also propose to develop a leadership assessment tool to capture the important collaborative and transformational leadership activities for the use of public managers who lead collaborative networks.

Effects of Austerity and Recession on the Finances of English Social Policy Charities and on Organizations' Perceptions of their Situation

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This paper draws on two very large sets of financial statistics on English charities to document the extent to which their financial position has changed (or not) over various timescales since the mid-1990s, with a particular focus on the recession of the first decade of the 21st century. We calculate some well-established financial ratios and indicators of growth, and relate these to various characteristics of charities and of the communities in which they are based. We also compare and contrast the results of this analysis with charities' own perceptions of their environment.

Elevating the Wellbeing of Nonprofit Executives

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The growing number of nonprofit organizations in the United States has generated an imbalance of executives that understand navigating the unique pressures of nonprofit leadership. Specifically, purpose-driven executives running mission based organizations face a tradeoff between developing an effective organization and maintaining personal wellbeing. An over commitment to mission causes personal wellbeing to suffer, and over concentration on personal wellbeing causes organizational effectiveness to diminish. This study explores extending the shared value phenomena, which has not been sufficiently researched, to 1) better correlate personal wellbeing with organizational effectiveness, and 2) identify how nonprofit executives and organizations can flourish together.

Emergence of Partnerships between Community Foundations and NGOs in Japan: Case Studies of Multicultural Programs in Osaka and Hyogo

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Intercultural issues have been emerging recently in metropolitan areas in Japan as the number of the foreign residents has been increasing. In particular, the number of criminal cases involving foreign juveniles has been increasing due to their intercultural problems. Community foundations (CF) in western Japan have been providing grants to nongovernmental organizations (NGOs) that assist foreign residents to adjust the life in Japan. This paper will analyze the different roles played by the local CFs in Osaka and Hyogo and their partnerships with NGOs that are implementing multicultural programs.

Endowment Restrictions as Strategy for Mission Delivery

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This paper and poster uses a proprietary dataset to analyze the use of restrictions of endowment funds for accomplishing organizational missions. The data are panel data of land trusts which are conservation organizations whose mission includes a perpetual obligation to monitor and enforce the terms of the conservation easements they accept. This unique setting, coupled with the proprietary dataset, allow for insights into endowment restrictions as a strategy for accomplishing organizational missions as opposed to limitations imposed by donors. The paper also explores the relationships between endowments and other organizational factors and tracks how fund management has changed over time.

Endowment Tax Credit Legislation: An Exploration and Assessment

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For nonprofit organizations, an endowment-- especially a sizeable endowment-- may be seen indicator of organizational capacity and sustainability, as a well as a means to these ends. In the United States, several states have passed legislation broadly referred to as endowment tax credit legislation. This legislation is assumed to incentivize giving to specifically to nonprofit organizations' endowments. Using an exploratory sequential mixed methods research design, this paper explores the intent of states' legislation in this area, examining similarities and differences across states, and seeks to evaluate the extent to which these policies have been effective in achieving their intended goals.

Engagement and Innovation: A Cross-Sector Comparison of Employee Behaviors

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There has been a long preference of nonprofit organizations over for-profit organizations in providing human services, even though empirical evidence does not consistently endorse this nonprofit advantage. This paper compares employees' job engagement and innovation orientation within nonprofits and for-profits using a national survey of child care centers.

Evolution of Grant Making Over Time in Family Foundations

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Nonprofit missions evolve over time, which can be characterized as negative (mission drift) or neutral (mission change). In comparison, mission change among foundations is relatively unexplored, especially in small to medium foundations. We researched changes over a half century in family foundations' geographic location of their grants, the rate of payout, grant-making versus administration costs, and the specific causes to which grants were made. Results showed that over time, family foundations not only update and expand their missions to resonate with issues of the day, but also disperse their grant making geographically and settle into conventional payout patterns.

Evolving Public Policy and State Regulation of Nonprofits: Recent Legislation and Regulation in California and New York

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ARNOVA has identified public policy as a research area of high priority. Evidence is ARNOVA's Fourth Symposium on Public Policy of May 2015 (ARNOVA Report 4, 2015). One specific priority identified by ARNOVA is the regulation of nonprofits at state and local levels (ARNOVA Report 3, 2013).

This paper examines recent regulatory actions and trends in California and New York including regulatory relationships and structures between government and nonprofits. This furthers public policy research priorities identified in ARNOVA's Symposium Reports 3 and 4, as well as by Casey (2015, p. 10) and Hammack (2011, 42-47; 2015, p. 10-11).

Examining the Impact of Corporatization on Motivation of Higher Education Faculty in Public and Nonprofit Universities

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Corporatization has been a large force shaping the culture, management and nature of work in universities. This research examines the impact of corporatization upon the motivation of public and nonprofit faculty in higher education using the lens of Self-Determination Theory. Our analysis suggests, key differences exist in terms of the level and type of corporatization between the public and nonprofit sectors and the motivation of faculty between the two.

Examining Work on the Frontlines of Nonprofit Human Services Employees: The Role of Emotional Labor in the EVLN Model.

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Nonprofit employees often find meaning in their work despite their emotionally charged work environments. Many of their clients are engaged in crisis situations that require the employee to invoke an emotion to offer a service to the client. This type of work is referred to as emotional labor. Hochschild (1983) defined emotional labor as an employee's ability to "induce or suppress feelings in order to sustain the outward countenance that produces the proper state of mind in others." This research seeks to understand how frontline human service nonprofit employees' are impacted when engaging with their clients through emotional labor.

Expanding the Civil Society Research Agenda through an Exploration of Informal Voluntary Action in Ukraine

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Must civil society be institutionalized (i.e. function as a formal sector) in order to achieve its purposes effectively? If so, what kinds of formal institutions are appropriate in a given context? And, if not, how can the sector capitalize on its strengths in order to compensate for its weaknesses? This paper contributes to developing a civil society research agenda that will eventually answer these questions. It does so by exploring the activities and dynamics of an informal third sector in the Eastern European country of Ukraine, where citizens appear to partake in civil society predominantly outside of formally functioning CSOs.

Exploring Anticipated Donor Behavior in an Election Year. How will the 2016 U.S. Presidential Election Impact Charitable Giving and Volunteerism?

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In the United States, 2016 promises to be an exciting year filled with presidential election activities and coverage. Given the amount of attention given to candidates' positions on important social issues, do election activities sway donors to support political causes and candidates at the expense of their usual donations to nonprofit organizations? This exploratory study investigates individuals' anticipated financial giving and volunteering behaviors in an election year compared to their usual giving and volunteering behaviors.

Exploring Nonprofit Density in Homeless Service Using Frumkin's Demand and Supply Typology

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This study identifies and assesses the factors that contribute the density of nonprofit sector in the homeless service areas in the United States. We use Frumkin's demand-supply typology to build a model that tests two demand side theories. For this study we use HUD data to track number of homeless and government grant and merge NCCS data to capture nonprofit density in the homeless service as a function of demand and supply of nonprofit density. Hierarchical linear model will be employed to capture impact of demand and supply factors and we expect positive relationship between homelessness, government grant, social cohesion and nonprofit density.

Exploring Personality for The Purpose of Micro-Targeting Donors and Volunteers

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The use of micro-targeting for the purpose of developing messages that resonate with stakeholders has been used for a decade in political campaigns but has not yet been embraced by the nonprofit sector. This study explored the relationship between the big five personality traits – agreeableness, intellect, conscientiousness, emotion, and extroversion – and the involvement, engagement, and perceived relationship investment (PRI) of participants with nonprofits. Exploring personality is important because it reflects fundamental qualities that may influence an individual's behavior. Results demonstrated significant correlation between each trait and involvement, passive engagement, and PRI. Four were also positively correlated to active engagement.

Exploring Social Capital Theory of Inter-Organizational Network of Creative Placemaking: A Case Study of Franklinton Revitalization Project in Columbus, OH.

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The proposed research explores the social network structure of arts and culture-led community development and how social capital created by partnerships forges the network: 1) how the bonding social capital and bridging social capital are produced by local organizations involved in creative placemaking (CPM), 2) how the two types of social capital influence the formation of local network of CPM, and 3) particularly how the structural attributes of nonprofit arts organizations affect the role they play in the overall network structure of CPM.

Exploring the Impact of Being Evangelical on Giving in The UK

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How does identifying with evangelical values affect an individual's giving? The authors present the results of a survey that examines donor evangelicalism, church attendance and demographic characteristics and analyzed them in the context of their lifetime giving history to a nationwide UK Christian charity. We find that strongly identifying with evangelical values increases an individual's giving to a Christian religious cause. In particular, a one unit of increase in one's evangelical beliefs is correlated with £0.31 increase in giving for this charity. We also find a statistically significant negative relationship between church attendance and giving.

Exploring the Impact of Government Funding on the Organizational Autonomy of Human Services Nonprofits

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Due to policies of privatization and devolution, the government and human service nonprofit organizations increasingly depend on each other to achieve policy goals and organization missions. However, a number of challenges for those nonprofits have emerged. Specifically, it has been suggested that dependency relationships between human services nonprofits and government can lead to more government control over nonprofits. Therefore, in this research, I explore whether and to what extent government funding impacts one particular area of nonprofit operations—that is, their degree of organizational autonomy, which has not been fully examined in previous research.

Exploring Volunteer Management in the Public Sector: What are the Political and Managerial Challenges in Local Government Volunteer Programs?

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Public sector volunteerism is used to engage citizens, provide needed labor for community projects, create organizational cost savings and support many other beneficial purposes. Although much is known about volunteerism and the benefits that are offered to communities, there still remain high levels of dissatisfaction that are documented among volunteers. When volunteers leave, their departure affects organizational continuity and agency morale. Thus, volunteer experiences that result in higher retention should be at the forefront of research. This qualitative study asks volunteer coordinators to answer the question, what are the managerial and political challenges in managing volunteers at the local level.

Factors that influence Accounting Benefits and System Effectiveness in Higher Education?

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Higher education must adapt to the new normal as the external environment examines nonprofits more critically, impacting funding for both public and nonprofit higher education. Due to increased pressure of the expectations, nonprofit organizations are competing with each other for limited funds, nonprofit organizations face increased pressure to be more accountable (Wei, Gutierrez, & Mathieson, 2010). Applying structural equation modeling to sample institutions of higher learning, we explore the factors that influence accounting benefits and systems effectiveness. An increased understanding of these factors may lead to greater levels of efficiency, transparency, and effectiveness, helping organizations operate in changing environments.

Female Social Networks: Identifying Potential Communication Platforms to Educate Women for Availing Nonprofit Services in Remote Areas of Pakistan

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Weak communication is found to be one of the most significant barriers inhibiting women involvement in nonprofit services particularly in remote areas of Pakistan. Using network and social capital literature, this article examines the utility of women's connections among each other and with other information sources for rapid information delivery. Data gathered from three remote locations in Pakistan were analyzed with UCINET program. The study found that information sources of friends/neighbors and local school are significant in connecting women together. Husbands have high betweenness centrality i.e. lots of power in communicating or allowing women to actively pursue for the service.

Fighting Fire with Fire: How Nonprofits Protect Themselves from Mission Drift

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Mission drift is a consequential problem among nonprofit organizations. Research suggests mission drift can come from many places, but one source has particularly come into focus – the business sector. However, little is known about how and with what resources nonprofits might prevent themselves from becoming too much like a business and experiencing mission drift. This paper is a field-based comparative case study of three nonprofits and their mission drift defense mechanisms. Several mission drift prevention practices and behaviors are identified. Surprisingly, some of them require nonprofit organizations to adopt business practices to fend off drift, essentially fighting fire with fire.

Financing and Sustaining Institutional Coproduction of Public Services: How Stable and Significant Is It?

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This study investigates how patterns of coproduction and public service characteristics are related to the financial stability and revenue size of government-supporting nonprofits. Data and methods include a unique dataset of U.S. park-supporting charities and multi-level modeling techniques, accounting for the nested structure of multiple park-supporting nonprofits in a community. This is a new area of civil society and public management research, built at the intersection of coproduction, philanthropic studies, and nonprofit finance. It is especially relevant when governments at different levels are suffering extensive budget cuts and relying more on citizen participation and alternative funding sources.

Foreign versus Domestic Foundation Support: The Case of Mexico

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After providing support for the development of civil society in developing countries, US funders began to encourage the development of local grant-making foundations. In recent years, foundations have begun to spring up in middle-income countries. These two streams of grant support have existed side-by-side, yet little is known about the role of foreign versus domestic foundations. Drawing on a newly assembled database from the Foundation Center and the Mexican tax authority, this paper will offer an empirical analysis of the behaviour of foundations from these two countries and the themes they support.

Foundations in the Policy Process: Identifying Strategies for Supporting State Pre-K Policy Implementation During the Great Recession

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Foundations were important actors in the creation of state-funded early education programs in the U.S. but what happened during implementation? In this paper we present research on the funding streams, the actors, and their relationships during the Great Recession. Through interviews with state, foundation, and advocacy organization actors, we provide a nuanced analysis of the direct and indirect strategies foundations employ to advance their early education missions in state government and the resulting impacts on policy implementation. This research project provides empirical evidence to inform theoretical development on the role of foundations in the policy process.

Founders Talk: Experiences of Community-Based Organization in a Neighborhood of Concentrated Disadvantage

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Nonprofit community-based service organizations (CBOs) function as front-line, direct service providers at the local level. However, little is known about the founders of these organizations. Based on qualitative data collected from multi-year fieldwork involving a series of interviews with CBO founders, this paper explores motivations behind, barriers encountered, and tactics employed in, the establishment and survival of the organization in a neighborhood of concentrated disadvantage. Institutional and resource dependence theories are applied to analyze the perspectives of founders, focusing on how these individuals contend with issues of legitimacy across economic and social arenas.

Foxes and the Hedgehog : Corporate Social Responsibility in Hungary

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This paper introduces recent developments in Hungarian philanthropic action: ways and the size of citizens' philanthropy, workings of Corporate Social Responsibility (CSR), and donation strategies of international organizations. Hungary recurrently wrestles with the shadow of a strong centralized state. Like Berlin's hedgehog (1966), it "relates everything to a single central vision" and "organizing principle," and tries to use philanthropy accordingly. Do the 'foxes' have really enough munition to influence monolithic policies? If not, they can do no more than spoon water into the sea. Case studies reveal the complex and interdependent relations of policy making and philanthropic actions.

Fracking, Networks and Policy Controversies (Or The Discourse Ecology of Fracking in New York)

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In 2014, Governor Cuomo announced that hydraulic fracturing would be banned in New York. This decision defied expectations that New York policy makers would allow fracking. To explain this extraordinary policy change, I develop and apply the concept “discourse ecology,” building on Hajer's “discourse coalition” concept. This article illustrates the dynamics of the discourse ecology through a grounded theory analysis of the fracking controversy in one community in New York. It offers a unique explanation of the role of multiple, competing discourse coalitions –including nonprofits along with other actors – in shaping public policy.

Free Riding with Initially Funded Public Goods

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Many fundraisers solicit donations for public goods and services that already exist, or have been supported by a large initial endowment. I ask how initial exposure to a public good or service affects the level of provision when individuals are asked to donate. I design a two-stage laboratory experiment where I vary the initial level of public good between the stages. Initial results from a pilot session indicate that public good provision increases when subjects have been first been exposed to a high initial level of public good.

From Grants to Investment: Exploring Philanthropic Foundation's Motivation and Strategies from Grant-making to Impact Investing

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A growing number of philanthropic foundations are adopting impact investment strategies in the United States. This research seeks to contribute to the scholarly research on foundations' impact investing through two main objectives: to identify the actors and to analyze the strategies adopted for such a change. Researchers use qualitative research method, such as narrative analysis, to interview 10 American philanthropic foundations that have experienced the shift from grant-making only to impact investment. The result of this research will broaden the existing theory on the organizational change and provide practical implication for foundations that are interested in implementing this new strategy.

From Private Interest Claims to Policy Advocacy: the Changing Collective Action of Grassroots Organization in China

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How does grassroots organization mobilize the vulnerable citizens together to collective expression and policy advocacy in an authoritarian state? How can make citizen translate private Interest claims to the public policy advocacy in a weak civil society. Drawing on ethnographic fieldwork in disabled organizations in China, this article exams the citizenizing process of a secular-based grassroots organization. The findings shows specific strategies adopted by professional social workers, actively citizens and local government officials in various stages. It shows how the collective action of grassroots organization avoids being suppressed, appeals to officials' moral authority and improve social policy in authoritarian China.

From Suppressive to Proactive: The Chinese Government's Control Strategies Over Media Coverage in the Area of Popular Protests

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Why the Chinese government gave up the information suppress strategy? One possible explanation is that the Chinese government adopted a more proactive one in response to the increasingly unimpeded information flow as well as the urgent need to rein in the local government officials. This article shows the specific strategies adopted by different level officials in various stages: The suppression approach will be taken by the local officials first, if the suppression of information and media coverage failed, the rumor refutation approach, actively guide approach, propaganda approach will continue to be adopted by the higher-level government, even the central government.

Gendered Organizations, Gendered Outcomes: The United Way's Board Diversity, Performance, and Allocation Decisions

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Women comprise the majority of nonprofit employees and volunteers, however board membership and executive leadership still skews towards men (Gibelman, 2000; Preston, 1994; Pynes, 2000; Themundo, 2009). How are the governance, performance and outcomes of U.S. nonprofit organizations affected by the gender composition of their boards? Grounding my study in status characteristic and institutional theories and using longitudinal data from the United Way, I investigate whether the variation in United Way board gender composition over time may affect their financial performance and how they allocate funds.

Giving in Puerto Rico: An Initial Exploration of Household Charitable Giving and Volunteering

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While philanthropy in the U.S. has received great attention in the research literature, much less is known about giving patterns in low-income environments. Recent migration, economic crisis, and tax policy changes have the potential to greatly impact philanthropy and volunteering in the territory. The philanthropic sector may have a role to play in addressing these economic and social issues. However, to provide an enabling environment, research is needed to benchmark giving by individuals and households in Puerto Rico. This study provides a first look at philanthropy from the general population as well as from a small high net worth sample.

Giving in Vietnam: From Voluntarism to Policy Change - A Civil Society with Potential to Rise in Impact

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Having now looked at a several facets of impact of voluntary action from individual level up to the level of social movements and policy change, this paper takes passionate step up to a currently applicable stage of voluntarism. This paper aims to explain how and to what extent voluntarism through their advocacy involvement in Vietnam has been successful or limited to promoting needs for new policy change by focusing on case studies of volunteerism through using social media. Existing voluntarism has played a considerable role in bridging the government and civil society as well as in facilitating policy advancement.

Giving Portfolio of Emotional and Rational Altruists: Dispositional Empathy and Diversification of Helping Activities and Charitable Giving

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This study explores the diversification of prosocial behaviors among individuals with a high level of empathic concern and perspective taking—two important dimensions of dispositional empathy. Prior research finds a “diversification bias” of individuals—a tendency to spread choices over various options. Research examined this pattern of allocation in different settings, but with limited attention paid to the diversification of helping and charitable giving behaviors by individuals. By analyzing data from two datasets, this study seeks to shed light on this important issue and offer insights for the recent national debate about the role of empathy in society.

Giving with Affluence: How Social Pressure and Prosocial Motivation Drive Giving by the Wealthy in the US and the Netherlands

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We set out to explain why some HNW individuals are more generous donors than others. We study this question by examining whether intrinsic and extrinsic motivations for giving can explain differences in generosity. Are higher donations by HNW individuals predominantly intrinsically motivated by prosocial motivations to do good, or are higher donations primarily driven by extrinsic social pressure to behave philanthropically? Using two large national survey datasets, we further study whether these intrinsic and extrinsic motivations work differently in two distinct contexts for giving: the United States and the Netherlands.

Global Citizenship and the Study of International Nongovernmental Organizations

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Nonprofit education and management programs often recognize the efficacy of providing experiential learning opportunities as part of their curriculum (Carpenter, 2014; Appe, Rubaii, & Stamp, 2015). In addition, there has been a growing emphasis among higher education institutions to prioritize global citizenship as a learning outcome (Brustein, 2009). However, measurement challenges abound for global educators across the education spectrum. This study seeks to use mixed methods to compare several approaches to measuring global citizenship among students participating in a short-course study abroad program focused on international nongovernmental organizations (INGOs).

Government Intervention and Policy Influence of NPOs in China

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Is government intervention associated with nonprofit organizations' policy influence in China? Traditionally, resource dependence and political channel are two approaches to examine the relationship between government intervention and policy influence. These two approaches offer some insights but are inadequate in understanding the phenomena in China. Analyzing survey data of 1,842 registered nonprofit organizations in three provinces of China and applying latent class analysis and multinomial logit model, this paper found that public policy's definitions of nonprofit organizations' roles is the factor linking both government intervention and policy influence.

Government Support and Charitable Donations: A Test of Crowding-Out with New Cross-Country Data

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A possible explanation of philanthropic donations is that they are ‘crowded out’ by public spending. While the evidence on the crowding-out hypothesis is inconclusive, there has never been a cross-country study that correlates government support with individual amounts donated. The current paper uses the novel International Philanthropy Database to estimate (1) crowding-out effects in different nonprofit subsectors, and (2) ‘crosswise crowding-out’, which means that government support in one sector is associated with higher donations in other sectors. The results of the descriptive and multilevel analyses will provide new insights in one of the most important contextual explanations of philanthropic giving.

Greater Good and Group Giving: Do People Operate as ‘Giving Tribes’ and If So Where Is That Concept’s Power?

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‘Collective giving’ is squarely part of the lexicon of both professions now, most commonly associated with giving circles. However, one current national giving study is yielding evidence about the breadth and efficacy of such united giving beyond these entities. Firstly, these findings that are part of a current national giving study scope the various contexts in which giving as a group happens routinely, from families, to workplaces to grantmaking ‘affinity’ networks and more. Next, the findings highlight that this more socially-founded aspect of giving sometimes triggers new, greater and more sustained philanthropy, an important implication for policy makers.

Habermas, Social Enterprises and Social Movements: The Efficacy of Social Enterprises in Advancing the Goals of Lifestyle Movements

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Using Habermas’ lifeworld and system conceptualizations (Habermas, 1987), this study investigates how social movements, specifically lifestyle movements (Edwards, 2014), use social enterprises to advance their missions. This study investigates how the Adventist health reform movement (1863 - 2016) utilizes social enterprises to challenge the dominant healthcare institutional logic. Through text analysis of website data (Bernard, Wutich and Ryan, 2016), the study categorizes the products the social enterprises sell. The research investigates how the sold products fit the movement’s health-related lifeworld decolonization agenda, per Habermas’ conceptualization (Edwards, 2012). A hegemony-to-counterhegemony model is developed to visualize the movement’s decolonization process.

Holding Ourselves Accountable: A Comparison of Accountability Mechanisms for Social Enterprises

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This paper analyzes and compares the accountability mechanisms of nonprofit organizations and benefit corporations to compare the degree to which each mechanism holds social enterprises accountable for the public benefit mission system-wide. The IRS Form-990 is compared with B-Lab's B Impact Assessment and each dimension is given a rating, with the total showing that the B Impact Assessment better accounts for the holistic impact of the organization as it works toward the public benefit than the IRS Form-990. However, the public benefit of benefit corporations is not held accountable by the government as nonprofit organizations are through the IRS Form-990.

How Do Policies Work? Regional Differences of Policy Implementation and NGOs' Development in China

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The policy environment in which Chinese NGOs are operating is far from mature, and great regional diversity exists concerning the formulation and implementation of NGO-related policies. Based on a survey of 188 domestic NGOs, this study explores the regional differences of the formulation, implementation, and influences of NGO-related policies in five cities of China. It not only enables us to examine in detail how institutional factors exert influence on an emerging field, but also contributes to a more comprehensive understanding of state-society relations under authoritarian regime.

How Financing and Network Ecologies Influence Nonprofit Collaborations: Seeing the Trees and the Forest with Open, Linked Data

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Do collaborations among nonprofits follow the money, or do they arise as a substitute for it? This paper examines how the funding patterns of private and community foundations influence the likelihood of collaboration among philanthropic institutions and among nonprofits delivering social services. It demonstrates the potential of linked open data in obtaining a richer analysis of financing landscapes by using a unique database from Canada which is a composite of charitable tax returns, the first available as open data, aggregated with other sources.

How INGOs Define “Sensitive” in China? Understanding the Strategy of Self-Regulation by INGOs Under an Embedded State – Civil Society Context

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“Sensitivity” is quite a widely used saying by managers of INGOs in Mainland China, yet there is very little knowledge about either how INGOs perceive sensitivity or how the perception of sensitivity plays a part in their operational strategy. This article aims to shed light on those questions by interviewing senior managers of INGOs formally registered in China. It is assumed that the often attempt of defining sensitivity is INGOs’ strategy of self-imposed censorship, which contribute knowledge on a new type of NGO self-regulation under embedded Party State – Civil society context.

How People React to Other’s Giving at Different Donor-Donor Similarity Levels: Positively, Negatively or Curvilinear? –New Evidence From Lab Experiment

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Social influence theory indicates that a donor’s decision making on whether to give and how much to give is influenced by their fellow givers. The information regarding the identities of other givers is influential. The identities used in the past experiments include birthdate, fingerprint, gender, race, and values. Yet, manipulating different similarity levels of these identities is hardly manageable. Our lab experiment uses photo-morphing technology to manipulate different facial similarity of donor-donor, which provides new evidence on how people react to other donor’s charitable giving at different “donor-donor similarity” levels.

How People’s Own Philanthropic Behaviors Are Affected by Other People Giving and Helping? -Literature Review from Economics and Psychology

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This paper reviews selective key literature from both economics and psychology in order to systematically understand individual giving in various donor-donor dyad contexts, including “government-private individuals” at the meso level and “individual donor-individual donor” at the micro level. The literature review from both disciplines indicates three predictions regarding people’s reactions in response to others’ philanthropic behaviors: assimilation effects, contrast effects and no effects. The review benefits researchers gain a better interdisciplinary understanding of the topic and also be aware of the limitations of the current research findings, and also provides implications for practitioners to better strategize fundraising techniques.

How Social Enterprise Affects Wellbeing in Marginalized Groups

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Social enterprise (SE) activity has far outstripped theory. This paper contributes to the various efforts to have theory and conceptualization about SE catch up with practice. This paper categorizes SEs related to those with disabilities and other social and economic disadvantages into three types: Those created to influence change in traditional businesses and social services; those developed to create an alternative to traditional businesses and social services; and those developed to create alternative economic relationships. The paper utilizes sources on social movements and identity, strategic action fields, and SE theory to look at SE in Sweden and the U.S.

Human Security How Designing Effective Models of Collaborative Global Governance

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Public policy issues like infectious disease, immigration, and human rights regularly cross national boundaries without any one government to assume responsibility or authority. In this era of change, discussions of the form and nature of collaboration for human security must consider both crisis characteristics and actor capacities. Examining the Ebola and Zika outbreaks, we develop a typology that conceptualizes the policy problem, actors, and actor capacities and proposes different models of collaboration. This analysis provides tools for governmental and nongovernmental agencies across multiple sectors to communicate, deliberate, and decide who should intervene, when, and for what purposes.

Hybrid Entrepreneurship Funding Model

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In Saudi Arabia, most of nonprofit organizations provide their social products/services to beneficiaries free of charge. They hesitate to conduct their social projects as social enterprises because of lacking entrepreneurship experience. They generally reach out donors and foundations to support their social services/products financially. To encourage nonprofit organizations to practice social entrepreneurship for more social impacts, we have developed a new model that can transfer them to the field of social entrepreneurship with minimal risk. The paper aims to introduce the new model as a fit-for-purpose approach for nonprofit organizations in Saudi Arabia and discuss its pros and cons.

Hybrid Organizing: Exploring The Dynamics of New Organizational Forms

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Civil Society is undergoing an era of change as practitioners are seeking to adopt new and innovative ways of organizing in response to broader environmental changes. But how do managers balance different forms of organizing? Drawing on interviews with leaders from a sample of innovative Sport-for-Development organizations operating in countries across Africa, Europe, and North America, the authors examine the dynamics and implications of these new approaches to social change and service delivery along with how they compare to traditional nonprofit models in order to enhance our understanding of hybrid organizational forms.

Immigrant Nonprofit Organizations' Capacity As Change Agents

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It is necessary to look at the role of immigrant nonprofit organizations that are led and managed by immigrants to fully grasp the appropriate capacity needed to effectively serve immigrants. These organizations are agents for change and create a platform through which immigrants grow to become active participants for change in their country of origin and active contributors in the host country. The paper develops a conceptual model for designing effective ways to build the capacity of immigrant-serving nonprofit organizations to lead immigrants towards active participation in community development.

Immigrant Self-Identification and Philanthropic Activity: Notes on Challenges in Research Techniques.

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Self-identification has important implications as well as challenges for research examining philanthropic activities. We apply a mix of survey techniques and semi-structured interviews to understand philanthropy in Mexican immigrant entrepreneurs to measure their philanthropic behavior. Through this study, we advance the literature that has so far focused on self-identification and its association with education, generational differences and status, and political behavior. Preliminary results indicate that Mexican immigrant entrepreneurs are involved in charitable activities, although their giving activity is unorganized, barely visible, and often based on personal relationships.

Impact Assessment of Social Banking Initiative in Europe. Evidence from Austria, Czech Republic, Slovakia, Hungary, Serbia, and Romania.

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The proposed paper presents a comprehensive and innovative methodological approach to impact assessment of Social Banking initiative introduced by a selected bank group in six different European countries. The analytical part of the paper provides partial results of impact measurement that are based on primary data gained in an international project that has been conducted by the authors in order to measure the impacts of social banking via SROI analysis. The paper concludes by providing suggestions for the responsible use of SROI analysis in social banking area, including limits for comparability among the countries involved.

Impact of Partnership Modality between Non-Profits and Schools on Altering Punitive School Disciplinary Practices with Restorative Justice Practices

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The purpose of the study is to assess the continuum of the level of integration and institutionalization of restorative justice principles and practices within Chicago Public High Schools. Many have recommended restorative justice in lieu of more punitive approaches to discipline but we know little about how schools actually implement this change. The continuum will be assessed based on the nature of collaboration between schools and various community based organizations on differing restorative justice strategies implemented across geographically diverse schools. The study focuses on the processes that lead to the adoption and implementation of restorative justice.

Improving NGO Governance in Cambodia: Stories of Hope

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Promising ideas for improving governance in Cambodia have emerged from a cooperative inquiry into civil society governance in Cambodia. The governance of non-government organisations in Cambodia is fraught. Models of patronage co-exist awkwardly with a donor-driven corporate model of governance, creating a complex dual system of governance that does not ultimately serve organisational beneficiaries. This paper presents findings from a cooperative inquiry undertaken in partnership with Cambodian board members and directors of non-government organisations during 2014. Group members' reflections reveal how local people engage with normative ideals of governance and make sense of their own experiences of governance.

Incubating Change: One Community Foundation's Take on Supporting Nonprofit Development.

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In the private sector, incubators and accelerators aim to nurture new firms. The incubator concept leverages shared resources in the forms of space, money and mentors to nurture young organizations. This model has not permeated the nonprofit sector. This study reports on a community foundation's use of an incubator approach as a response to both a changing economic climate as well as a changing demographic climate in order to meet community needs. Using a qualitative approach the authors use interviews, focus groups, archival data in the form of application materials, and participant observation to develop a comprehensive case study.

Incubating Social Innovation: The Role of Network Strategy and Diversity in Nonprofit Innovative Behavior

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Nonprofit organizations involved in complex service provision often rely on collaboration with other organizations to provide their services. This increases the complexity of the network within which they function, and the challenges the organizations face when seeking to innovate and initiate change in their services. Conducting a survey of 111 nonprofit and public organizations engaged in the nonprofit sector of victim service provision in Germany, we analyze the collaborative relationships and quality among organizations of diverse types in order to determine how what influence organizational network diversity, network structure and organizational capabilities have on nonprofit innovative behavior.

INGOs in China: Changing Accountability Dynamics under Authoritarian Regime

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Differing from the "post-colonialism" narrative of INGO operation in developing countries, this paper argues that the interactions between INGOs and their stakeholders in China, including local government, grassroots NGOs and community beneficiaries, result in a peculiar set of accountability challenges for INGOs, against which two accountability mechanisms, one formal, one informal, are adopted by INGOs in response. By comparing the development approaches and procedures of three INGOs in China, this study shows how the socio-institutional conditions under an authoritarian political context may permeate the organizational boundary, shape their approaches to accountability, and how the accountability mechanisms in turn influence INGOs' performance in China.

Initial Results from the Fourth Sector Mapping Initiative

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The Fourth Sector Mapping Initiative (FSMI) is a collaborative project designed to identify and characterize “for-benefit” organizations. For-benefits are organizations that share two main characteristics: they are primarily driven by social purposes and they earn a substantial portion of their income through commercial activities. They include sustainable businesses, social enterprises, municipal enterprises, community development corporations, and a wide range of other models. In this paper, we will report on the initial results from the first wave of FSMI data and describe the plan to continue growing the size and scope of the FSMI database.

Intergenerational Transmission of Philanthropic Values and Behavior Among Israeli Donors

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The paper presents findings from a research exploring the intergenerational transmission of philanthropic values and behavior among second and third generation of Israeli philanthropists. Findings describe the attitudes, behavior, motives and ways of intergenerational transmission is carried out, influences of constitutive events in family life on giving, and of environmental factors on the pro-social behavior of the second and third generation. Connections between background variables such as income, religion, age, gender, and characteristics of giving such as scope and goals, frequency and patterns of giving are explained. Implications for the sustainability and continuity of giving and volunteering are broadly discussed.

Investments through Strategic Giving: Educational, Disciplinary and Institutional Outcomes

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As nonprofit management education has grown in recent decades, so has curricula focused both on teaching philanthropy and using philanthropy as a pedagogical tool for applied learning and other liberal learning goals. While extant research on the more general topic of NME and philanthropic studies is rich, research on teaching philanthropy, while growing, remains emergent. This paper adds to this emergent research by providing an empirical lens on a multi-year, institutionally embedded, cross-disciplinary approach to teaching philanthropy. Educational, disciplinary and institutional outcomes are reviewed, with implications for the body of knowledge and practice of teaching about and through strategic giving.

Is More Transparency Always Better? Disaggregation of Non-Financial Performance Measures by NPOs

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NPOs are encouraged to increase transparency in their reporting in order to restore confidence and increase donations (Duncan 2004). However, individual judgments and decisions may be impacted by cognitive biases – specifically mental accounting and prospect theory – when making decisions based on disaggregated information (Bonner et al. 2014); thus, the choice to present information in an aggregated or disaggregated form is not neutral. Disaggregation intended to increase transparency may impact donors' evaluations of these organizations negatively. I propose to conduct an online experiment to investigate the effect of disaggregated reporting of non-financial performance measures on donor perceptions and donating behavior.

Is Overhead Coverage of Government Funding Important? Government Non-Profit Relationship Perceived by Human Service Organizations

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This study is based on debates over funding concentration or diversification, strength and weakness of concentrated government funding, and implications of inconsistent overhead coverage related government funding for nonprofit organizations. To examine the role of government-nonprofit relationship in human service nonprofit decision-making, the study employs a mixed method to study human service nonprofit's experience in government-funded services in Georgia. Logistic regression will be used to analyze the data, and the result will be interpreted together with qualitative findings.

Is there Signature Pedagogy for Social Entrepreneurship?

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Social entrepreneurship education is a growing field of study and offering in post-secondary undergraduate education. Despite the growth, little is understood about the pedagogy needed to engage students for social entrepreneurial design. I investigate social entrepreneurial design principles to outline a potential signature pedagogy curriculum.

Is Volunteering A Real Benefit for Health? Evidence from Analyses of Treatment Effects

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Numerous previous studies have found the positive effect of volunteering on individuals' health, while most of them are based on the established correlations between volunteering and individuals' health. Although a few studies have used longitudinal data-sets or adopted instrumental variables to explore the causal relationship, a lot of issues, such as omitted variable bias, self-selection and reverse causation, are still not addressed well. Using a data-set from a national representative survey in urban China, this study will adopt different treatment effects models (e.g. propensity score matching, coarsened exact matching, etc) to detect the real effect of volunteering on individual's health.

Issues in Managing Cross-Sector Collaboration during Unexpected Events: A Network Study of local Responses on Refugee Mass Influx

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In response to crises a large variety of organizations from different sectors are working together. In addition, there can be observed a new phenomenon of rising citizens' participation in crises situations. In general, a large number and variety of groups within a network brings both benefits and challenges. This study explores a whole ad hoc network during different phases of an unexpected event - including actively involved local citizens' groups. The findings of this study are intended to derive management implications for public and nonprofit organizations as well as citizens active in future crisis situations.

Japanese Volunteerism and Its Well-Being for the Elderly

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This presentation aims to analyze the socioeconomic status of Japanese volunteers at a later point in their lives and clarify what kind of volunteerism makes them happy. It contributes to 1) increase the number of adult volunteers, 2) improve the amount of gratification they receive, and 3) share this idea of a community-based care by older adults with other aging countries from the viewpoint of welfare. The author uses a national survey and analyzes it through pooled cross section.

Joining the Crowd: The Impact of Social Information in Crowdfunding Campaigns

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We examine the effect of social information – i.e., donation behavior of previous donors – on crowdfunding campaigns, in two classroom experiments among students and a field experiment among donors of real crowdfunding projects. The classroom experiments demonstrate a positive effect of social information on donations to hypothetical campaigns, moderated by reputation and the psychological need to belong. The field experiment compliments these findings with evidence from real donations to Dutch crowdfunding campaigns. We extend previous research by showing who is affected by social information and why, and showing how social information can be implemented to increase amounts donated to crowdfunding projects.

Joint Building Ventures – A Mixed Method Approach Considering Special Living Arrangements

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The supply of affordable and appropriate living space is a service of general public interest. Joint building ventures can be seen as a new instrument for realising special living arrangements such as multigenerational living, housing with people in need of care, housing for and with refugees and much more. They are predominantly organised as non-profit operations. The study follows a mixed method approach for identifying the beneficiaries of those projects as well as to answer the question how municipalities can support and push the establishment of special living arrangements within joint building ventures.

Leadership Believability and Alumni Fundraising Effectiveness

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Stakeholders of nonprofit organizations like to know that their leadership “gets it.” Believability and credibility are often hallmarks of effective leadership, but does that extend to all functions of the executive? In this study, we specifically explore the relative role of leadership believability in institutional advancement and alumni fundraising in small liberal arts colleges. Given the outsize role usually played by alumni financial means, we are interested in exploring a relative role for characteristics of leadership.

Leadership Diversity in the Boardroom: A Critical Mass Perspective of the Impact of Diversity on Board Governance and Performance

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The need for greater diversity among organizational leaders and directors remains a pressing challenge for organizations within the third sector, and beyond. This study examines diversity and inclusion through a critical mass perspective, that is, we examine the ethno-racial composition of board membership to determine whether achieving critical mass diversity (diversity above 30%) improves the organization's ability to engage stakeholders, satisfy funder expectations, and effectively govern. Our study, drawing on a survey of 367 boards, clarifies the need for a critical mass approach to leadership diversity in order to create more inclusive boards that enhance overall board and governance effectiveness.

Leadership, Modes of Experience, and Frontline Turnover in Nonprofit Substance Abuse Treatment Organizations

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Frontline workers play a critical in delivering direct services and have the highest rates of turnover. This study draws on an ethnographic study of substance abuse treatment organization to examine frontline turnover. In particular, I examine the relational processes between leaders and managers and frontline workers and apply a psychosocial framework of organizational culture – the tripartite model of organization – to understand the experiences of frontline substance abuse treatment workers. Findings demonstrate the potential of the psychological concepts of “holding environment” and “containment” for increasing organizational commitment and reducing turnover among frontline service workers.

Leading from Below: Low-Power Actors as Organizational Change Agents

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This study focuses on the low-power actor as a facilitator of organizational transformation. While most research on organizational change documents the role of elites as leaders, the findings presented here highlight the critical role of low-power actors as change agents and offers new insights into agency leadership that emerges from the “ground up”. Three types of multicultural organizational development in human services agencies illustrate how low-power actors engage in change. Results convey a more complex understanding of who facilitates organizational change efforts, as well as differing MCO trajectories in human service agencies.

Level of the Playing Field: Funding Arts Organizations at the Federal, State, and Local Government Levels

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Government failure theory addresses when governments are motivated to fund nonprofit activities. Other research has examined the attributes of nonprofits likely to seek and receive government funding. That said, what types of nonprofits do governments fund and what are differences between the funding allocation decisions at different levels of government (local, state and federal)? Using the Cultural Data Project (CDP) dataset, this paper examines funding allocation decisions at the three levels of government of arts nonprofit organizations. This paper will contribute to the understanding of government funding allocations to nonprofit organizations, with implications for public and nonprofit managers.

Leveraging Horizontal and Vertical Collaboration to Increase Sustainability and Long Term Funding

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This paper examines three case studies of organizations looking to realign their assets that are central to meeting and sustaining their missions. Important lessons were drawn from each of these three case studies in relations to the way they operationalized their social capital, specifically how they used a combination of horizontal and vertical collaborations to ultimately meet or fail at their mission. The outcomes will provide insight on how to develop collaborations in the vertical and horizontal format and what needs to be done to align and maintain these relationships to build a long-term sustainable system for that organization.

Linking Community Nonprofit Capacity to Cross-Sector Collaboration in Homeless Services

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This research seeks to understand the effect of community nonprofit capacity on collaboration outcomes within the context of homeless service provision. Drawing on previous research, we use HUD and NCCS data to analyze a sample of 382 collaborative networks. Our main hypotheses are that the number of human service nonprofits per capita and the per capita revenue of these nonprofits have a positive effect on the level of collaboration outcomes. Preliminary results indicate that a community's nonprofit capacity matters in explaining the degree to which organizations collaborating to reduce the incidence of homelessness are successful.

Linking Nonprofit Financial Performance to the Career Paths of Nonprofit Executives

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The professionalized nonprofit sector faces pressures for dual proficiency in mission and operations, but we still know relatively little empirically of what is gained and lost in this shifting landscape of nonprofit management. Joining others who have studied nonprofit finances as a measure of overall performance, this study examines the effect of executive career paths on nonprofit financial performance. Using a unique panel data set of 150 nonprofit executive career paths, we link organizational financial performance to the educational background and professional experience of top management. In doing so, we test the strength of the management-performance link.

Lobbying In the Nonprofit Sector Beyond the 501(c)(3) Designation: Examining 501(c)(4) Social Welfare Organizations

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Social welfare organizations have received much attention in recent election cycles, although these organizations have not received as much attention as 501(c)(3) organizations in the scholarly literature. This paper contributes to this literature by expanding our understanding of lobbying behavior in the nonprofit sector, looking beyond the 501(c)(3) designation and examining the lobbying activities of 501(c)(4) organizations. Beyond this explanatory model, social welfare organizations present a unique opportunity to test the degree to which environmental changes can influence organizations, as the regulatory environment that controls their political activities has changed over time.

Location Matters: The Spatial Disconnect in After-School Programming

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The intent of the paper is to bring quantitative geographic models to the nonprofit and voluntary action literature (building on the work of Bielefeld and Murdoch, 2004; McDougle, 2015; Peck, 2008), while also developing an understanding of the variables that would confound a sense of efficient human service placement.

Losing Trust in Nonprofits: The Effect of Negative Media Coverage on Individual Giving Decisions

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This paper examines trust in U.S. nonprofit organizations and patterns of giving at the individual level. We ask how and why negative media coverage of a nonprofit organization influences the level of giving or the pattern of giving among individuals. To examine this question, we conduct an experiment with multiple treatment groups subjected to positive or negative stories about a hypothetical nonprofit. This project builds upon scholarship on who gives and individual donor characteristics, expanding our understanding of donor relations and the outcome of individual level traits, marketing, and media attention.

m-Health Service Delivery in Developing Nations: Addressing Rural Health Service Challenges

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m-Health or mobile phone health service connects the recipients and providers through mobile phone technology by using text messaging, mobile phone based internet, and alerts for medical information and counseling. m-Health is widespread in developing nations and includes cross-sector collaboration, however, accessibility challenges due to infrastructural limitations such as high speed internet connections, and mobile technology. In order to understand how m-Health service is addressing accessibility challenges, we apply qualitative methodologies to explore NGOs from South Asia involved in m-Health delivery, and analyze measures to scale up such services.

Making the Link Between Board Self-Assessment and Organizational Learning: Insights From Performing Arts Organizations

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In this paper, the authors explore the link between the board self-assessment process and organizational learning among nonprofit, performing arts organizations. Based on data gathered from BoardSource's self-assessment tool, as well as follow-up interviews with boards of directors and executive directors, the findings from this study shed important light onto the issues facing performing arts organizations and the opportunities where boards of directors can improve. The study also helps to provide a greater understanding of the context and capacity needed for organizational learning and board development.

Making Volunteering Decisions under Constraints: A Contingency Approach to Understanding Episodic Volunteering

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This study uses contingency theory to better understand individuals' decision-making related to episodic volunteering. It examines whether external constraints, including employment status, hours of housework, and relocation decisions, are key moderators in the decision-making process. The analysis uses longitudinal data from the Panel Study of Income Dynamics from 2001 to 2005 to examine variation among episodic volunteers and it identifies four distinct types: episodic and committed volunteering, episodic and serendipitous volunteering, long-term and committed volunteering, and little to no volunteering. These findings reveal limitations of the volunteer retention mindset and underscore the importance of developing more customized volunteer matching instruments.

Management and the Managed Heart: Examining Emotional Labor and Motivation in Key Nonprofit Leadership Positions

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This research investigates the extent of emotional labor required by key nonprofit actors in comparison to other nonprofit employees and the consequences of in terms turnover intentions and burnout of employees in these roles. In addition, we also examine the role that surface acting and deep acting and mission attachment play in moderating both burnout and turnover intentions using both interviews and quantitative analysis. Our findings suggest, fundraisers and executive directors engage in emotional labor at high rates and are more likely burnout and leave when they have to engage in surface acting on behalf of their organizations.

Management Innovations and Financial Sustainability of Nonprofit Organizations

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Innovations are inalienable part of nonprofit management. Everyone desires to be innovative. Does it actually correspond to the best interests of an organization? In our research we are exploring connections between management innovations in the nonprofit organizations and financial sustainability of an organization.

Management of Episodic Volunteers: Evidence from a Religious Mega-event

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Pope Francis' visit to Philadelphia and the 2015 World Meeting of Families required thousands of volunteers to carry out the events. Recruiting and managing one-time or episodic volunteers is common for nonprofit events such as large sporting events, arts and cultural events, and fundraising events. Volunteers from the Pope's visit all received a questionnaire about their experiences and the volunteer management of the event; 2,408 responded (34.4%). Data on motivation, who volunteered, recruitment, training, assignment, supervision, communication, satisfaction, and suggestions for improvement were elicited. Our findings add to the knowledge regarding episodic volunteering and large event volunteer management.

Managing Amidst Mosaic: Integrating Values and Professionalism in the Nonprofit Arts

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How does organizational formalization occur in nonprofits transitioning from founder to executive director control? Through an ethnographic study of Philadelphia's Magic Gardens (PMG), this paper details the interaction between PMG's personalized culture and professionalized protocols in the organization's day-to-day functioning. Drawing on Frumkin (2009), findings complicate the notion that instrumental forces necessarily displace expressive impulses in nonprofits; instead, the analysis explores the emergence of an integrated instrumental-expressive system at PMG. This case is then used to elaborate a theoretical framework that outlines the importance of founder-director power dynamics, values convergence, and founder-led imprinting on the development of such integrated logics.

Managing Spontaneous and Episodic Volunteering in the Refugee Crisis

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Based on empirical research, the paper discusses challenges of the management of spontaneous and episodic volunteering in the refugee crisis in Austria. With several thousand refugees entering the country almost every day, there was a surge of civil society activities and an unprecedented increase in volunteering. This prevented a humanitarian crisis but also led to significant challenges regarding the management and coordination of volunteers. Besides an analysis of challenges of volunteer management in turbulent situations like the refugee-crisis, strategies of different types of civil society organizations will be interpreted. Possible practical learnings as well as theoretical implications will be discussed.

Managing Third Sector Organizations: The Social Meaning of Money in Nonprofit Organizations

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By analyzing “earmarking” of different streams of income, this paper aims to analyze how the social meaning of money plays out in organizations. The main argument is that the management of nonprofit organizations is influenced by the social meaning of money, which in turn is influenced by social structures, norms, and values. To analyze how organizations handle different “currencies” and to explore the organizational consequences, case studies were carried out with two nonprofit organizations. The case studies reveal that organizations make distinctions among social “currencies” by taking into consideration the perceived autonomy, legitimacy, and status of money.

Mapping Social Enterprises: “Big” Social Entrepreneurship, L3Cs, and the Traditional Nonprofit Sector

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Social enterprises may take many forms; however, we know little about how different organizational forms may signal, or produce, different approaches to social entrepreneurship. We compile a data base of three types of social enterprises and analyze differences in social missions and activities, among over 6,000 social enterprises. We supplement the analysis with three case studies.

Mapping the Internationalization Strategies of Chinese NGOs and GONGOs

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This paper maps out how the Chinese non-governmental organizations (NGOs) and Chinese government organized non-governmental organizations (GONGOs) internationalize. It particularly delineates the dissimilarities in the routes that Chinese NGOs and GONGOs take when going abroad. The findings are drawn from interviews with those Chinese GONGOs and NGOs that have reported doing work in Africa and South East Asia. The paper discusses the implications of the internationalization strategies for the Chinese NGO sector, and for the host jurisdictions where Chinese NGOs/GONGOs operate.

Markov Chains and the Life Expectancy of a Nonprofit

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Nonprofit organizations often prove themselves to be far more resilient than their counterparts in the for-profit sector. And yet unfortunately, nonprofits do occasionally cease to operate. The loss of these organizations can be devastating to the recipients of their services. This paper present efforts to model the life of a nonprofit as a Markov chain, a probability model used extensively in the life sciences and engineering. These models will yield insights into the life expectancy of a nonprofit organization, and identify differences across region, size, and function. This paper builds on a work presented at the 2015 ARNOVA conference.

Measure for Measure: Capturing Generosity in Volunteering

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The literature on generosity of money donations (giving as a share of income or wealth) is well developed. We propose a similar descriptive measure for generosity of time donations: volunteer hours times individual wage rate divided by income. We then estimate time generosity for single-headed households and characterize the relationship of time generosity to income, wealth, race, ethnicity, gender, and employment status. Then we explore determinants of individual time generosity in a regression framework.

Media Framing of Charity Beneficiaries.

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This paper presents a new theoretical and empirical framework for analysis of media coverage of charity beneficiaries. It combines and integrates theories and models from the fields of communication and philanthropy. It investigates mass-media coverage of beneficiaries of philanthropic charitable giving between 2005-2009 in the Israeli media. Findings demonstrate emotional episodic frames, presenting individual beneficiaries of food, distributed by NPOs. It reflects on the media's role as a social actor, steering public discourse about effective philanthropy and 'politics of pity'. This work have significant implications for the study of philanthropy's media coverage, and public discourses about philanthropy and government responsibilities.

Megachurch's Practices of Managing Accountability On Website

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This study examines practices of accountability management of megachurches in Texas and offers understanding about factors affecting active efforts of building accountability by megachurches. By analyzing the prevalence of web-based accountability, we have the opportunity to learn more about how megachurches view transparency. Additionally, we can begin to learn more about the driving forces behind organizations who voluntarily choose to be accountable in the absence of formal requirements to do so. Learning about web-based accountability in larger congregations could help provide guidance for encouraging other types of nonprofits to voluntarily demonstrate accountability as well.

Migration in Germany: The Role of Nonprofit Organizations, Local Government and Universities in Integrating Refugees Through Higher Education

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Based on a data set of more than 700 refugees, the author explore the role of nonprofit organization, local government and university stakeholders to help refugees to get access to higher education. Using a transformative service research approach (Anderson et al. 2013), a conceptual framework labeled as "integration through education" will be developed and empirically tested. At the conference, the concept and the final outcomes of the first two semesters of the integration process will be presented and critically discussed.

Mission Statements and Non-Profit Management: A Mixed Methods Analysis of Mission Drift in Microfinance Institutions

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The phenomenon of mission drift highlights the disconnect between the outcomes of and the target demographic served by organizations. Specifically, within microfinance institutions (MFIs), two juxtaposed ideologies exist: institutionalist and welfarist, where the former leans toward financial sustainability as the primary outcome, while the latter primarily focuses on assisting impoverished households. Preliminary analysis indicates that MFIs are drifting toward the institutionalist philosophy of lending. Utilizing a mixed methods approach, this study explores the connection between the words an organization uses to define itself with the financial outputs of the organization.

Models of Non-Profit and Government Partnerships: Comparative Analysis of Brazilian Policies in Health, Social Service and Culture

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The models of partnerships between government and CSOs documented to date demonstrate a multitude of formats. In Latin America, and Brazil in particular, there is still a need for studies which systematize these models (Peci et al., 2011). This study makes the comparison of partnership models in three different public policies in Brazil. Its contribution for the recent research agenda on partnerships is to bring about details of the Brazilian context, and also adding to the existing models, largely focused on economic approaches, considering more processual factors related state - society relations and their influence on the partnerships.

More than One Path: Examining the Relationship between Religiosity and Community Volunteering

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Research reveals that people who participate in religious activities on a regular basis are more likely to volunteer than others. Yet few studies examine the relationship between varying dimensions of religious expression and volunteerism. In a time when US religious diversity is increasing, understanding how different forms of religiosity relate to volunteerism will be helpful for organizations relying on religious volunteers. Drawing on survey data collected from a national sample of adults, I examine the relationship between volunteerism and a broad set of religious beliefs, behaviors, and experiences. Findings reveal several ways that dimensions of religiosity are related to volunteerism.

Motivations and Perceptions of Social Hybrid Leaders

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The creation of new corporate structures to accommodate consumer demands for greater social responsibility has resulted in social hybrids - for profit companies that focus on financial profit and societal impact. Given the relatively short time these models have been in existence, little is known about why social hybrid founders have chosen these models and the potential implications for the nonprofit sector. This exploratory qualitative study will present findings focused on social hybrid leaders' motivations for adopting a social hybrid structure and the strategies used to fulfill a double bottom line.

Motivations for Remittances and Philanthropy – Towards an Integrated (Mid-Range) Theory of Giving

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In this paper, based on synthesis of various theories and some empirical studies, we propose a new ‘mid-range’ theory, that seeks to explain the motivations for giving – both remittances and philanthropy.

Moving Beyond M&E: A Stewardship Theory Based Perspective on Performance Measurement Systems in Social Enterprise

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As the study of social enterprise continues to grow, there is a growing body of academic literature on measuring the social value created by these organizations. I draw on the literature on funder-nonprofit relationships related to accountability to examine how monitoring and evaluation practices are developed within social enterprise. I examine these questions through the lenses of agency and stewardship theory, using qualitative data from eight social enterprises, as well as their funders. I find that many of these practices are developed in collaboration with their funders, rather than being externally imposed, in contrast to findings in the nonprofit sector.

Multi-disciplinary and Cross-Institutional Engaged Department Initiative – Part 2

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This paper will report on interim (1) student attitudes towards civic engagement, (2) faculty perceptions of—and department culture for—community engagement, as well as (3) community perceptions of mutuality and reciprocity within a multi-institutional community engagement department initiative between Grand Rapids area community organizations and seven departments across three local institutions of higher education.

The engaged department community engagement initiative began in May 2015 and runs through December 2016.

Neighborhood Gentrification, Intra-Metropolitan Population Shifts, and the Responsiveness of Local Nonprofit Programs

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This analysis will present findings from a survey of 900 nonprofit human service providing organizations in the D.C. metropolitan area, with an oversample of organizations in 10 neighborhoods characterized by either out-migration of minority individuals living in poverty or in-migration of those individuals as they are displaced by gentrification in central D.C. neighborhoods. Surveys will provide data on the organizational and neighborhood level, which will be analyzed to uncover emerging patterns of service delivery, inter-organizational competition for funding, and collaboration between nonprofits and local governments to address changing needs as neighborhood populations shift due to neighborhood gentrification and intra-metropolitan migration.

Network Bricolage and the Speciation of Proto-Institutions: Evolution of a Community Development Variant of the 'Shared Platform' Nonprofit Innovation

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This paper will elaborate in-depth qualitative data on the speciation of innovative 'shared platform' organizational structures in Toronto, Canada. These structures, initially intended to reduce the disadvantages commonly observed in small community-based nonprofit organizations, speciated into a distinct operating model as it was implemented in a distinct community development-focused operating milieu. The speciation of this innovative proto-institution occurred through a process of bricolage, led by a networked community of practice rather than through a singular institutional entrepreneur. The paper will elaborate the organization theory content and context of the evolution of this important nonprofit sector social innovation.

New Nonprofit Employees and Managerial Coaching: Key Impacts

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The purpose of this study was to investigate the relationships between perceived managerial coaching behavior and employee outcomes among new employees. Study participants were 422 members of seven large nonprofit organizations listed on Forbes 50 Largest US Charities list, located in the US and their 394 managers. Organized around goal setting and organizational support theories, the studied dependent variables (or endogenous factors) were perceived employee person-organization fit, goal achievement, role clarity, turnover intention and job performance. Study findings indicate that managerial coaching impacts new employee role clarity through goal clarification and by influencing employees' perceived fit with the organization.

New Research on the Landscape of Giving Circles in the U.S.

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Giving circles are philanthropic vehicles in which members pool donations or time and decide together where these are granted. The purpose of this research is to assess the current landscape of giving circles in the U.S., examining their composition (participant demographics); funds raised; areas, issues or populations supported; and how varying structures compare with one another. Data come from documentation and secondary data and a nation-wide survey. Findings will be used to generate hypotheses about how these variables are likely to impact giving and other engagement, the focus of next phases of the research.

New Strategies for Pluralistic Diversity/Deep Inclusion Among University Students: A Transdisciplinary Approach

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Recent high profile incidents involving racism, sexism, and harassment of individuals highlight the critical need (Levy & Green, 2009) for diversity practices that actually work to create inclusive campus environments. We use a transdisciplinary approach stemming from four disciplines (management, social psychology, sociology and education) and two loci (voluntary organizations and residential communities) to generate knowledge on social practices that lead to prejudice reduction and inclusion. The paper's purpose is to present an initial transdisciplinary synthesis focusing on informal, voluntary associating with high quality diversity interactions, in order to elicit reactions that will further the development of new, research-based policy options.

New Volunteers, New Models of Volunteer Management: Converting Volunteer Energy to Meet the Needs of Host Organizations and Volunteers

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Nonprofit scholars have devoted substantial research attention to episodic volunteering, particularly the motivations and behaviors of volunteers. The management of these human resources has commanded much less inquiry. In this research we conceive of the primary managerial challenge as translating these bits (“episodes”) of volunteer energy into productive volunteering, and the volunteer administrator as the central actor in this process. Based on how volunteers are recruited into host organizations and where they are placed in service roles, we develop four models of volunteer management. This research defines and elaborates the different models and their implications for host organizations and volunteers.

NGOs –State Relationships: Reorientation in the Times of Humanitarian Security.

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The study is intended to contribute towards policy formulation and to the donors and state to make informed policy decisions. The data will be collected from development sector actors working in Pakistan. The research is going to explore the development sector network and the agency of donors and voluntary sector organizations in obtaining their objectives: the capital that they possess their relationships, dependencies and collaboration. The research will contribute towards policy initiative needs to be taken in the backdrop of changing institutional scenario.

NGOs and Foreign Aid: A Macro-Level Perspective

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While the political influence of international NGOs is increasingly recognized, the rise of their economic power remains largely unexplored. This paper helps to address this gap by examining the evolution of NGO foreign aid. Contrary to widespread claims in the literature, this research shows that aid disbursed by NGOs is a significant and growing component of foreign aid, NGOs are not generally resource dependent on official aid, and NGOs are not falling out of favor with official donors. The privatization of foreign aid identified here creates new opportunities and challenges to the government-dominated foreign aid system.

NGOs in a Lower-Middle Income Country: Funding Mobilisation Strategies of National NGOs in Ghana

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Resource mobilisation remains a challenge for national NGOs' managers. However, a discussion on how resources are mobilised especially in transitioned lower-middle income countries (LMICs) has received little attention in the literature. This paper addresses this gap by drawing on the case of national NGOs in Ghana. Data is based on a survey (n=65 NGOs) and key informant interview with NGO managers, donor agencies and development practitioners (n=57) in documenting their revenue mobilisation strategies. NGOs are repositioning themselves by diversifying their sources of funding which hitherto were unexplored. This study contributes to the literature on the effect on NGOs of graduation to LMIC status.

No Taxation, No Representation: How Government Is Organized - or Not - to Address Nonprofit Issues

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At a time when almost every industry has significant representation within government, it is curious and problematic that there is not even a modest-sized office in government that represents - rather than regulates - the nonprofit sector as a whole. To improve understanding of this puzzling gap, this paper will describe how the government is currently organized to address nonprofit issues; explore why the sector has minimal representation within government; identify problems that grow out of the current arrangements; and discuss options for reforming government to better handle nonprofit issues.

Nonprofit Assessment and Evaluation: Are we Trapped in Minutia and Ignoring the Strategic

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Is it possible for Nonprofit organizations to be proactive, to define the quality of the Organization, Services, and Commitment in a predictive manner? Literature suggests nonprofits are content with snapshots in time provided by Outcome Measurement and Performance Management. Whereas industry expects that organizations perform at a defined level in order to produce quality products, results and predictive insight. A look at the research performed in the evaluation of Nonprofit Organizations quickly reveals that many are performed as postmortems rather than methods of improvement. Can the nonprofit sector embrace methods of developing leading indicator?

Nonprofit Contracting Decisions with Government: Evidence from Transition Coaching

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Although efficiency theory can be used to explain contracting behaviors, less is known about relationships outside of delegation the between public and nonprofit sectors. This research focuses on what contractual relations between the sectors may be a function of transaction costs, resource acquisition, or institutional considerations. Using an apriori phenomenological approach, we analyze the contractual behavior of transition coaching organizations working with public universities. Results reexamine classic economic and institutional theories, as well as suggest new directions for research in strategic management of nonprofit organizations when developing contracts with public entities.

Nonprofit Executive Leaders' Career Paths: Which Way to the Top?

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Nonprofit organization executive directors play critical roles in the leadership of their communities. While much has been written about the processes of nonprofit management and leadership, less attention has been paid to the unique career paths taken by professionals who occupy the highest nonprofit staff positions. This research examines the education and career history of 289 regional and local level CEO/President/Executive Directors from 12 national nonprofit organizations to better understand who is serving in the executive role. The findings will inform nonprofit professional career choices and guide boards in the executive hiring processes.

Nonprofit Income Portfolio Risk and Program Service Provision: An Application of Modern Portfolio Theory

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Nonprofits derive income from various sources. A nonprofit manager's goal is to choose a portfolio of income sources that can minimize the unexpected changes in portfolio return (portfolio risk) given a chosen level of program services. This study uses modern portfolio theory (MPT) to empirically examine nonprofit income portfolios and explore how a nonprofit's portfolio risk influences its program service provision. I also challenge the appropriateness of using Herfindahl-Hirschman Index (HHI) by comparing the results based on MPT and those using HHI.

Nonprofit Innovation Theory: Work Arounds as The Drivers to Best Practices

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In this paper I suggest the principle that best practices are temporary and should be considered more as the outcomes of a flexible process of creative design rather than a fixed or immutable set of performance standards. I also suggest that best practices are derived through continuous improvement behaviors and outcomes that take into account the work-arounds nonprofit professionals devise to resolve unanticipated problems and circumstance in nonprofit program and administration settings. Further, work-arounds are important indicators of the limits of best-practices and should comprise a valid best practice policy and grant makers should take into account in their work with nonprofit organization partners.

Nonprofit Innovation: A Systematic Literature Review

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This paper addresses a significant gap in the literature by providing the first systematic review of nonprofit innovation research, addressing the conceptualizations, theories, and methodologies that have been used, and offering ideas for further research. Organizational innovation has been a topic of study for many decades across the disciplines, but the existing literature reviews of innovation do not focus on the nonprofit context. Systematic reviews are transparent in their methodology, unbiased, and replicable, and can offer a more comprehensive look at the state of research.

Nonprofit Leadership Challenges: A Framework for Inquiry

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As nonprofit programs continue to grow, we must continuously consider how we construct programs to meet the evolving needs of the sector. Students enrolled in nonprofit or philanthropic studies programs tend to be current or future nonprofit professionals looking to the gain specific tools necessary to effectively manage their organizations in the face of myriad leadership challenges. How do nonprofit programs meet the needs of practitioners while continuing to advance our theoretical understanding? This paper seeks to advance the discussion around five major nonprofit challenges and the advances in the literature over the past decade to build knowledge in addressing these challenges.

Nonprofit Marketing: Who is Spending More on Marketing than Others?

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The present study examines the current state of nonprofit marketing and the variation across organizations. In particular, this study tests how the relative size of marketing expenses varies depending on a nonprofit's revenue structure, organizational type, and activities. The analysis of 2010 Statistics of Income Sample data shows that the relative size of marketing expense is positively associated with the importance of commercial revenue and negatively associated with the significance of government grants. The results also indicate that art organizations have a larger marketing expense than any other types. Lobbying and fundraising activities are positively associated with marketing expense.

Nonprofit Providers as the New Street-Level Bureaucracy: Understanding Discretion in Homeless Service Provision

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Rapid re-housing serves those experiencing homelessness by attempting to place them into conventional housing units as quickly as possible. Within broad federal rules, nonprofit providers have the opportunity to structure services in many ways. This discretion seems to be an important part of the rapid re-housing experience, but little is known about how nonprofits make program- and client-level decisions and how these decisions may impact program outcomes. This research uses a mixed-methods design to examine how nonprofit discretion shapes the implementation and program outcomes of a RRH program with a single adult population.

Nonprofit Sector Think Tanks and Studies in the Gulf Region.... Growing and Role

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Concerning about Studies has been growing after the Arab spring as conducting more nonprofit studies are increasing and the nonprofit research centers are establishing, so it is important to explore this growth and role and that can be done through this descriptive paper which will deal with the non profit sector think tanks and studies in General and its role and topics

Nonprofit Sustainability of Nonprofit Sustainability: A Triple Bottom Line Approach to Exploring Effectiveness in the Nonprofit U.S. Eco-tourism Market

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What sustains a nonprofit mission of sustainability? This exploratory study uses a Triple Bottom Line approach to understand the correlates of organizational effectiveness in the nonprofit U.S. eco-tourism market. We begin by reviewing both the concept of sustainability and the adaptation of Triple Bottom Line accountability in the nonprofit sustainability sector. We next empirically test our hypotheses using a population of 103 U.S. “eco-tourism” nonprofits, identified through Guidestar. We then analyze predictors of organizational and market sustainability.

One of a Kind? An Empirical Examination of the Dimensions of Interorganizational Collaboration

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We propose that collaboration is a multi-dimensional phenomenon and test this perspective empirically based on a representative sample of government officials who engage actively in service-delivery collaborations with nonprofits, for-profits, and other governments. Results indicate that collaborations can be classified along three dimensions: structure of the collaboration, commitment of both parties to the collaboration, and shared governance arrangements. We pair our in-depth interview data with archival data to extend the literature not only by identifying the signal dimensions of collaboration that allow the classification of any collaboration, but also examining the consequences of these different dimensional configurations for collaboration results.

Organizational Size and Human Resource Structure in Nonprofit Organizations

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Are human resources of nonprofit organizations determined based on the needs of the organization to run its operations or based on the capacity of the organization to manage these resources? This is the multi-faceted research question the proposed paper aim to address using the Statistics of Income data sets provided by the National Center for Charitable Statistics. We expect large organizations to be able to attract both more staff and volunteers, while smaller organizations rely on less staff and volunteer, with high volunteering-intensity.

Organizational- and Individual-Level Determinants of Volunteer Firefighter Satisfaction

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Drawing on a 2015 survey, this paper provides an exploratory investigation of the predictors of voluntary firefighter satisfaction in the Commonwealth of Pennsylvania. The paper begins with a discussion of general issues of volunteer satisfaction, the characteristics of the context and operation of volunteer fire departments, and extant research into the routine provision of fire services. Next, we provide the results of the analysis of the survey of volunteer firefighters, and provide a preliminary discussion of the factors that influence volunteer firefighter satisfaction. A discussion of concrete implications for practice, future areas of research, and concluding comments follow.

Organizing the Unexpected: How Austrian Civil Society Organizations Dealt with the Refugee Crisis in Fall 2015

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In Fall 2015, Austria has become a major transit country for refugees heading through the Western Balkans to Germany and Scandinavia. During these months, Civil Society Organizations have accepted wide ranging responsibilities in cooperation with Austrian government to provide shelter, catering, and transport for almost 1 Mio refugees. Our research concentrates upon CSOs capability to deal with the unexpected, its improvisational and shock-absorptive capacities. Based on more than 50 in-depth interviews with decision makers and staff members in established and freshly founded CSOs, public agencies, volunteers and refugees, we investigate CSOs structural prerequisites to creatively adapt to such exceptional challenges.

Our Sector: Policies and Partnerships in an Age of Crisis

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Our Sector faces unprecedented challenges as massive global processes unravel the peace, justice, and security of our time and age. The three institutional systems that have traditionally provided for social advance and stability--Government, Business, and Family—are under siege in almost every country of the world. And our sector is often expected to pick up the pieces left behind. This paper addresses the formidable forces that challenge our sector: Autocrats exercising powers of “illiberal democracy; billionaires prospering in a world in which everything is for sale; and families and neighborhoods in the grip of guns, disorganization, and drugs.

Ownership and Control in the Moment of Giving: A Conceptualization of Ownership of Corporate Foundations

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This paper conceptualizes ownership of corporate foundations. These foundations are often seen as dependent and belonging to the founding firm; as if the company owns the foundation. Being non-profit organizations (NPOs) it is clear from non-profit literature that those companies cannot be the legal owners. We articulate nascent 'psychological' and 'stakeholder based' ownership theory by means of propositions and conclude with exploring implications for research. Our propositions form the foundational and conceptual tenets of our emerging theory of ownership of foundations. Next to contributing to the literature on (corporate) foundations, this theory may also inform the ownership literatures in the broader context of NPOs.

Panhandling Politics and the Outlawing of Charitable Fundraising in Cities

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Largely overlooked in the literature, local governments strictly regulate in-person nonprofit fundraising in the United States. This piece looks at local restrictions on nonprofit fundraising, outlines the political context of their legislative history, and discusses the legal and policy implications of local regulation of charitable solicitation of donations.

Pantries and Policy Implementation: Using Nonprofit Roles to Understand the Impact of Discretion in Food Assistance

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Nonprofit food pantries serve as the street-level bureaucracy of food policy while also offering an avenue for the charitable activities of volunteers and concerned citizens. The voluntary nature of this component leads to substantial variation in the strategies, perceptions, and priorities across nonprofit pantries. How do these differences shape the services nonprofit pantries provide? Rather than assume that nonprofit food pantries merely offer pass-through food assistance to individuals and families, this study uses survey data from a Midwest food bank and its partner agencies to examine perceived nonprofit roles as a method of explaining variation in service provision across pantries.

Participation in Different Types of Voluntary Associations and Community Social Capital Formation: An Empirical Analysis Based on Three Chinese Cities

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Scholars criticize the positive relation between voluntary association and social capital formation, since not all associations are the same and they may engender different impacts on social capital. Therefore, we further discuss how can organizational diversity influence the indicators of social capital, by distinguishing between public benefit, member benefit, and mixed benefit associations. We employed a door-to-door questionnaire survey in six communities, three cities of China. Our findings show that public benefit associations help form volunteerism. Member benefit associations positively affect informal social connection and reciprocity. Mixed benefit groups can generate volunteerism, strong ties of informal social connection, and reciprocity.

Partnering for Success: Findings from the National Evaluation of Operation AmeriCorps

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This paper will document and explore the structure and roles of organizational partnerships in achieving transformational community change under the new Operation AmeriCorps grant initiative at the Corporation for National and Community Service. Select results from the first year of the initiative's national evaluation will be presented, with an emphasis on the mechanisms by which the initiative's unique grantmaking structure and partnerships at local, state, and federal levels have affected project implementation. These partnerships will be assessed using identified literature on place-based initiatives and public-private partnerships, as well as participant perspectives.

Partners and Adversaries: The Role of Philanthropy, Nonprofits and State Intervention in Reforming Detroit Schools

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In this case study of school reform in Detroit, I use Pressman and Wildavsky (1984) historical policy implementation framework to analyze several reform efforts led by philanthropy and state intervention to change the governance of the school district. The study examines how these various reforms, charter schools, schools of choice, philanthropy, nonprofits and community leaders all influenced the proposed state legislation to split the school district into two separate districts.

Partners in Crime or in Development: An Inquiry into The Relations between NGOs and Local Government in Ghana.

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NGOs and local government work together and the extant literature argues that a good, cordial relationship between them should enhance programme delivery and consequently contribute to poverty reduction. However, counter evidence suggests there could be some form of collaboration that might not inure for the benefit of programme delivery and poverty reduction. Rather, NGOs and local governments that have somewhat hostile relations may enhance programme delivery and poverty reduction. This paper adopts a qualitative research methodology to examine the relations between development NGOs in Northern Ghana and local government and to establish the nature of relations that will enhance poverty reduction.

Perceived and Actual Financial Standing of Nonprofit Organizations: The Influence of Discrepancy on Organizational Stability

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Management research demonstrates the influence top executives have on organizational performance. Our study seeks to apply this in a nonprofit context, examining the extent to which nonprofit CEOs have an accurate understanding of their organization's financial portfolio, and how the discrepancy between perceptions and the portfolio's actual state may affect organizational financial stability. We compare CEO perceptions from a national survey of 650 arts organizations to the portfolios reported in IRS 990 tax returns. Our preliminary analysis shows discrepancies between CEOs' estimations and the reported portfolios, which matters because it signals important decisions may be made based on false information.

Perceptions of Equality in Non-Profit Public Partnerships: Stewardship Theory in Action

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Due to conflicting views of accountability, partnerships of nonprofit and governmental agencies may be challenging to sustain. Using stewardship theory as a frame, this analysis focuses on the conditions that support a nonprofit's sense of equality, which in turn supports mutual accountability to create a stronger partnership. Results of this analysis show that several factors support a stewardship relationship, including partnership management capacities, active communication and partnership support, and inclusive decision-making processes. This study contributes to both research and practice by considering the dimensions of a partnership that foster stewardship and support long-term sustainability.

Perceptions of Nonprofits and For-Profit Social Enterprises: Current Trends and Future Implications

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As nonprofit organizations (NPOs) have shifted focus to their instrumental (rather than affiliative or expressive) roles, NPOs are acting more like businesses. Many for-profits have developed their social impact portfolios and promote the concept of the triple bottom line. These trends contribute to growing ambiguity in the distinctions between the sectors, as the values and tools from each sector are shared across boundaries. Our study examines the differences in millennials' perceptions of for-profit social enterprises (FPSEs) and nonprofit organizations (NPOs) along the dimensions of values, motivations, effectiveness, and organizational culture. Perceptions may impact donor, volunteer and employer choice.

Philanthropy and Non-Profit Organization: A Long Term Role in Early Disaster Recovery A Case of Nepal Earthquake

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Can we mitigate the disaster? Can we forecast the disaster? No else can have this answer and the unpredictability of nature is unavoidable. One of Least developed country in the world Nepal suffered this catastrophe which caused many loos of lives and infrastructure in the long run. Along with disaster followed many agencies forwarding to help and to build back better Nepal. This requires a lot of contributions from all sectors. This paper helps to see the effectiveness of aids and grants from many organizations to overview the passion towards development and rebuilding the country for the long run.

Philanthropy Victimized?: Institutionalizing Japanese Corporate Philanthropy Toward Mutualistic Values For Philanthropic Tradition and Corporate Practices

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The current study draws on a qualitative method to explore a historical evolution of the meaning of philanthropy for the Japanese. The primary focus is a period between the 1970s and early the 1990s, when the notion of 'philanthropy' was 'discovered' by Japan's political and economic actors during their meetings with American philanthropists and 'introduced' as a symbolic vehicle to mediate the tensions in the US-Japan relations. This study argues that institutionalization of Japanese corporate philanthropy was also a process facilitating serious efforts to comprehend the western concept philanthropy and explore own philanthropic tradition for the Japanese.

Philanthropy-Specific Career Education: How Millennial's Post-Secondary Philanthropic Learning Impacts the Success on their Philanthropic Career

Emma A Powell, Central Michigan University; Geoffrey Bartlett, Central Michigan University
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The proposed research is exploratory, designed to begin a dialogue centered around millennial's post-secondary education in the field of philanthropy. Specifically, we seek to better understand the relationship between philanthropy-specific curriculum and the rate of success/burnout in the millennial generation in a philanthropy-focused job. Within this study we ask: to what extent are millennials prepared through a philanthropy-specific education to be successful in a philanthropic career? We seek to understand the level of preparedness curricula support and how that impacts the job satisfaction post-graduation in a philanthropy-specific career.

Philanthropy-Specific Career Education: How Millennial's Post-Secondary Philanthropic Learning Impacts the Success on their Philanthropic Career (An Exploratory Study)

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Philosophical Premises of Social Impact Measurement of Corporate Volunteering Programs. The Analysis of Power, Capabilities and Agency

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This paper examines the philosophical prerequisites of social impact measurement of corporate volunteering (CV) activities, with special regard on the intersubjective nature of corporate volunteering. The main method is systematic analysis. As data we use business-related sources (e.g. CSR reports) on social impact measurement of CV. We clarify what conception of social impact is implicit in the chosen sources. We also make a constructive suggestion on the key concepts that, basing on our analysis, should be used to assess the social impact of CV. The essential concepts in our analysis, besides intersubjectivity, are power, capabilities and agency.

Placemaking Nonprofits: How the Nonprofit Landscape is Shaping the Physical Environment

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The link between the physical environment and public health is well demonstrated, and there is evidence suggesting a link between public health outcomes and the work of nonprofit organizations working to shape the physical environment. Researchers have studied the role of nonprofits in shaping open spaces and preserving elements of the built environment. However, the landscape of nonprofits that work to directly and indirectly shape the physical environment is less understood. Through a review of related literature and a localized case study, we create a framework for better understanding the nonprofit subsectors that are literally shaping the world we inhabit.

Policy Advocacy of Social Organizations in China: The Scope, Intensity, and Effectiveness

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What is the scope, intensity, and effectiveness of advocacy activities of social organizations (SOs) in China? What are the organizational and institutional factors and to what extent do these factors affect the scope, intensity, and effectiveness of policy advocacy of SOs? To address these questions, this study constructs a framework by combining three groups of organizational and institutional variables (mission and issue; resource and capacity; institutionalization and opportunity). Based on Chinese Social Organization Survey 2010, this research examines the effects of 17 factors, including 33 variables, on advocacy activities of SOs, and provides added values to clarify some long-standing debates.

Policy Trends in the Australian Nonprofit Sector 2006-2016

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This paper will chart some of the key current policy trends that have shaped the Australian nonprofit sector over the last decade (2006-2016), and examine the broader socio-economic forces that shape government policy, as well as the critical response to these by the sector itself. The paper examines successive Australian government attempts to create quasi social services markets through privatisation and competitive tendering; experiments with policies related to social inclusion and the establishment of a nonprofit regulator; and the emerging legitimacy of a new model of nonprofit - the social enterprise.

Political and Peer Networking among Chinese Environmental NGOs: Antecedents and Performance Effects

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This study examines the dynamics of managerial networking and assesses its connections to the performance of Chinese environmental NGOs. Based on a nationwide survey of 267 civic eNGOs and in-depth interviews in 2014-2015, I highlight how institutional variables shape eNGO leaders' networking behavior, and how two types of networking—peer and political networking—relate to NGO performance in varying ways. Theoretically, these findings point to the importance of the political and institutional context in which managerial ties are embedded. Empirically, this study provides the first set of quantitative data demonstrating how managerial networking benefits NGO performance under authoritarianism.

Poverty Discourses in Community-Based Nonprofits: How Nonprofits Frame Problems of Poverty and their Work in Communities

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How the problem of poverty is defined matters for social welfare policy and interventions. This paper discusses a qualitative study on the ideas of poverty in nonprofits providing services at the neighborhood level. Using interviews from staff with 17 nonprofits, I draw from Katz' archeology of ideas on poverty and O'Conner's discussion on poverty knowledge to analyze how nonprofits define problems of and solutions to poverty and implications for their work at the neighborhood level. I will discuss the assumptions of poverty that underlie nonprofits' work in low-income communities and how this influences their services in low-income communities.

Predicting Returns from Social Media Capital in Nonprofits' Online Stakeholder Targeting

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This paper focuses on how organizations in a multi-sectoral advocacy coalition use hashtags in their social media advocacy efforts. Based on analyses of 41,078 tweets sent over the first eight months of 2014 by 105 members of the National Health Council, this study compares how for-profit business interest organizations, nonprofit professional interest organizations, and nonprofit patient advocacy organizations use hashtags across a number of dimensions. Our findings suggest that the representational focus of organizations influences how they use hashtags strategically. This study informs theory and practice about how organizations can use social media platforms to best advocate for public policy.

Private Foundations and Tax Policy

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I examine the impact of changes in the value of the charitable contribution deduction on private foundations. Using a difference-in-differences method and a large panel of foundation tax returns, I am able to provide more reliable estimates than in prior literature. I find that the price-elasticity of giving is relatively modest, about -0.9 , but higher in the youngest firms. Further, compensation of foundation officers also responds to tax at roughly the same rate, implying that a portion of new tax subsidies is consumed by increased compensation.

Productivity of Fundraising: The Importance of Nonlinearities, Interactions, and a Flexible Specification

Teresa D Harrison, Drexel University; Daniel J Henderson, University of Alabama; Chris Laincz, Drexel; Deniz Ozabaci, University of New Hampshire
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Charitable donations and fundraising activity are large portions of revenues and expenses for nonprofits producing collective goods. In this paper, we examine the marginal impacts on donations to government grants and fundraising and in particular, focus attention on the joint interactions between the two by estimating a more flexible functional form. Using this flexible methodology, we find reasonable estimates for the marginal productivity of fundraising, consistent with theory for a net-revenue maximizing nonprofit. We investigate how these results vary with the size of the nonprofits and discuss the implications of the results.

Public/Private Partnerships in a Land Grant University: A Pilot Study

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The Extension divisions of land grant universities exist in all 50 states within the U.S.A. and are responsible for delivering the research expertise of the university into surrounding communities. Extension programs include youth development (i.e., 4-H), financial literacy, nutrition education, and health education. Such activities are similar in nature to services offered by nonprofit organizations. Little research has been conducted to identify how, if at all, extension programs partner with community-based nonprofit organizations. This paper will present findings from a pilot study of one extension district (17 counties) in Northeast Florida. Findings will inform public/private partnerships locally and nationally.

Re-Examining The Dialogic Use of Social Media by Nonprofit Organizations

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Based on content analysis and survey data, previous empirical studies of social media usage by nonprofit organizations suggest that its dialogic potential has not been fully realized. This study expands the current scholarship by exploring the perspectives and tactics of nonprofit social media point people through semi-structured interviews. In contrast to previous findings, our grounded theory analysis reveals that social media practices are underpinned by the principles of dialogic communication.

Reach Out and Touch: Volunteerism and its Impact on Society's Perception of Millennials of Color

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Volunteerism has a rich history in the United States. From women serving families affected by wars to children donating hair for cancer victims, volunteerism is ingrained in our collective consciousness. Is there a connection between volunteering and the public's view of different ethnic groups? Through a mixed methods approach, this research seeks to determine how volunteerism helps the public come to know and trust citizens who volunteer. In greater detail we examine how volunteerism may alter the perception of youth of color as contributors to society rather than a drain on resources in order to shape policy and increase volunteerism.

Reconceptualizing Civil Society through Social Entrepreneurship

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We explore practices and policies related to social entrepreneurship in the institutional settings of Sweden, the USA, and Sierra Leone with an aim to problematize and thereby further the understanding of the relationship between civil society and social entrepreneurship and the transformation of the citizen sector.

Reconciling Marketization and Values Perspectives to Propose a Model of Remissioning in Nonprofit Organizations

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This paper proposes a reconciled model of the remissioning process for nonprofits organizations. It examines past critical literature on remissioning, and evaluates the works of past scholars who have dissected the process from both a marketization, and a values laden perspective. It recommends a matrix-type model allowing organizations to critically assess both sides of the proverbial coin. Thus this paper explores the examination of marketization issues such as the relevance of current MVVs (Mission/vision/values), core competencies, and efficiencies; and yet also recognize value and social advocacy factors that need to be synchronously studied during the missioning process.

Recruiting Problems Associated with Private Foundations in Saudi Arabia

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Private foundations in Saudi Arabia, by law, have their financial sources. Although private foundations are not facing financial problems, there are observed challenges to attract and keep talented employees. This research will investigate the recruiting problems associated with nonprofit private foundations in Saudi Arabia. Using semi-structured interviews, the researcher will seek to get clarification or exploration of the interviewee's opinion. After the interviews are completed, the interview answers will be transcribed to conduct a content analysis to analyze the data. This research tries to contribute to solving recruiting problems in private foundations as NPOs in Saudi Arabia.

Repression of the Spanish Movement of the Indignados – Different Aspects and Consequences

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Based on qualitative empirical research, the paper describes the repression of the Spanish protest movement of the outraged and its consequences. Millions of people have been protesting against austerity policies and their consequences. The Spanish government has responded with new laws on public security and terrorism that lead to a severe restriction of civil rights. The paper analyses different effects on movement-activism. Besides manifest consequence like the reduction of activities due to the danger of physical or financial offences we also find subtler and not so conscious effects like self-censorship or shifting baselines. Also, new strategies of protest are developed.

Resource Dependence of Institutional Entrepreneurship in the Case of Community Improvement and Capacity Building Nonprofit Organizations

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This study examines how resource dependence influences institutional entrepreneurship in the nonprofit sector in the case of community improvement and capacity building nonprofits classified as S code based on National Taxonomy of Exempt Entities – Core Codes (NTEE-CC). The nonprofit sector expands to supporting for-profits of local economies and small business, which requires more professions and expertise than traditional charitable organizations. As hypothesized, the study examines how “institutional entrepreneur nonprofits” that seek opportunities in the niche market of the nonprofit sector depend on the monetary resource allocation of the government that holds institutional control over nonprofits’ programs and activities.

Resource Munificence in a Human Services Network: An Account of Inertia and Change in Organizational Cliques

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Effective human service organizational networks are organized around closely coordinated organizational cliques. We examine changes in organizational cliques within a regional behavioral health service delivery network over a two-year period characterized by substantial resource munificence. Leveraging a naturally occurring regional experiment, quantitative network survey data were gathered in 2009 and 2011 from 21 non-profit service organizations. Although cliques expanded generally, and most relationships were maintained, tie addition and dissolution in cliques resulted in restructuring among these subgroups. Findings have implications for building a clique-level theory of network evolution and the practice of joint service delivery.

Respected and Neglected Aspects of Impact-Assessment– A Meta-Analysis of SROI Studies in the Third Sector

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This paper presents the results of a meta-analysis of 14 SROI studies of NPOs that investigates the indicators used, blind spots and possible fields of further development of the SROI practice. The information was generated within the European project “Third Sector Impact”. First, the theoretical background of impact measurement is discussed and the method of SROI analysis will be described. In a next step, the selected SROIs will be analyzed with regard to their aims, field of interest and evaluation results regarding the main fields of NPO-impact. We conclude with a discussion of paths to further improvement of the method.

Revenue Structure, Financial Health, and Employee Well-Being Among Nonprofits in the "Aging-Network"

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The growing need for long term services and support and the erosion of organizations in the "aging network" creates uncertainty for nonprofits. To survive nonprofits must effectively manage both financial and human resources. For financial health, revenue diversity may lead to long term stability or incur costs. For human resources, financial stability may lead to higher wages and employee retention. For programs, more unrestricted revenue may afford organizations greater flexibility but restricted revenue may bind the organization to a specific programmatic course with added costs. This study will test the aforementioned hypotheses through analysis of secondary and original data.

Revisiting Revenue Diversification in Nonprofit Organizations: A Meta-Analysis

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This research uses a meta-analysis to aggregate previous studies on the role of revenue diversification on financial health in nonprofit organizations. It focuses on two aspects of financial health, stability and capacity.

Role of Collective Identity in Nonprofit Organizational Coalition-Building

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This study examines the role of collective identity (CI) in nonprofit coalition-building. Through a discursive case study, I explore how CI is activated, deployed, and destabilized in organizational coalition-building. Data was collected through participant-observation, one-on-one interviews, and document reviews. This research extends to an organizational level the critical role CI plays in sustaining coalitional connections, by fostering trust-building and providing a sense of unity and power among organizational partners. CI remained intact even as coalition mission changed due to external opportunities and threats. CI was also fluid, which proved critical to its overall effectiveness, and more complex than identity destabilization.

Running for a Cause: Findings from a National Study of Nonprofits Leaders Who Run for Elected Office

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The creation of the CForward PAC in 2011 represented the first coordinated effort to identify, financially support, and endorse nonprofit leaders as candidates for political office. Despite signals from the media and nonprofit industry groups that there is a need to support and groom nonprofit leaders for elected office, there has been no systematic study to date of this issue. How many nonprofit leaders have run for elected office, and what factors motivate them? These questions are answered using data from a national survey. This study employs a mixed-methods approach, reporting both quantitative results and qualitative data gathered from interviews.

S-Theory as a Comprehensive Explanation of Informal Volunteering: Testing the Theory of Everyone on Russian National Sample Interview Data

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We tested the inter-disciplinary S-Theory, using data from a 2014 national sample survey of 2,000 Russian adults. Informal Volunteering (INV) was measured by a two-item index (Alpha reliability = .67). In multiple regressions, demographic, context, health, goals, personality traits, attitudes, intention, affects, intelligence, and self IVs explained 50.8% of R-square in INV. Some 8 of 10 hypotheses were significantly supported, validating S-Theory to the extent tested here. INV was most strongly associated with measures of intended future volunteering, involvement in more socially-approved leisure activities, goals of helping more types of people, more active-prosocial personality, and more goals of local helping.

Safety First or Safety Net?: Financial Performance and Risk Taking in Nonprofit Organizations

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Poor financial performance motivates for-profits to take risks. We argue that when faced with multiple goals, nonprofit managers in a financially robust organization will prioritize long-term goals, in other words risky goals with uncertain outcomes, over short-term gains. The non-distribution constraint will shape the performance-risk dynamic in nonprofits. To test our propositions, we combine two unique data sets to create a panel of U.S. nonprofit hospitals between 2008 and 2010. Managerial priority measures are derived from an original hospital CEO survey and matched with financial performance predictors and organizational controls derived from AHA.

So You Think You Can Lead? An Exploratory Study on INGOs Leadership

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Executive leaders of international nongovernmental organizations (INGOs), individuals in a position to exert control over the decision-making process in more than one country, manage, negotiate, supervise, and bear the responsibility for the organization's public image. What leadership skills and characteristics do INGO leaders have? Using content analysis, I study the qualities and traits of 'good' leadership discussed during interviews with executive leaders of 152 INGOs. Given the increasing role of INGOs in carrying out social policies, this exploratory study can provide comprehensive information on these agents of change and develop both theoretical and policy implications for the sector.

Social Capital and the Size of the Nonprofit Sector

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The concept of social capital has been examined in a wide range of academic fields including political science, sociology, economics, public administration and policy, and organization studies. An important yet poorly studied issue, however, is the relationship between social capital and the size of the nonprofit sector. In this paper, we conduct an empirical investigation of how the number of nonprofit organizations is associated with various dimensions of social capital. Empirical evidence demonstrates the importance of social capital in explaining the nonprofit sector size. Our study also has some important implications for government failure theory and interdependence theory in explaining the size of the nonprofit sector.

Social Capital, Social Economy and Community Development in Laos: A Network Analysis

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Nonprofit organizations and nongovernmental organizations (NGOs) play important roles in supporting and facilitating community development projects, social economy and social capital worldwide. Conducting a social network analysis in partnership with a U.S.-based grassroots nonprofit co-operative in Laos, this exploratory study seeks to 1) untangle the theoretical constructs used to explain participation in small grassroots organizations and their impact on the community 2) to identify the barriers to non-maternal child care 3) develop a social capital measurement framework in a community development context and 4) help predict which organizing strategies nongovernmental organizations may be able to put into practice.

Social Enterprise Development in China: Challenges to Institutional Isomorphism and Insights for Emerging Economies

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This paper examines the development of social enterprises in China to challenge aspects of the theory of institutional isomorphism and better understand social enterprise development in an emerging economy. The understudied recent development of social enterprises in China, represents a break with traditional Chinese government and nongovernmental institutions that address social problems. Drawing on 30 in-person surveys of nonprofit social enterprises and a social enterprise incubator in Shanghai, this project contributes theoretically by refining existing theory on institutions and practically by providing insights into how to best leverage institutions for social enterprise development to address social problems in emerging economies.

Social Entrepreneurship versus Social Policymaking: Capacity, Efficiency, Empathy

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Our paper compares and contrasts social entrepreneurship and social policymaking as homologous instruments of social-welfare provision and social justice. Social entrepreneurship can put empathy into practice more effectively than social policymaking. As such, social entrepreneurship better accommodates questions of social justice. A short case study of the Civil Rights Movement in the United States illustrates the strength of social entrepreneurship.

Social Learning and Volunteering

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The purpose of this study is to rectify the gap in volunteerism literature by, first, assessing long-term effect of parent volunteerism on child volunteerism, second, assessing the effect of other forms of prosocial behaviors of parents on child volunteerism, and third, by assessing parent encouragement of volunteerism and parent importance for child volunteerism on volunteerism.

Social Marketization and Policy Change in China

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What kinds of social organizations non-governmental organizations (NGOs) in China are more likely to achieve policy change? Based on a random survey on 2,588 social organizations from Beijing, Zhejiang and Heilongjiang, this paper indicates that, when other factors are equal, social organizations that have transformed into social enterprises or which have achieved government contracts of purchasing services are more likely to succeed in promoting policy change. This research contributes to the literature by revealing the political implication of the seemingly apolitical tendency, social marketisation, in the development of social organizations and civil society in China.

Social Media Practices in Nonprofit Human Service Organizations

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This paper explores social media use for a sample of organizations involved in the delivery of human services in a six-county area in South Central New York State. We collected data on Facebook and Twitter use among 168 organizations 2014-2015. We analyze how they use social media and make comparisons with a small sample taken in 2012. Key contributions of this research include data about use of social media over time, and increased understanding of how smaller, community-based entities utilize social media.

Socio Economic Rationality and Volunteering.

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The coexistence of social and economic theories in understanding volunteerism did not attract much empirical attention for volunteerism studies. However, there is a long tradition of scholarly discussion to suggest that economic exchanges are not independent of the social context. This study combines these efforts to suggest a coherent theory for volunteerism.

SOLE: A New Pedagogy for a New Learner in the Age of Technology

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A new teaching pedagogy called SOLE was the catalyst for this study. SOLE stands for Self-Organized Learning Environments. SOLE engages its audience with a big question, asks the audience to organize into groups and research the question (technology a must), and finally asks the groups to share their findings with the audience. It is simple to use and easily aligns with curriculum standards. This paper explores the impact that the SOLE pedagogy has on non-profit students and NPO workshops leaders.

Spinning Straw Into Gold: A Study of Resource Creation, Flow, and Conversion in a Nonprofit Collaboration

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Nonprofit collaborations increasingly are called to produce systemic change. This collective impact approach is under-theorized and therefore not consistently actionable. This study investigates how a formal nonprofit collaboration acquires resources and transforms them into outputs, outcomes, and collective action while producing financial returns to sustain the backbone organization. Process tracing documents the mechanisms of resource mobilization and conversion. Findings suggest this formal collaboration uses multiple forms of capital (financial, physical, human, relational, symbolic, and structural), generating some forms itself through catalytic processes and bricolage. The study offers a novel approach to understand and bolster capitalization of nonprofit organizations.

Staff Turnover in Microfinance Organizations (MFOs): An Analysis of its Effect on the Performance of MFOs

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The microfinance movement is an important economic sector in which nonprofit and for-profit microfinance organizations (MFOs) compete. In this industry, staff turnover is considered an empirical phenomenon that impacts MFO performance. However, from a theoretical perspective, the direction of this effect may be ambiguous, and differ between for-profit and nonprofit MFOs. Therefore, this paper elaborates on the impact of staff turnover on MFO performance, and illustrates respective differences between for-profit and nonprofit MFOs. In doing so, it aims to elaborate on an optimal scale of staff turnover for nonprofit MFOs and thus for nonprofit organizations operating in competitive markets

Star gazing: Using the Lens of Celebrity and Popular Culture to Teach Philanthropic Studies

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This paper discusses the development and implementation of and student experiences in a new philanthropic studies course on “Celebrity Philanthropy”. Steeped in the humanities and social sciences, the course was designed to attract many undergraduate students across all majors. The coalescing of an expanding nonprofit sector with a boom in celebrity culture enabled course examination of the complexities of celebrity-charitable involvement with incorporation of popular culture, multi-media, and classroom response technology. Instructor reflection, course materials, and student feedback and assessments are used in this descriptive case study, which provides information and lessons learned for others designing new and/or large-enrolling courses.

Steering Educational Quality through People and Policy Alignment: a Network View on Organizational Social Capital

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Drawing on a network view on organizational social capital, this paper aims to gain more insight in which steering activities at the school board level shape the development of organizational social capital that in turn affects educational quality. Mixed methods are used including a survey, social networks analyses and a comparative casestudy. The results show that the more school boards focus by goals, the higher the degree of organizational social capital. This positive relation is reinforced by the mediation of using interventions by the schoolboard. It can be concluded school board governance matters to make organizational social capital thrive.

Structure of U.S. Based TNGO Decision-Making: The Case of International Development in Uganda

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This paper explores structural variation among international development U.S. based TNGOs. Based on 23 interviews with country directors, it presents three models to explain how TNGOs organized themselves, and how this influences the internal dynamics, communication, and priority setting of the organization.

Succession Planning as Planned Behavior in Nonprofit Organizations

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The purpose of this research is to identify and understand factors effect volunteer succession planning behavior in nonprofit organizations . And more specifically, how do organizational commitment, attitude, subjective norms, and perceived behavioral control effects an individuals' commitment to volunteer leadership. The research will examine the determinants of succession planning behavior in nonprofit organizations. Similar to corporate research into succession planning, there will be a focus on board leadership. In particular, the research will focus on the choice to serve as a volunteer leader as planned behavior and guided by organizational commitment.

Supplying the Demand? County Government Collaborations with Nonprofit Organizations

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Voluminous research on government collaboration leaves no doubt about the demand, but little is known about the supply. In this research we explore how factors in the external environment of the focal organization, especially the “market” for collaboration, affect the resulting joint action. We concentrate on how the availability of partners for collaboration from each sector influences: the preference of government officials to collaborate with nonprofits rather than other governments, and the percent of government collaborations with the nonprofit sector. For this study we rely on in-depth interview data with 84 county managers and archival data from various sources.

Survive and Conquer: The Transformation and Formalization of a Sex Worker Rights Organization

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This paper looks at the recent formalization of a Chicago-based organization that provides peer support and advocacy to sex workers, tasks that are often disparaged by mainstream institutions. Through multi-method qualitative research, including participant observation and semi-structured interviews, this paper examines the efforts of this small, underground sex worker rights organization in Chicago as they transition from an underground social movement organization, to a 501c3 nonprofit that engages in human service provision. I argue that instead of dampening political participation, this organizational transition and formalization may increase political participation by establishing legitimacy among more mainstream nonprofits and state actors.

Sustainability and Service Delivery: The Ethical Challenges of Aligning Program Funding and Recipient Expectations.

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This presentation reports on ethical dilemmas in a poverty reduction initiative providing the poor access to capital in Sierra Leone. Upon being awarded the 1976 Nobel Prize in Economics, Friedman stated “the poor stay poor...because they have no access to capital.” Capital delivery mechanisms have been proposed to assist poverty reduction efforts. These mechanisms present ethical dilemmas for both providers and seekers. The focus is a six year multi-donor project to provide capital to microfinance institutions in an effort to develop access pro-poor financial services. Specifically, nongovernmental organizations challenged by reconciling needs of program recipients with requirements of donors.

Systemic Risk in Networked Contract Regimes

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Government increasingly relies on complex arrangements of providers- including nonprofits- to implement public policy but does not consider the possibility of systemic risk. This manuscript examines systemic risk and failures in a complex, networked contract regime for juvenile justice services over five years. This study makes several contributions. First, it integrates organizational network and contract management literatures. Second, I extend conceptual pieces on systemic risk in contract regimes to an empirical example. Third, I demonstrate the utility of using secondary network data to understand network structures used to implement public policy and implications of systemic risk and failure for governance.

Taking Appropriate Measures: Demonstrating the Value of Social Enterprise

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How do proponents of social enterprise demonstrate the value of this type of organization? Using the case of REDF, we analyze how these actors created a measurement tool – Social Return on Investment – that provided numerical evidence of social enterprise’s superior blended economic and social value. We show that their ability to develop a measurement tool that reflected the intended value of social enterprise was made difficult by the material nature of the tool, resulting in a discrepancy between the value of social enterprise that proponents aimed to show and the value of social enterprise that ultimately was demonstrated by SROI.

Targeting Newborn Health in Uttar Pradesh, India: The Role of Community Platforms in Demanding Better Services from Government Health Systems

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Community platforms often are important for holding government accountable. We examine under what conditions the use of a Self Help Group (SHG)/microfinance platform for the delivery of health messages is associated with higher prevalence of newborn health behaviors being practiced in communities in Uttar Pradesh India. Using crisp-set Qualitative Comparative Analysis, we analyze strength of the health system, SHGs, and newborn care practices at the village level to understand under what conditions the SHG initiative is important for demanding and enhancing health worker efforts. The implications for how community platforms can influence government health services will be discussed.

Tax-Motivated Expense Shifting and Determinants by Nonprofit Hospitals

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The aim of this project is to provide empirical evidence on the nonprofit hospitals respond to tax incentives by reallocating a portion of expenses from their tax-exempt activities to their taxable activities. Furthermore, reduce the benchmark of community benefit service.

There are three goals of this project. Firstly, understand the expense shifting behavior of not-for-profit hospitals. Secondly, examine the determination of expense shifting of not-for-profit hospitals. Thirdly, these results can be the reference interest party decision and government regulation amendment.

Tensions and Dilemmas in Global Pro-Social Careers: the Case of International Aid Work

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Historically led by volunteers and amateurs, humanitarian aid work today is dominated by individuals with full-time careers, specialized education, and standardized expertise. This paper speaks to the implications of professionalization in the international humanitarian sector. Specifically, it examines how global aid workers interpret and negotiate their own professional roles amidst the tensions and paradoxes that come with a pro-social career deeply embedded in the global hierarchies it hopes to reduce. Empirically, the paper draws on a rich corpus of qualitative data from 32 semi-structured interviews conducted with international aid workers working in the field of emergency education programming.

The Bumpy Road of New Nonprofit Creation: An Empirical Investigation of Pre-Venture Start-Up Problems

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This conference paper explores nascent nonprofit entrepreneurs and their attempts to start new nonprofit organizations. Specifically, this research draws from a follow-up survey sent to over 300 nascent nonprofit entrepreneurs focusing on the magnitude of various types of start-up problems. This study also examines the relationship between start-up problems and nascent activity outcomes.

The Conceptualization of the Nonprofit Climate

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This paper attempts to increase the data sources available to nonprofit organizations and policy makers by conceptualizing the nonprofit climate. Building on the concept of economic climate the nonprofit climate may give valuable insights into the well-being of the nonprofit sector. We construct an overview over surveys that approach the nonprofit sector from a macroeconomic perspective and discuss the specifics of the nonprofit sector. We aggregate this information into a discussions about possible nonprofit climate dimensions and the way these need to be clustered to cater to the different types of nonprofit organizations.

The Contribution of Rank-and-File Members to Mission-Based Strategic Management

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This study examines the roles of the different stakeholders in the development of mission-based strategic management in nonprofit organizations (NPOs). Our purpose is to highlight the unique and incremental contribution of rank-and-file members. Based on data collected from 227 NPOs, using structural equation modeling, our results indicate that rank-and-file members have an effect on mission-based strategic management, in addition to the effect of the board, while the effects of paid-workers and external stakeholders are non-significant. These results are discussed with regard to more direct forms of democratic governance giving rank-and-file members more power.

The Control of Social Interventions: Managing the Tension Between Formal and Informal Control

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This paper combines management control theory with evaluation research and program theory to analyze how the characteristics of the logic underlying a social intervention determine the applicability of control mechanisms. Building on management control theory, we distinguish between formal control (behavior-based and outcome-based performance measurement) and informal control (clan control and self-regulation). We argue that the trend towards increased performance based accountability leads to increased reliance on formal control which creates a „control tension“ at the individual level. We discuss when this tension is positive or negative and what nonprofit managers can do to make this tension a positive one.

The Conundrum of Knowing - Measuring Organizational Effectiveness in Nonprofit Capacity Building Programs

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The purpose of this presentation is to assess how the institutional knowledge held in an organization influences organizational effectiveness outcomes in nonprofit capacity building programs. This study, based on a major project funded by the United States Department of Health and Human Services (HHS), and guided by Organizational Learning examines the organizational effectiveness outcomes of a capacity building program designed for 40 nonprofit organizations in Central Florida. The capacity building program provides workshop training, intense technical assistance, and financial assistance. Findings from this study will specifically inform how the institutional knowledge held in an organization influences perceived organizational effectiveness outcomes.

The Current State of Giving to Houses of Worship

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Using the most recent data from the PSID (2013 wave) and the Philanthropy Panel Study (PPS), we examine current giving to houses of worship by analyzing average giving by household and investigating the roles that income, wealth, marital status, educational attainment, geography, religious affiliation and participation play on giving to religious organizations overall and by major religious affiliations. In addition, we use Probit and Tobit to assess the incremental effects of these variables on the probability of a household being a donor to a religious congregation and how much these variables affect the incremental effects on how much is given

The Dallas Entrepreneur Center: An Impact Analysis on a New Model of Entrepreneurial Support Organization

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This paper examines the relationship between startup businesses launched through the Dallas Entrepreneur Center (The DEC) and job creation. The DEC is a 501c3 non-profit organization that drives economic growth by helping entrepreneurs start, build, and grow companies. Using data from The DEC, this study examines the extent to which the unique DEC model and programming influences job creation. This study tests the impact of the amount of capital raised, age of company, salaries and revenue generated. Researchers expect to find a positive correlation between DEC participants and job creation.

The Development of Undergraduate Education for Social Entrepreneurship and Nonprofit Management: Current Trends and Future Directions

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This paper is a content analysis of the extent to which undergraduate nonprofit programs in universities have incorporated the call for more courses to meet the future direction and needs of the sector, including social entrepreneurship, international NGO management, and cross-sector collaboration. It concludes with suggestions for future directions.

The Difference Between Charitable Giving and Volunteering in a Social Democratic Welfare State: Results From an Experiment

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What type of civil society activity would one participate in regardless if other people knew about it or not and what type of civil society activity would one only do if it was made know to others? This paper will address this question using a web panel experiment performed in Sweden. Results show that charitable giving but not volunteering is still performed under anonymity. These results are explained in the context of Sweden being a social-democratic welfare state.

The Diffusion of Development Strategies: U.S. Foundation Support for International Microfinance

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Why do some international development projects and strategies gain support from funders in the Global North, while others do not? I seek to answer this question through the case of microfinance, a poverty alleviation strategy that has enjoyed enormous support over the past several decades, despite attracting criticism for its assumptions and practices. Drawing upon Foundation Center data and interviews with foundation employees, I explore the understudied history of U.S. foundations' engagement with international microfinance efforts to identify what characterizes early and later supporters of this phenomenon and investigate what accounts for their choice to support this particular development strategy.

The Diminishing Nonprofitness of China's NPOs in Service Contracting with Government

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In China, transformation is also happening in the way public services are being delivered, and in the way local and national governments fulfill their policy goals. Enthusiasm for greater reliance on nonprofit organizations to deliver social services has grown. Some interesting questions are on the horizon: under the unique state-society relationship and the development level of nonprofits in China, what are the meanings of governmentlike when nonprofit contracting with government? What is the mechanism of this phenomenon happened? And what are the implications for nonprofits and government?

The Double Bind of Nonprofit Leader Emotion Management: Managing Secondary Trauma in Nonprofit Organizations

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Despite a burgeoning literature on "secondary trauma" in clinical psychology, stress management, and social work, little is known about secondary trauma in nonprofit organizations or the management strategies nonprofit leaders can use to cope with its effects on organization staff. Through an inductive, multiple-case study drawing from 41 interviews with both nonprofit leaders and their mid-level management direct reports, we develop a model of the behaviors, mechanisms, contingencies, and outcomes of leader emotion management strategies that take into account employee secondary trauma experiences and how to address them in nonprofit organizations.

The Economic Crisis: Opportunity or Tribulation for the Nonprofit Human Service Sector?

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The article looks at the question how Austrian nonprofit human service organizations were affected by the economic crisis and by changes in public social spending. We use interrupted time series analysis to test changes in level and trend of sales revenues (from 705 organisations) and gross wages (1,632 organisations) between 2003 and 2012. We find that Austrian nonprofit providers of human services were affected by stabilisation measures. Our results also indicate that organizations facing more elastic demand are negatively affected when stabilisation measures drain off.

The Effect of Board Composition on Financial Vulnerability of Nonprofit Organizations

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This research analyzes the relationship between the board composition of Non-Governmental Development Organizations (NGDOs) from Spain and their financial vulnerability. Although this relation has not been considered by prior literature of the nonprofit sector, several articles of the for-profit field have tested it, obtaining significant results. We consider a multi-theoretical approach (agency and resource dependence theories mainly), taking into account a dual role (monitoring and advisory) of the board. In this way, we study the impact of the board composition (size, independence, but also education and experience of board members) in an extreme case of negative performance of the organization.

The Effect of Community Diversity on Volunteering

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Are individuals who live in diverse communities less likely to volunteer than individuals who live in homogenous communities? While a growing body of literature explores the relationship between diversity and trust, we know little about how diversity affects volunteering. Drawing upon a unique panel data that matches individual responses from the Current Population Survey (CPS) volunteering supplement to county level Census data, this paper explores how community diversity affects the likelihood of volunteering. Our model tests the moderating effect of community racial diversity on the individual level relationships between race and volunteering.

The Effect of Government Funding on Nonprofit Advocacy Engagement: A Meta-Analysis

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This proposed research employs a meta-analysis to study the impact of government funding on nonprofit advocacy engagement, by systematically reviewing 39 existing studies. It estimates the average effect size of the impact and explores the effect size heterogeneity across original studies.

The Effect of State Fundraising Regulations on Fundraising Effectiveness

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In the USA, the regulatory framework for fundraising by charitable organizations has been described as a “50-state mix of fees, registration, auditing, and financial reporting requirements” (Irvin 2005). However, little is known about how differences in state fundraising regulations might affect the ability of organizations to raise funds from donors. This paper uses a nationally representative, longitudinal dataset to examine the impact of state fundraising regulations on fundraising effectiveness.

The Effect of Target-Country Restrictions and Authoritarian Politics on International NGO Programming

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International NGOs are strategic actors that are susceptible to the institutional environments of their target countries. Using survey data from a pool of 40,000 INGOs, I demonstrate how INGOs adjust their programming in response to the regulatory environment and domestic politics of these countries. I argue that an organization’s normative ideals, instrumental flexibility, and alignment of its programming with government preferences determine how compliant or antagonistic it will be vis-à-vis its host government. The results of this study contribute to academic debates on INGO behavior and provide practical guidance on how to mitigate institutional challenges to INGO programming.

The Effect of the Entrepreneurial Message on Donor Support Preferences

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This study employs an experimental design to investigate how different ways of framing nonprofit entrepreneurial activity influence individuals' willingness to support entrepreneurial and non-market charitable initiatives. With two treatments, one conveying the need to limit nonprofit business activity so as to preserve a mission focus, and the other promoting the need for nonprofit innovation and entrepreneurialism through market mechanisms, we investigate the effect of the message on donor support for a variety of approaches toward achieving similar goals. Findings may reveal whether the entrepreneurial message accompanying the ascendance of social entrepreneurship threatens to siphon support for traditional non-market charities.

The Effects of Organizational Size on Managerialism Within Social Justice Nonprofit Organizations

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The nonprofit sector has been heavily influenced over the last 35 years by the New Public Management model, which presumes that market-based strategies and practices are the most efficient and effective way to manage and structure nonprofit organizations. However, given the inherent differences in the purpose and function of nonprofit and for-profit organizations, an exploration into this trend is necessary. This paper develops a framework to better understand how for-profit management practices and behaviors are operationalized by Social Justice Nonprofits, and investigates the relationship between organizational size and managerialism. Study implications are discussed, and directions for future research are recommended.

The Effects of Various Payment Models on Service Providers and their Performance in the Framework of Social Impact Bonds

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In social impact bonds (SIBs), there are various payment models for service providers, such as upfront service fees, attachment or registration fees, success payments, and performance bonuses. We explore what combinations of various payment models affect the performance of service providers. We collected data from 26 interviews with commissioners, social investors, service providers, intermediaries, and evaluators involved in SIBs in the US and UK, and will use the Qualitative Comparative Analysis method for data analysis. The interview content analysis shows that success payment methods can increase the level of flexibility of service providers, which can improve their performance.

The Emergence and Development of Social Enterprise in China: Assessing Kerlin's Macro Institutional Social Enterprise Framework

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Through the application of Kerlin's Macro-Institutional Social Enterprise framework in the Chinese context, this study leads to a new country model for social enterprises in China that explains how Chinese social enterprises emerge in that particular institutional environment. The study methodology includes an in-person semi-structured interview with 33 social enterprises and a social enterprise incubator in Shanghai, and an online survey of 300 social enterprises in China. Findings from the study will support the development of social enterprise in China and provide a comparison in the international arena.

The Emergence of Community Organizations Across Russian Regions

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Community organizations take many forms across the world, including neighborhood associations. In Russia, "organizations of territorial self-governance" (TOS) are most similar to neighborhood associations; they serve to unite residents in solving local problems and coordinating with local government officials. This paper presents the first ever study of TOS organizations across Russia, combining official registration data with statistical data to examine where these organizations are registered, where they have not yet emerged, and to explore the economic and socio-demographic factors contributing to the uneven development of TOS organizations in Russia.

The Family League of Baltimore: A Case Study of Data-Driven Decision Making in the Nonprofit Sector

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Family League of Baltimore is recognized as a data-driven organization in the Maryland nonprofit community and has made strategic decisions to achieve this reputation. This presentation explores the challenges and opportunities surrounding data and decision making in human service provision in Baltimore City, MD. Drawing on organizational theory literature, this work will highlight the role of management techniques that motivate and reward workplace behaviors, like data-driven practices. Using data collected in interviews and focus groups, this presentation will present findings about the overlap and gaps between the Family League's organizational goals and workplace rewards for improving data driven capacities.

The Functions of Community Organizations as Partners in Emergency Response: An AGIL View

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Community organizations have taken on a variety of responsibilities in responding to disasters, but their efforts have not always been recognized or used effectively by emergency authorities. Drawing upon the findings from a systematic review of the interdisciplinary body of literature on emergency response, we address questions on what are the roles and functions community organizations have played in response, and why are those roles important? We then develop a conceptual framework based on Talcott Parson's AGIL schema. Theory and implications for practice that are generalizable beyond the particulars of any one response will be discussed.

The Generosity of Politics: Are Counties in Red States More Generous than Counties in Blue States?

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The Chronicle of Philanthropy's "How America Gives" study has generated a lively debate amongst popular media outlets, researchers and practitioners interested in philanthropy. The debate is particularly heated around the notion that political ideology is intertwined with generosity (Brooks, 2007). Using IRS data from 2010-2013, this paper extends Schervish and Haven's efforts, but at the county level. Like Schervish and Havens, our focus is on issues of aggregation. We raise the possibility that state-level analysis potentially conceals or distorts too many of the dynamics that may be integral to the relationship between collective partisanship and philanthropic habits.

The Impact of Board Composition on Service Provision: Does Board Representation Affect Client Selection on High Cost Job Training Services?

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Active representation, whether board members sharing common characteristics with clients are actively pursue positive outcomes for the clients, is an important research question, but it has understudied in the nonprofit literature. By focusing on Local Workforce Investment Board (LWIB), which is an administrative board implementing job assistance programs, this research investigates the board member composition of LWIBs and its impact on client selection for high cost job-training services. This research argues that board composition of LWIBs differs according to ownership status (government vs. nonprofit) and it affects client selection on the training services and the distribution of the program outcomes.

The Impact of Multiple Boards in Nonprofit Organizations

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Governance is a complex subject. Recent literature on nonprofit organizations suggests that the conceptualization of nonprofit governance is overly narrow. Other organizational actors need to be included. One such participant is an advisory board. The existence of dual principals in an organization muddies the concept of a principal-agent contract between the governing board and the CEO, who may use one principal to influence the other. This paper examines how the presence of advisory boards affects the way in which nonprofit CEO's exert influence on their organization's board of directors.

The Impact of Nonprofit-Government Collaboration on Local Government Capacity: Evidence from City Park Management

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This study investigates whether nonprofit-government collaboration supports or weakens the capacity of local governments to deliver services. Data and methods include a unique dataset of U.S. park-supporting charities and propensity score matching technique, accounting for the simultaneous and two-way causal relationship between philanthropic funding and government budgets for parks and recreation. This research will contribute to the current literature on cross-sector collaboration and government-nonprofit relationships by offering not only a new substantive focus on two-way funding flows between sectors, but also new methods and frameworks to model complex interactions between nonprofits and government agencies in collaborative relationships.

The INGO-Government Relationship: What Does it Mean for International Aid?

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Does government funding of a given INGO impact the latter's allocation of private aid? Drawing on NCCS-Hudson Institute INGO data, we compare the private aid allocation of American INGOs with high government revenue to that of INGOs with no government revenue to determine if the two groups allocate their philanthropic funds differently. We also compare the private aid allocation of American INGOs with high government revenue to the public aid allocation of the U.S. government to examine whether these INGOs supplement foreign aid, complement it, or act independently from the government.

The Interplay of Emotion-Imbued Leader Behaviors and Display Norms in Generating Follower Engagement in Strong Social Purpose Nonprofit Organizations

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While emotion and leadership is a flourishing topic in organizational research, little is known about the actual emotion-related leader behaviors or display norms within the unique context of strong social purpose nonprofit organizations (SSPNOs). Moreover, organizational research has not examined how these leader behaviors and organizational display norms interact or the antecedents that generate this interplay. Through an inductive, multiple-case study drawing from 45 semi-structured interviews with individuals that have alternately occupied leader and follower roles in SSPNOs, I develop a meso-level framework that delineates the interaction of emotion-related leader behaviors and display norms in SSPNOs.

The Issues and Impacts of Board Performance Assessment: Results from a Large Scale Longitudinal Behavioral Research Investigation

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Utilizing a pre-post experimental intervention design, this paper reports on the effect of board performance assessment over time. Data comes from a) 5000 individuals who serve on or interact with of boards of directors of nonprofit organizations who assessed performance using the study intervention (pre) and b) 100 coordinators that completed an impact questionnaire at a second point in time prior to follow-up assessment (post). The paper describes the issues respondents perceived and changes in board performance and impact over time. The paper concludes with theory and practice implications along with next steps in this longitudinal empirical research investigation.

The Life Cycle of Planned Giving: Examining the Relationship between Age and Planned Giving

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This study explores the likelihood of making a planned gift over time and how this likelihood varies by socio-demographics of planned giving donors. Many studies find a positive relationship between inter-vivos charitable giving and age; however, very limited research examines this age-giving relationship with planned giving. Building on existing research, we predict a positive age-planned giving relationship. Additionally, prior studies heavily rely on self-reported survey data or tax returns. By analyzing data on planned gifts and donors from five U.S. universities, this study will offer insights into the life cycle of planning giving and provide implications for planned giving officers.

The Matthew Effect in Philanthropy: How Philanthropic Structure Enables Philanthropic Giving

Pamala Wiepking, Erasmus University Rotterdam; Femida Handy, University of Pennsylvania; Sohyun Park, Yonsei University; Rene Bekkers, VU University Amsterdam; Steffen Bethmann, Centre for Philanthropy Studies, University of Basel; Oonagh Breen, University College Dublin; Beth Breeze, University of Kent, UK; Christopher J. Einolf, DePaul University; Chulhee Kang, Yonsei University; Hagai A. Katz, Ben-Gurion University of the Negev; Irina Krasnopolskaya, National Research University Higher School of Economics, Russian Federation; Michael D. Layton, Alternativas y Capacidades, A.C.; Vance Kuang-Ta Lo, National Chengchi University, Department of Public Finance; Michaela Neumayr, WU Vienna; Una Osili, Indiana University; Anne Birgitta Pessi, University of Helsinki; Karl-Henrik Sivesind, Institute for Social Research; Wendy Scaife, QUT; Arjen De Wit, VU University Amsterdam; Zhang Xiulan; Naoto Yamauchi, Osaka University
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We examine the influence of the level of organization of the nonprofit sector in a country on the amount people donate to philanthropic organizations. We argue that the more organized the nonprofit sector is, the more people give to philanthropic organizations. We test our hypotheses using the 20-country International Philanthropy Database, including individual-level data on philanthropic giving, supplemented with country-level characteristics including tax incentives, public funding for nonprofits and professionalism of fundraising. Our results can be used to design new or adjust existing societal structures to facilitate philanthropic giving behavior, especially in countries with limited “organization of philanthropy”.

The New Comer Versus the Traditional Social Enterprises Employ Handicapped Person

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The purpose of this research is to think how we should make the law and support system in order to create jobs for the disabilities. In the Japanese social welfare system, there is 2 type NPOs. The one is the traditional social welfare corporation after World War II; the other is the new-comer NPOs after 1998. We show inequalities or discrimination in the tax and support system by 3 case studies. The traditional is much supported than new-comer but strictly controlled by local government. Surprisingly, a corporation tax is imposed on the latter, but not on the former.

The Nonprofit Sector(s): The Defining Characteristics of the Field

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This empirical paper examines the boundaries between the for-profit and nonprofit sectors. In the face of phenomena such as “hybridization,” “sector blurring,” and theories of the “fourth sector,” we are interested in the institutional characteristics that make ordinary people view an activity as for-profit, nonprofit, or something else entirely. Using large-n survey-based experiments based on the grammar of institutions (Crawford and Ostrom 1995) to differentiate types of institutions in the social sphere, we use an empirical approach to construct grounded sector theory that may have more utility in policymaking and predictive power than present sector theory.

The Professional Grant Manager in Nonprofit Organizations: A Study of its Impact on Service Provision in Florida’s Domestic Violence Advocacy Organizations

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How does the presence of a grant manager impact service provision? We suspect that the quality and quantity of services provided by a nonprofit will increase when a grant manager is employed. We apply a mixed-methods approach to determine the impact of grant and contract managers. First, grounded analysis is used to identify the day-to-day impact of grant management duties on the quality of service as perceived by the service provider. Then using cross-sectional time-series data, we test for the hypothesized association to quantity of services while controlling for demographic, organizational, and crime rate characteristics.

The Professionals: The Politics of NGO Professional Identity and Norm Formation

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A growing number of NGOs collaborate at multiple levels to define common standards for promoting good practices. Building on existing literature on NGO professionalization, which has explored why NGOs adopt professional standards and how professionalization spreads, this paper examines how professional norms, standards and identities are constituted. The paper uses a most different systems comparative case design to investigate how NGOs define best practices in the health and humanitarian sectors at the national level. The analysis shows how professionalization both regulates NGO behavior and constitutes NGO identities and illuminates the identity politics and the political economy of professional norm formation.

The Recipe for a Good Governance in Non-profit Organizations. A Fuzzy Model to Reach the Legitimacy

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Good governance in nonprofit organizations fosters legitimacy by letting stakeholders participate in organizational decision-making. Our study investigates how governance mechanisms affect legitimacy in terms of acting for the community (substantive) and standing for it (symbolic), and explores the relationship between these two dimensions of legitimacy. We developed a fuzzy set Qualitative Comparative Analysis focusing on the Italian bank foundations case study. Preliminary results show that community involvement in decision-making processes fosters high levels of substantive and symbolic legitimacy. The study also suggests that the link between symbolic and substantive legitimacy is an essential ingredient for a good governance recipe.

The Reciprocal Relationship between Organizational Capacity and Board Competencies

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The role of effective board governance is an often explored topic in the nonprofit literature. Previous studies on nonprofit board governance generally focused on individual attributes as determinants of high-performing boards. Our study focuses on the significance of organizational capacity to create high-performing boards. We hypothesize that there exists a reciprocal relationship between organizational capacity and board performance. Using a unique dataset of small and mid-size nonprofit organizations in the Pacific Northwest, findings of this study would highlight the significance of time and resources spent on cultivating a culture of engagement among board members.

The Reciprocating Effect of Nonprofit Hospital Community Development

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The nonprofit sector has historically played a significant role in America's healthcare and social welfare. Stewardship theory posits that as ethical stewards, nonprofit healthcare organizations will act in the best interest of the community. This paper draws from historical studies to examine the relationship between nonprofit hospital community benefit spending and private donations. Data for this study was collected from the National Center for Charitable Statistics' (NCCS) IRS Statistics of Income Sample (SOI) Files, in particular, Schedule H data which has not been highlighted in previous research. This research offers considerations for sustainability and competitive advantage to nonprofit hospital leadership.

The Relation Between Related Party Transactions and Nonprofit Hospitals Donation

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This project using hand collect data on related party transactions from nonprofit hospitals. We define related party transactions in four categories: finance; property plant equipment transaction; service and donation. We also define related parties as for-profit organization, nonprofit organization and others. We are going to analysis the related party transactions effect on donation revenue of nonprofit hospitals.

The Role of Sensemaking in Reconciling Institutional Pluralism in Hybrid Organizations: Lessons from a Chinese Baptist Church

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There has been a recent surge in hybrid organization research. However, this fast growing body of literature has still not fully addressed the question of 'how hybrid organizations internally incorporate elements of the competing logics that they embody.' This study continues to contribute to the question of how hybrid organizations manage multiple institutional logics, identities and forms. This study investigated a Chinese Baptist Church in Canada, which embodies both secular and religious logics. The finding suggests framing two logics in a harmonious fashion at a cognitive level facilitates co-existence of both logics. More strategies are revealed in the article.

The Role of the Arts and Culture Organizations in Enhancing Community Sustainability

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Drawing on data collected from the survey of nonprofit culture and arts organizations in the State of Michigan, this paper reports preliminary findings and observations about the arts and culture organizations' contribution to community sustainability. The paper also discusses how these findings may inform a broader scholarly discourse on the role of culture and arts organizations in a society.

The Selfish Helper: Narcissism and Prosocial Behavior

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The current paper examines how more narcissistic people actually behave in helping situations. While limited research on self-reported prosocial behaviors and narcissism has shown that more narcissistic people report more prosocial behaviors, to our knowledge, no research has examined the relationship between narcissism and actual prosocial behaviors. At times, others' distress inspired more positive emotions among more narcissistic people. In addition, we found that more narcissistic people are less likely to directly help a distressed recipient and narcissism is unrelated to helping a non-distressed, unrelated, recipient. This could have practical implications for nonprofits when working with volunteers.

The Skills Nonprofit Managers Need: A Meta-Analysis

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It is imperative that nonprofit management university curriculum develop the skills nonprofit managers need (Wang and Ashcroft 2012) as university courses often do not do so (Rubin and Diedorff 2013). To develop the right skills, one needs to find the right skills.

A meta-analysis of published papers was undertaken to identify the skills needed by nonprofit managers. The skills identified in each paper were coded, as well as the methods used to identify these skills. Key findings are that different methods are significantly correlated with different skills. How skills are found, affects what skills are found.

The Social Innovation Fund National Assessment: Evidence from a Program Focused on Strengthening Organizational Capacity and Practices of Nonprofit Organizations

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This presentation will highlight key design elements, findings, and lessons learned from the evaluation of the Social Innovation Fund (SIF), a high-profile, federal tiered-evidence grantmaking program embodying the principles of social innovation. The SIF is a national public-private partnership program that aims to bring about change in organizational practices and policies of high-performing nonprofits. The presentation focuses on the methodological approaches used to measure the program's effectiveness in achieving its goals, as well as findings and lessons learned from this study, which can inform similar programs or strategies in the future.

The Structure of Nonprofit Competition and its Effect on Overhead

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Understanding how nonprofits change their operations in response to competition is important for evaluating a variety of public policies. One way that nonprofits may respond is by changing spending on fundraising and related overhead expenses. Increasing these expenses allows an organization to reach more donors, but decreasing them makes the organization more attractive (Rose-Ackerman 1982). Existing research does not reveal which of these forces is more powerful (Feigenbaum 1987, Thornton 2006). This paper uses individual-level donation data from the Combined Federal Campaign and a measure of competition from the network analysis literature to examine the relationship between competition and overhead.

The Ties That Heal: Associational Membership and Health

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Literature on the nonprofit sector has recognized the variety of societal benefits that flow result from individuals' participation in civil society. One line of research has examined how individuals' membership in voluntary associations affects their health. Employing a cross-national analysis, this paper examines how the benefits of associational membership for health may be mediated by the configuration of a nation's welfare state. We show that membership in voluntary associations matters more for health in weaker welfare states, possibly compensating for the positive health effects that a more encompassing welfare state provides to its citizens.

The Tradition of Giving: New Research on Giving and Volunteering within Families

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How closely do parents and grandparents match their children and grandchildren in terms of their philanthropic priorities? How do socio-demographic factors explain the similarity or dissimilarity in philanthropic priorities between parents and their children? In this study we use data from the Philanthropy Panel Study (PPS) and original case study information to provide new findings on an underexplored topic: the transmission of charitable giving and volunteering behaviors across generations, within the family context.

The Use of Social Service by Older Males

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While there has been a significant amount of research into who is using social services, few articles have specifically explored the use of social services by males. Using the 2012 Southeastern Pennsylvania Household Health Survey, this study looks at whether or not older males are using services and which services, if any, older males are using. Using a zero-inflated negative binomial regression model, this study explores if males are using services at the same levels as females. Furthermore, using logit models, this study examines which services, if any, older males are using. Implications and areas of future research are discussed.

The Use of Video in Philanthropic and Nonprofit Studies Programs

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The advent of technology has increased access to the visual medium for use in educational settings. Video content is complementing curriculum, used as case studies, or serving as primary sources in classroom settings. The effectiveness has overall mixed reviews, but some positive outcomes cited include students improving their creativity, experiencing higher levels of interaction, increasing self-efficacy, and engaging in meaningful reflection. This study will examine how higher education institutions in the U.S. use video in philanthropic and nonprofit studies programs to determine what outcomes are attained, and how visual literacy is factored, in students' learning experience.

To Own or to Owe? Identifying How Nonprofit Organizations Decide to Use Debt to Fund Facilities and Other Capital Assets

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Almost all nonprofit organizations must face a moment when the equipment and facilities necessary to fulfilling their missions entail expenses that exceed cash on hand; they must decide whether to take-on major debt. While substantial advances in nonprofit finance scholarship have demonstrated the importance of understanding nonprofit debt, many studies find that traditional finance theories (e.g., pecking order, static tradeoff, and agency) fall short in explaining why nonprofits choose particular capital structures. In response to these observations, this paper uses grounded theory to develop new testable propositions/theories for nonprofit finance, and explores the decision-making process as a causal mechanism.

To What Extent, If Any, Does Emotional Labor Differ Across Sectors?

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By examining the Korean Working Conditions Survey (KWCS) of 2011, this paper will build on previous research on moderating factors for employees' job stress from the perspective of behavioral difference in the public, private, and nonprofit sector. Moreover, the sectoral differences will be examined in the context of gendered norm and practices by using managerial factors such as female manager, work-life balance, and participatory process. This study seeks to answer this research question: does sectoral difference exist regarding employees perceived wellbeing? Do nonprofit organizations have an advantage over public or private organizations in fostering employees' wellbeing regarding emotional labor?

Towards Gender Equality in Small and Medium Nonprofits: Lessons From an Action Research Project

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There is little research-based information geared to the needs of smaller or less formal nonprofits wishing to move towards gender equality with respect to staff, volunteers and board members. Aiming to help to fill this knowledge gap, this paper presents the findings and analysis of an action research project involving small and medium sized nonprofits in the UK Jewish community. We describe the processes by which a gender equality plan was developed and then piloted using a collaborative approach. The paper concludes by discussing the findings and identifying several lessons for small and medium nonprofits seeking to tackle gender inequality.

Trajectory of Volunteering in Adult Life Course

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The bulk of the literature suggests that relationship between age and volunteering is non-linear. However, few studies focus on volunteering within the life course perspective. This study attempts to identify the trajectories of volunteering using a nationally representative longitudinal study. The methodology being used in the linear growth model. This study contributes to the literature illustrating the relationship between age and volunteering controlling for other factors.

Transformation into Sustainability of Non profit Organizations in Vietnam

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The situation is acknowledged by Vietnam society and its government has legalized the Social Enterprise status. This legislation is expected to vastly enhance social enterprises' ability to operate and thrive. Additionally, NPOs has been encouraged to embark on engaging in enterprising activities to generate their own revenue. The research paper studies Vietnam entrepreneurship context, which is followed by examining the structures of organisation and human resource capacity of Vietnam NPOs by comparative analysis against that of Social Enterprises

Transparency and Expense Structure: Effects of Information Disclosure on Nonprofits' Resource Allocation

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Nonprofits' transparency is a growing concern to the public, researchers, and policymakers. Few studies, however, have examined how nonprofits' transparency influences their resource allocation. In this study, we look at transparency as an important measure of nonprofits' accountability and effectiveness. Our research question is: does nonprofits' level of transparency influence their expense structure? Using China as an example, our findings suggest that enhancing transparency is an approach to improve nonprofits' accountability, effectiveness, and program outcomes. These findings call for policies to mandate nonprofits' information disclosure in developing countries.

Tribal Enterprise: "Tell Us Again, What's a Social Enterprise?"

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This paper argues that many challenges identified by modern social enterprise scholars have previously been addressed by American Indian tribal nations who have used partnerships between government and business to provide social needs for centuries. Looking to tribal enterprises, social enterprise scholars find answers with decades of precedence to the questions of where social enterprise can be expected to help, how much service they can provide, and what exactly is considered a social enterprise. Using data from a survey administered to 300 tribal enterprises, the authors employ a mixed-methods approach to supporting propositions to further insights within social entrepreneurship scholarship.

Turnover to Nonprofits: Different Reasons of Entry Level Employees' Turnover in Korea

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This paper examines the effects of various facets of job satisfaction, education-job match, and other job-related attributes on actual career changes from other two sectors (for-profit and public) to the nonprofit sector. Using five years survey data to entry level employees in Korea, this study found that for-profit employees are more likely to move to nonprofit organizations when they dissatisfy to intrinsic rewards, whereas public employees are more likely to change their jobs to nonprofit organizations when they satisfy to intrinsic rewards. This study also found that education-job mismatch is highly associated with for-profit employees' turnover to the nonprofit sector.

Understanding Contractual Implications in Social Impact Bonds: Insights from a Case Study

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The study will examine social impact bonds using the theoretical grounding of contract theory. Our primary research question is—how can social impact bonds balance multi-party interests and also achieve social goals? We will first conduct a cross-disciplinary review to identify frameworks that facilitate analysis of contractual attributes. We will next use the analytical frameworks identified in first stage to analyze case details about The Massachusetts Juvenile Justice Pay for Success Initiative. Our case analysis will highlight and generate a better understanding of the contractual implications for the different parties involved in social impact bonds.

Understanding Domestic Violence Coalitions through a Principal-Agent Lens: A Qualitative Study

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Partnerships between domestic violence agencies and state coalitions have played an important role in shaping the services and policies we have today. However, our knowledge of the dynamics of this relationship is limited. This qualitative study used a principal-agent lens to understand these partnerships in two states. Transcribed interviews were analyzed using directed content analysis. Three themes were identified: perception of access, flow of information, and member needs. The results point to specific areas of coalition-member agency relationships that may be strengthened to improve advocacy and services in the domestic violence arena.

Understanding Performance Information Use by Nonprofit Executives: An Empirical Analysis

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This paper investigates factors which influence performance information use by nonprofit executives. In particular, the author examines the influence of stakeholder involvement (e.g. internal, external, and partnerships), organizational support capacity, developmental organizational culture, and executive public service motivation and perceived social on both purposeful and political performance information use by executives of youth-serving nonprofits.

Understanding the Mismatch, Reflections on an Ethnographic Study of Social Enterprise

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Social enterprise as a form of social economic organisations aims to provide social good in an innovative approach. However the day to day practices activities of social enterprises and how these fit with their expressed aims have been neglected in much of the academic literature. This paper addresses the mismatches appeared in two social enterprises working with migrant children during their daily life through ethnography research methods assistance with other methods. Data reveals that both social enterprises deviated from their initiatives and what they had provided for migrant children didn't match with what parents are expected.

Understanding the Role of Accelerators in Social Entrepreneurship: Applying Sponsorship and Human Capital Theory

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Social accelerators have become an important part of the social entrepreneurship ecosystem because they offer a range of benefits to social entrepreneurs such as access to networks, mentoring, seed funding, and business skills training. Drawing upon sponsorship theory and human capital theory, we develop hypotheses about attractiveness of different accelerator benefits to entrepreneurs. We test the hypotheses using a unique dataset with data on social accelerators from around the world. The dataset has aggregated observations from 2,374 applicants to social accelerator programs. Our findings highlight the importance of the fit between accelerator program offerings and founding teams' existing human capital.

Understanding the Role of Network Connections Between Community Collaborative Partnerships

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Network perspectives and board interlocks literature suggest that the embeddedness between organizations within their networks is related to organizations' behavior, structure, and performance; yet to date we have little knowledge about how connectivity across collaborative partnerships through shared membership is important. According to board interlocks literature, shared membership between organizations can serve as conduits for information between different firms, and as mechanisms for dissemination of practices between interlocked firms. Previous literature highlights the importance of understanding what roles shared membership play across collaborative partnerships. Here we explore shared memberships between collaboratives, and investigate how embeddedness affects information exchange among them.

Understanding Urban Grant Economies: The Social Construction of Foundation Philanthropy

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Philanthropic foundations receive tax-exempt status because their monetary grants to other nonprofits contribute to the production of public goods that governments and markets are unable (or unwilling) to provide (Steinberg 2006). However, we know surprisingly little about patterns of foundation grantmaking to nonprofits in discrete urban areas (Wolpert 2006). This paper contributes to the development of a regional theory of philanthropy by examining foundation grantmaking in seven U.S. cities using Elazar's (1972) theory of political cultures.

Unequal Partners: American Foundations and Higher Education Development in Africa

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This paper offers a nuanced analysis of a US-led foundation initiative of uncommon ambition, featuring seven foundations with a shared commitment to strengthen capacity in higher education in Sub-Saharan African universities. From a sociological perspective, the author puts new philanthropic trends into historical context even as he examines the conditions under which philanthropy can be effective, the impediments that foundations often face, and the novel context in which philanthropy operates today.

Ups and Downs of the Third Sector of and from Africa

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Third sector in Africa is as unstable as state is in search of legitimacy. As Constitution and regulations change it has broken confidence with partners.

“Too much” and “defaulting state” have involved increasing number of Africans into globalization process. Local civil society organization struggling for change are more publicized compare to those involved into socio economic development while diaspora face a situation in between its hosted society and its original community. Few countries have been able to secrete a fairly affluent bourgeoisie likely to support philanthropic foundations. We suggest a sectorial approach to understand and support third sector in Africa.

Urban Governance: The Roles of Neighborhood Association

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Neighborhood associations (NAs) serve residents as conduits to local government. Although some literatures examine the activities of NAs in urban governance (King 2004; McCabe 2011), there is still much to learn about the roles of these associations. This research considers NAs in South Korea and examines the local ordinances encouraging civic activity. The research uses 2016 survey data from board members of NAs to shed light on their roles. Our findings show that the roles are extending into areas such as service providers, partners, and advocacy. The factors that facilitate these roles are especially important to understanding local governance strategies.

Use of LMX Theory Techniques in Volunteer Retention of VITA Volunteers

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Volunteer Income Tax Assistance (VITA) volunteers represent high-stress, long-term volunteers that are essential for the successful implementation of important social service programs. However, program managers may have difficulty in retaining these volunteers and may need to find innovative ways to motivate these volunteers. This research uses qualitative research to examine a VITA program that has used leader-member exchange (LMX) techniques to promote retention among its volunteers. This research has implications on volunteer retention for managers of other long-term, high-stress volunteer managers.

Using Biosocial Data to Explore the Link Between Prosocial Behavior and Biological Health Outcomes.

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This paper explores the link between prosocial behaviors and biological health outcomes. This paper uses blood samples from 13,000 adults in the UK and explores how volunteering and giving are related to various biomarkers associated with stress (C-reactive protein, fibrinogen and Cytomegalovirus seropositivity) and hormonal variation (Testosterone, Insulin-like growth factor 1 and Dihydroepiandrosterone sulphate). It also considers how environmental stressors such as area deprivation can be moderated by the social network support offered by volunteering and giving.

Using BMF Data to Quantify Charities to Allow Comparison Over Decades

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Understanding the evolution of philanthropy is hampered by the contextual problem of quantifying the population of charities receiving philanthropic gifts. Counting the number of nonprofits is not a straightforward exercise, such as determining which organizations to include. This presentation outlines a method for quantifying the number of charities existing from 1995 to 2015 that creates a comparable population between years. The method incorporates inflation adjustment of the reporting threshold of charities included in the IRS Business Master File data. Overstatement of growth among charities ignoring inflation adjustment of the reporting threshold underlines the importance of this new method.

Using Collaborative Strategies to Cope with Organizational Stress: Lessons from the Arts and Culture Nonprofits

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Drawing on data collected from a sample of cultural nonprofit organizations from the Detroit Metropolitan Area, this paper focuses on researching collaborative strategies developed by cultural nonprofits to cope with external stress. The study uses quasi-experimental research design, in which different levels of organizational stress are used as comparison groups. Using a mixed methods data analysis approach, the study reports how the level of stress impacts organizational behavior and a choice of coping strategies.

Using Pensions to Pay the Bills: The Subsidization of Public Goods by Nonprofit Employees

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Marwell and Calabrese (2015) find empirical support that government does not provide the necessary funds for nonprofits to secure a particular social right, in this case child welfare. This produces a “deficit model” of collaborative governance in which nonprofits use up investments and reserves, issue more financial debt, and reduce other spending in order to provide these inadequately funded mandates. Here, we extend the analysis of the original Marwell and Calabrese (2015) paper by considering another mechanism in the deficit model of collaborative governance – employee and retiree pension benefits.

Using Special Events to Motivate Donors and Friends: A Randomized, Controlled Field Experiment

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Nonprofits often face funding pressure, and one way to generate interest and revenue from potential donors is to organize special events such as commemorations, anniversaries, or themed festivities. We reveal results from a June, 2015 special event jointly sponsored by a local government agency with several nonprofit organizations that yielded 1,692 survey responses. Randomized variation with different survey designs allows us to address a number of hypotheses related to how future surveys of special event visitors can help motivate potential donors to reveal potentially sensitive but very useful information such as email addresses, household income, and ethnicity.

Values and Motivations of China’s Nouveau Riches’ Philanthropic Giving - A Narrative Analysis

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The literature on high- net-worth individuals (HNWI)’s philanthropy has predominately focused on the United States. Few have studied about emerging markets such as China, where the landscape of philanthropic giving is verdant. This paper examines the philanthropic motivation of Chinese entrepreneurs. Through an in-depth archives search, including multi-year published interviews and cover stories in two major Chinese magazines that cover stories of Chinese entrepreneurs in the past five years, the researchers use narrative analysis method to discover Chinese entrepreneurs’ understanding of philanthropy, their motivations, and major philanthropic activities. This paper contributes to the literature on HNWI’s philanthropic giving.

Values and the Governance of Humanitarian INGOs

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Throughout the evolution of the humanitarian sector, there has been an ongoing discourse regarding the values and forms of accountability within the sector and humanitarian organizations have adopted a variety of complex multi-level structures to govern their global operations. While scholars have suggested that values play an important role in an organization's choice governance choices, little attention has been given to how values may have influenced the choices of international humanitarian organizations. In this study I conduct a qualitative content analysis of documents from approximately 125 humanitarian INGOs to understand whether their espoused values and governance choices are related.

Visualizing the Knowledge of Voluntary Nonprofit Sector Research

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This poster attempts to fill the research gap by applying Scientometrics into voluntary nonprofit sector (VNPS) research and visualizing all findings. A total of 5,170 papers and 203,541 references have been sampled from Web of Science SSCI database from 1998 to 2015. A global publication network, keyword trends, citation hotspots, geospatial patterns of the collaboration network are for the first time been visualized. The most important contribution of this paper is not only to depict interdisciplinary development trends of the VNPS research foundation, but also to decode the context of these changes to provide an overlook of the fundamental knowledge panorama.

Volunteer Legacy of the Rio 2016 Paralympics

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The paper examines a volunteer legacy of the Rio 2016 Paralympic Games. For decades, volunteers play a vital role in staging the Olympic and Paralympic Games. A volunteer legacy is often used to justify spending public funds on hosting sporting mega-events, but there is a lack of research that identifies the nature of volunteer impact and ways of sustaining it after the Games. This empirical study will draw together volunteer interviews, observation during the Rio Paralympics and existing literature to investigate the impact of mutual engagement between the volunteers and parathletes and suggest ways of sustaining volunteer legacy beyond the Paralympics.

Volunteer Management of Local and National Nonprofit Organizations: An Exploratory Study from Turkey

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This study is an effort to reveal how volunteer management is executed from the perspective of managers and volunteers of non-profit organizations operating in Turkey at the local and national levels. Four focus-group interviews were conducted in the study. The groups consisted of managers and volunteers of non-profit organizations. Focus-group interviews can reveal deep insight by providing vast, detailed information. The study provided insight into the motivations of volunteers, the sustainability of volunteerism, and the acquisition of volunteers through volunteer management.

Volunteer Motivation, Satisfaction and Retention with Girl Scouts

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Using survey data provided by the Girl Scout Research Institute (GSRI), we are trying to understand the motivational underpinnings of volunteerism with the Girls Scout. Specifically, we expect to evaluate the factors motivating Girl Scout volunteers and the factors determining their satisfaction experienced, as well as how the volunteer motivation and satisfaction would influence volunteer retention. Our findings could contribute to the literature on the relationship between volunteer motivation, satisfaction and retention, and provide managerial implications for Girl Scouts in volunteer management and development.

Volunteer Teaching for Social Justice —The Interpretations and Practices on Rural Education from “Teach for China” Program

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As the routes of teacher preparation become increasingly diverse, the discussion on various teacher preparation programs, their practices and effects, grasp my attention when we commonly emphasize equity and quality of education, particularly social justice education under western context. Thus, this research topic pitches on rising volunteer teachers' interpretations and practices in a volunteer program in rural China to promote social justice education.

Volunteering Among Asians in the United States: Trends and Predictors

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Despite of the increasing diversity and the number of Asians in America, little is known about the extent of volunteering activity concerning ethnic minority. This study seeks to examine variables associated with volunteer activity among Asians. The results showed that Asians volunteered an average of 113 hours in 2012-2013 and 19% of Asians volunteered for formal organization. In a logistic regression, immigrant citizens were less likely to participate in volunteering and individuals who had donation and community service experiences increased volunteering for Asians. Overall, this study helps in understanding the factors associated with Asian volunteering and volunteering trends over time.

Volunteering and Well-Being among Working-Age Adults: A Longitudinal Analysis

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Previous scholarship has shown evidence of a positive relationship between volunteering and improved psychological and physical health. However, the extant literature focuses overwhelmingly on the population of older, retired adults, to the neglect of younger adult populations. The present study begins to address this gap in the literature by examining whether the relationship between volunteering and enhanced well-being extends to working-age adults. Using national panel data, we explore the moderating effects of different group characteristics, such as employment and marital status, to determine for whom and under what circumstances the relationship may be most beneficial for working-age adults.

Volunteering in Conflicts and Emergencies (VICE)

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Local volunteers play critically important roles especially in conflicts and humanitarian crises, and are frequently a central feature of state and civil society response mechanisms. In this paper we put volunteering in conflicts and emergencies at a fore by presenting different perspectives on a so called listening study in which Red Cross volunteers in seven different fragile environments have been asked to share their experiences on their volunteer engagement. The design, implementation and analysis have been conducted with a co-production approach in which academics and practitioners have worked together.

Volunteers and Authority Relationships: Making the Best of an Uncertain Situation?

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The relationship between an organization and its volunteers is often fraught with uncertainty and ambiguity. The volunteer management process is intended to address these uncertainties and includes the use of authority. This research examines how organizations exercise authority over their volunteers in situations where the lines of authority are unclear. We focus on emergency response organizations because they encounter a wide range of uncertainty in their operations and provide a useful laboratory for examining the exercise of authority under these varying conditions.

Vox feminæ, vox Die? The Fundraising Context, Successes and Challenges of the Civic War Soldiers' Aid Society of Northern Ohio

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The ladies leading the Soldiers' Aid Society of Northern Ohio were experienced running benevolent associations, however society norms and fundraising traditions were inadequate to finance the Society as it evolved from locally supplying emergency needs to regionally stimulating sustained contributions. They grappled with still-challenging problems: Moving from sporadic to sustainable income; determining how much to risk on special events; making sure a major gift did not squelch their perceived need for support; and keeping thousands of supporters informed, thanked and encouraged. How did these ladies expand their sphere and methods to create one of the Sanitary Commission's most productive branches?

What Can Non-Profits Leaders Learn about Effective Client-Professional Shared Decision Making from Examining Patient-Provider Communication in Healthcare

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Shared Decision Making (SDM) has been associated with positive outcomes in healthcare that leaders can apply in other non-profit settings. Research has shown that diabetics who participate in shared decision-making have increased self-management skills, self-efficacy, and adhere to the plan of care (Benbassat, Pilpel, & Tidhar, 1998). Yet, patients and providers inconsistently utilize (SDM) when managing diabetes care. There is a gap in knowledge regarding effective strategies for empowering diabetic patients to make shared decisions. This qualitative research provides an opportunity to gain the patient perspective of shared decision making when seen by physician assistants, nurse practitioners, or physicians.

What Factors are Associated with Effectiveness of Inter-Organizational Collaboration within Housing Service Delivery Networks?

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While governments emphasize collaboration among nonprofits, it is difficult for them to effectively evaluate the effectiveness of nonprofit collaboration. Much research on nonprofit collaboration has focused on motivation and process, but little attention has been paid to the effectiveness of collaboration within nonprofit service delivery networks. The purpose of this paper is to address factors that are associated with collaboration effectiveness of nonprofit housing service providers. The analyses of collaboration data from 23 housing nonprofit networked organizations demonstrate the importance of organizational capacity, partner attribute, and leadership linkage to develop effective collaboration from the resource based and social network perspectives.

What Have We Learned about NGOs? A Systematic Review of Academic Literature, 1980-2014

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Four decades of scholarly research on nongovernmental organizations has been fragmented across disciplinary lines, slowing the development and synthesis of knowledge. The authors analyze approximately 3,000 peer-reviewed, English language journal articles published between 1980-2014 to produce a systematic review of the NGO literature. The results offer a state of the literature: what patterns do we see in the methods used, the disciplinary biases of researchers, the regions or countries studied, and the service provision and productive sectors analyzed? Where is the literature deep enough to draw conclusions about the effects of NGOs on development, and where are the gaps?

When Church Meets State: Public Policy and Church Financial Accountability

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Noticeably absent from current public policy reforms related to nonprofits are regulations applied to churches. The purpose of the present research is to examine the concerns of public decision-makers and the public writ large as it relates to the uses of church finances and to provide recommendations for public policy. Using congregational level data, the examination will include applying GuideStar's financial ratio analysis to analyze the effectiveness of churches.

When Clients have Greater Authority: The Implications for Managing Nonprofit Organizations

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This paper examines the consequences for nonprofit staff when clients have greater authority in the organization. The paper brings together findings from three studies involving over 180 interviews in 20 human service nonprofits to describe how greater client authority in nonprofits creates dilemmas for staff, how they respond to these dilemmas and what this suggests for nonprofit management research and theory.

When Government Does Not Fulfill their End of Bargain: The Impacts of Late Payments on Nonprofits' Trust, Justice, and Commitment

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Government contract and grant payment delay is one of the major programs facing by nonprofit organizations. The study aims to examine the impacts of government late payments on nonprofits, especially on their trust toward government and their perceived justice and commitment in the relationship. Using a quasi-experiment design, the study employed Propensity Score Matching to construct a comparison group in estimating effects of late payments. The findings suggest, nonprofits that experienced payment delay have lower levels of instrumental and motive-based trust toward government. They also perceive distributive and procedural injustice and lower levels of commitment in their relationship with government.

When Legitimacy Becomes an Issue: The Perspective of Long-Term Volunteers on a New Volunteer Category?

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The current humanitarian crisis in Europe ignited a wave of goodwill - numerous individuals, who differ in terms of volunteering experience and time constraints, are eager to provide help. Organizations face many challenges when trying to accommodate these new types of volunteers within their preexisting structures. Against the background of a changing environment for volunteers, this paper raises and explores the questions how new categories of volunteers can gain legitimacy, and what consequences a lack of legitimacy might entail for both the organization and individuals involved.

When the Gift is Half-Hearted: The Case of Ambivalent Philanthropy

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Giving to social causes is generally associated with warm and positive feelings (Andreoni, 1990). We propose that in some contexts people's attitudes towards giving may actually be ambivalent rather than solely positive. We conducted 15 in-depth, semi-structured, interviews of Israeli participants in a charity sports event. These revealed that alongside their motivations to contribute, participants also experience reluctance and negative feelings about their own giving. We therefore propose the concept of ambivalent philanthropy to refer to the simultaneous experience of motivations and barriers to giving. We propose that similar forms of ambivalence may characterize Israeli middle-class donors more generally.

Where Have All the Revolutionaries Gone? Understanding the Failure of Secular Civil Society Post-Arab Spring

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This paper examines the trajectory of secular civil society organizations and activists following the 2011-2012 Arab uprisings commonly known as the "Arab Spring." Five years later, we understand very little about the social movements that brought thousands of protesters into the streets across the Middle East and North Africa. Comparing the experience of actors in Tunisia, the singular success story of the Arab Spring, with those in Egypt, currently experiencing an unprecedented crackdown on civil society, this paper evaluates why, in both cases, the secular, liberal revolutionaries who brought about the Arab Spring have largely failed to achieve their goals.

Which Nonprofit Industries are the Most "Local"?

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Researchers often need to study "local" nonprofit industries or subsectors. Within literature on nonprofit competition, for instance, it has become common to restrict analysis to industries which are thought to be the most locally contained. However, the most common dataset for nonprofit work, the IRS Form 990, cannot be used to evaluate the localness of nonprofit industries. This paper uses a unique dataset from the Combined Federal Campaign to evaluate nonprofit industries' localness of operations and donations and rank the most local nonprofit industries. Insufficiently-local industries should be excluded from future analyses relying on local markets.

Who Gives & Why: Identifying and Explaining Types of Givers

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We present findings from the Science of Generosity initiative on who gives and why. Analyzing nationally representative data (n=1,997), we investigate trends for giving to any of 33 charitable causes. We find that whether someone is a giver and the amount they give are related to the type of giver they are. This helps to explain how the same motivation to give can track to actualized behaviors depending upon the methods employed for giving. Results for which kinds of Americans are more likely to be which type of giver are presented and discussed for tips to engage different giver types.

Who Governs and Who Leads? Governance and Leadership Dilemmas at Play in a Faith-Based Organization in North America

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Through an examination of a single case study of a small faith-based organization in the North America, this paper suggests that the boundaries between governance and leadership are thin.

Why Do People Volunteer? A Review of the Literature

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Research on participation in third sector organizations and on volunteering in particular has a long tradition in the social sciences. In this paper I give an overview of insights on what helps and hinders participation from academic research conducted in the past decades. The core of the paper is a discussion of the mechanisms that drive volunteering. Following a scheme developed to explain philanthropy, I distinguish seven mechanisms that influence volunteer choices and discuss how they affect volunteering. Next I discuss insights on characteristics of volunteers and third sector organizations that are related to attraction, retention and motivation of volunteers.

Why Does Voluntary Collaboration Fail? Toward a Theory of Collaboration Failure

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Many of the case studies on voluntary collaboration tout the success of collaborative efforts while theory building focuses almost exclusively on the conditions for successful collaboration. Notably missing from the literature are efforts to explore why collaborations fail. We seek to build a comprehensive understanding of why some voluntary collaborative efforts succeed, while others do not. This paper focuses on voluntary collaborations involving nonprofit, public, and private sector actors working together to solve collective problems. Given that participants in a voluntary collaboration are invested in the collective effort, why does a voluntary collaboration fail?

Why Have Volunteer Rates Remained Stable? Testing Five Perspectives and Formulating a Hybrid Theory

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Using Current Population Survey and Independent Sector data, this paper considers possible reasons why volunteer rates in the U.S. have remained quite stable since 1974. It develops a hybrid theory to explain this phenomenon.

Why Russians Give to Charities: Testing S-Theory as the “Theory of Everyone” on National Sample Interview Data

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A 50-minute interview was administered to a national random sample of 2,000 adult Russians in spring 2014. The interview measured 10 of 19 key macro-predictors from S-Theory, as well as charitable giving (3-item index; $\alpha = .85$), used as the dependent criterion variable. In Pearson correlations and OLS multiple regressions, S-Theory was broadly confirmed, with an R^2 of .314 (31.4%). Seven of eight hypotheses were confirmed at the .05 level of statistical significance. Giving was most strongly associated with measures of socially-approved leisure, more attendance at religious services, volunteering seen as more important to self, and more local helping goals.

Workload Demands' Nonlinear Association and Job Control's Moderating Influence on Job Strain: A Replication Study Using Nonprofit Human Service Employees

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Nonprofit human service agencies are acknowledged as stressful workplaces. Occupational stress scholars identify the job demands-control (JD-C) model as the leading job strain framework. Despite decades of inconsistent findings, researchers faithfully adhere to three questionable JD-C model assumptions. This study challenges these assumptions by integrating Karasek's little-used rest-recuperation argument with Warr's vitamin model and Hobfoll's conservation of resources theory. A sample of 364 New York City nonprofit human service employees uncovered a statistically significant nonlinear demands-linear control interaction on job strain. Data are the first to replicate and extend this finding, and also contradict the buffer hypothesis' proposed linear nature.