

## *ARNOVA's Catalog of Current Research*

### **43rd Annual Conference** ***Evolving Sectoral Relationships: Global & Local Views*** *Denver, CO November 20-22, 2014*

The 2014 Catalog of Research includes authors and abstract summaries from ARNOVA's 43rd Annual Conference EVOLVING SECTORAL RELATIONSHIPS: GLOBAL & LOCAL VIEWS.

Each year ARNOVA gathers more than 750 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  
Executive Director  
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***“Re-Newing” the Charitable-Philanthropic Management Model***

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The Charitable-Philanthropic Organization Self-Renewing Management Model (C-POSRM) Study used a quantitative, purposive, online-based survey design focused on C-PO executives and management professionals to:

- Identify and rank those actions and activities constituting the "management palette" available to C-PO executives focused on performance improvement;
- Operationally define organizational performance, and rank those management actions and activities most contributory to organizational performance improvement, and to;
- Validate, expand, and realign a self-renewing C-PO management model focused on sustainable superior performance by C-PO's in the face of ever-changing operational environments.

***1000 Years of Social Purpose Collaboration: What's New, What Isn't, and Why It Matters So Much***

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People have attempted to collaborate to address complex problems in their communities for millennia. Increasingly complex social issues and ballooning nonprofit sectors in the West drive the current need for collaboration, involving more—and more specialized—organizations across all sectors of economic and social life.

This paper takes a future-oriented historical view of facilitated collaboration for a social purpose. We examine the long evolution of such models, and then focus on two high-profile mechanisms that have recently emerged in America and Britain, asking the questions: what has changed, why, and are these new models better?

***A Case Presentation of the FEMA Corps Model: A Federal Agency Partnership, from Inception to Implementation***

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This paper details the policy process that was required to get FEMA Corps off the ground, drawing on key informant interviews and documentation such as the Interagency Agreement from 2012 to initiate the program. The paper demonstrates the challenges, solutions, and ongoing complexities of implementation.

***A Community Development Approach to Social Enterprise***

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Social enterprises in social services are predominately focused upon improving the lives and conditions of individuals and families, but rarely on collectivities larger than that. The author has taken a community development approach to social enterprise in his work over the past twenty-five years. This paper will review that work, including research and demonstration projects, and present it in the context of a theory of social enterprise through community development. In particular, the paper will focus on the community development of non-geographic identity communities drawing on the literature on enclave economies and ethnic economies.

*A Comparative Analysis of Legislative Advocacy  
Strategies used by U.S. and Israeli Nonprofits*

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As service providers (often on behalf of the state) and as representatives of politically under-represented groups, nonprofits are uniquely positioned to enter policy debates (Berry, 2005; Donaldson, 2007; Kimberlin, 2010; Hasenfeld & Garrow, 2012). Yet few engage in active advocacy (Schmid et al. 2008; Salamon & Geller 2008). This study sought to examine those that do. The authors surveyed Israeli nonprofits to assess whether, and if so how, parts of a lobbying framework used by U.S. nonprofits were extant in their practices (Libby 2012). The focus was not on the framework but on variations in approach across two cultural contexts.

*A Comparative Study on Public Attitudes  
Towards Nonprofit and Government*

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In an age of dynamic demographic change, we are facing the acceleration of ageing society and demand diversity for social welfare. Regarding how social welfare will be sustained and what roles of government and nonprofits are identified, it is important to examine perceptions about public service providers and factors influencing those perceptions. Using a cross-country data and with a special eye on Asian countries, comparative analysis of determinants explaining perceptions about government and nonprofit organizations is attempted. Findings and discussions from this study will contribute to derive different new pragmatic implications of how to evaluate and measure intersectoral partnership.

*A Critical Analysis of Time and its Effects in  
Studies of Nonprofit-Government Relationships*

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This paper critically analyzes the nonprofit-government literature by focusing on the link between time and power. It points to the predominance of a relatively uncritical characterization of time in these studies. We claim that time is not simply an objective and linear variable. It has a political role, through its effects on the distribution of power. Also, the notion of time itself is affected by power arrangements. We illustrate this discussion with an analysis of relationships between nonprofits and the government in Brazil and Hungary since the 1980s. This discussion might contribute to decisions and future analysis of these relationships.

*A Critical Review of Foundation Typologies:  
Moving Beyond Apples, Pears and Giraffes*

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Governments across the globe are turning towards foundations in the expectation that private money will fill some of the gaps in public spending. However, our knowledge-base on foundations as an organizational form is limited and there is growing interest in developing an appropriate foundation typology. Using a thematic analysis approach, our paper provides a conceptual mapping and critical review of foundation typologies within academic and practice literatures. We question the utility of current discourses and approaches to foundation typologies and argue that a more reflective approach is needed to take the debate forward.

*A Critique of Social Enterprise Education*

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The purpose of this research is to critically examine the implications of the growth of social enterprise curriculum for nonprofit management education. We will address the following questions: What are the factors leading to curriculum development in this area? How might the growth of social enterprise curriculum influence the pluralist and democratic values of nonprofit and voluntary institutions? What curriculum should exist to address these values? Methods to gather data include an analysis of program websites and course syllabi of nonprofit management and social enterprise-related courses and a review of literature on nonprofit management education and social enterprise practices and impact.

*A Field of Its Own: Nonprofit First and Nonprofit Studies*

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As a specialty area of these more established applied disciplines, nonprofit topics in management skills and best practices offer opportunity to grow enrollments, differentiate the academic milieu from competing programs within and among institutions of higher education, align programs with the large scale trends or innovations of their field. But intellectual subordination of the nonprofit sector creates a distinction worth noting. Space in journals and education pedagogy dedicated to advancing knowledge and inquiry of the nonprofit sector is limited by the dominant fields of theory, effectively crowding out inquiry that considers a nonprofit centric perspective.

*A Long Strange Trip: Social Media Adoption in a Group of Technologically Sophisticated Child Advocacy Organizations*

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This paper reports a study of social media adoption by a national group of child advocacy organizations previously identified as being adopters of earlier technology. The study identifies the social media technology used and examines a number of factors that might predict use of this technology.

*A Macro-Institutional Framework for Understanding Social Enterprise Country Models: A Quantitative Critique*

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Country variation in the conceptualization of social enterprise has, among other things, resulted in considerable debate on how to approach and define the concept. To address this problem, Kerlin (2013) offers an operating framework that allows countries to retain their unique understanding and practice of social enterprise while also providing a bridge to an international discussion on the topic. This paper draws on the theory of historical institutionalism, large socio-economic datasets, and logistic hierarchical linear modeling to test Kerlin's (2013) macro-institutional framework and associated social enterprise country models. Initial quantitative analysis finds support for the framework at a significant level.

*A Managerial Dance to A Broken Systemic Tune:  
Non-Governmental Organizations and Aid-Funded  
Project Implementation*

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Leading scholars have wondered whether shifting to heavy reliance on NGOs as aid-delivery vehicles is justified and have suggested the need to verify whether NGOs do a better job than national governments do.

This study fills a gap in the research on the operational dynamics and effectiveness of NGOs implementing aid-funded projects.

Preliminary findings, based on 19 interviews in Ghana, suggest that though the macro and systemic factors referenced in foreign-aid literature are prevalent, the main reasons behind aid-project failure are managerial.

We conclude that aid-project implementation fails because of poor alignment with government's development agenda, poor collaboration, poor planning and poor accountability.

*A Meta-Analysis of Non-Profit vs. For-Profit  
Performance*

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As the government outsources its capacity to deliver core social services quality has become an important consideration. Scholars have long been interested in differences in service quality between nonprofit and for-profit providers. Theory is divided on which organizational form should be more effective. To further our understanding of the topic we present a meta-analysis of effectiveness in over 100 studies across five service areas. We limit the analysis to studies that control for selection problems since nonprofits and for-profits often serve different populations. Initial findings suggest nonprofits offer higher quality services in some service areas, not all.

*A Multi-level Model of Philanthropic Behaviors*

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This paper proposes a multi-level model (individual, organizational and community) of philanthropy. We contend that individual philanthropic behavior is embedded in organizations and communities. By that we mean individuals volunteer and give to/within organizations and communities. As a result, philanthropic behavior is contingent upon the social structure, institutions and culture of the organizations and communities in which individuals give or volunteer (Uzzi, 1997). This paper builds upon the well-established body of research on individual determinants of philanthropy to offer a conceptual model of giving and volunteering that incorporates community and organizational characteristics.

*A Platform for Building Community? Examining the Potential and Performance of GIS Technology*

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Nonprofit organizations strive to identify and build community. Nonprofit CEOs carry out this mission by connecting with community members, forging positive relationships, and enacting productive exchange. A new departure to assist nonprofits in building community is use of Geographic Information Systems, such as the Urban Institute's Community Platform, which aims to provide "web tools for community collaboration and action." Despite this promise, scholars have not considered or evaluated the performance of Community Platform. Based on in-depth interviews with operating Community Platform sites, this study investigates the degree to which this technology has helped nonprofits to define and serve their communities.

*A Study on Giving Behavior of High-income Korean Citizens*

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This study attempts to explore the giving behavior of high-income Korean citizen by using various socio-demographic variables. For the analysis, this study uses the sample of high-income citizens, who earn more than 6million won(6,000 US dollar) per month, from the 2011 National Social Survey data constructed by Korean national statistics department. Giving behavior of high-income citizens focusing on giving participation and giving amount is analyzed by employing the method of Hackman Selection Model that avoids selection bias problem by two stage process. This exploratory study will contribute to building knowledge for high-income citizens' philanthropic behavior.

*A Wise Mandate? Mandatory Corporate Social Responsibility in India, and Government Actions to Strengthen, Require or Channel Corporate Giving in Asia*

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India is among the world's first countries to enact a mandatory CSR process – mandatory not to spend certain amounts in corporate giving, but, for a certain range of companies based on minimum net worth, turnover, or net profit, to establish a board CSR committee to formulate CSR policy and either ensure that the company spends at least 2% of net profits on CSR activities or explain why it has not. Elsewhere in Asia we see other government moves to strengthen or channel corporate giving. This paper explores new government policies intended to enhance or channel corporate giving in Asia and beyond.

*Access to Low-Cost Capital for Nonprofit Organizations*

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Nonprofit organizations frequently use tax-exempt borrowing to raise capital. In fact, outstanding tax-exempt debt on nonprofit balance sheets has risen from an inflation-adjusted \$106.3 billion in 1993 to \$388.5 billion in 2010. In addition to tax-exempt debt being important for nonprofit organizations, tax-exempt debt issued by nonprofits represents a nontrivial portion of the overall municipal bond market. This research will begin to determine whether the variation in nonprofit tax-exempt debt activity across states results purely from the existing nonprofits' capital needs or from the presence of conduit issuers that promote their services.

*Accountability of INGOs: Formal Vs. Informal; A Comparative Study of Two INGOs in China*

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This paper examines the accountability of international nongovernmental organizations (INGOs) in collaborative networks. With the increase of intersectional collaborations, there have been transformations in the nature of INGOs' accountability and the ways they maintain the complex accountability within networks. To capture the trend, this research focuses on formal and informal accountability forms of INGOs, which will also help us to go beyond the traditional principal-agent framework. We aim to understand the different impacts of formal and informal accountability on INGOs' network performance through the comparative case study of Oxfam HK and PLAN International which operate in China.

*Accounting-Based Performance Metrics and Executive Compensation in Nonprofit Organizations*

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We examine pay-for-performance incentive contracting in nonprofits. Starting with the premise that nonprofits seek to maximize charitable output, we show that nonprofit CEO compensation is a function of accounting-based performance metrics reflecting provisions of resources for charitable spending. We find that increases in revenues and changes in net assets are positively associated with compensation. The weights applied to disaggregated revenue sources vary in a manner that is consistent with goal congruence. The incentive weights on the change in net assets are stronger for nonprofits with smaller amounts of resources and those that are accumulating resources for an impending capital investment.

*Advancing Immigrant Worker Rights Through Collaboration: A Case Study of Strategy Setting Process Within the CLEAN Labor-Community Coalition*

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Recent research on social movement coalitions focus on how coalitions mobilize widespread support for an issue through combining constituencies and resources. However, less has been written about the coalition strategies. The present study explores factors that influence a coalition's mobilization. Specifically, a prominent labor-community coalition—the CLEAN Carwash Campaign—is examined to offer insights on the coalition's strategy setting process. Through case study of a campaign, I show how target vulnerabilities and interactions among coalition member organizations influence mobilization. Analysis also suggests that geography ultimately determines the opportunities and constraints that guide CLEAN's efforts to organize low-wage immigrant carwash workers.

*Advancing the Research on Experiential Philanthropy Courses: How Does the Associational Nature of the Classroom Matter?*

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Experiential philanthropy courses involve college students in the grant-making process. These courses are on the rise in higher education, yet little is known about how course context correlates with self-reported learning outcomes. Analysis of data from interviews and site visits with faculty as well as survey responses from students will explore the associational characteristics of the class context and the relationship of these characteristics with changes in self-reported student outcomes.

*Advocacy by Community-Based Human Service and Social Welfare Nonprofit Organizations: Examining Policy Positions, Activities and Practices that Promote Democracy and Empowerment*

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This paper presents findings on nonprofit empowerment-based advocacy activities from a survey of advocacy and human service organizations in upstate New York. The sample includes both 501c3 and 501c4 nonprofits that provide a wide range of human service and social welfare services and goods. Survey and interview results allow for an analysis of the organizations' relationships and linkages among regional and state policy networks. Survey questions examine organizational characteristics that may affect the types of advocacy activities, such as percent of funding from government or donors, size, mission, and the involvement of consumers on the staff or board.



*Advocacy in Nonprofit Organizations: A Leadership Perspective*

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Nonprofit organizations often engage in advocacy on behalf of specific groups or the public at large. Yet, the leaders of these organizations are not well understood although they play a crucial role in the policymaking processes at the local, state and national levels. While the literature does embrace the idea of political or policy entrepreneurs, it does not focus on the role of group leaders in guiding the strategic choices of the organization. Using a survey of nonprofit leaders across the state of California, I find that nonprofit leaders have significant discretion and autonomy in guiding their organizations.

*Advocacy Organizations in the Shadow of Fading Democracy*

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Nonprofit advocacy organizations aim to influence public policies on behalf of voiceless social groups, to advance social justice, to provide feedback on policies, and to serve as a watchdog providing civil control over political power. All these functions are constituent elements of democracy, especially in the third wave democracies where the capacity of political power to play according to democratic rules time to time insufficient.

The paper considers the responses of nonprofit advocacy organizations to the changing social environment and the fading democratic conditions in Hungary, based on an internet survey and selected interviews with three dozen of advocacy organizations.

*Affiliated Foundations: A Multi-Case Study of Cross-Sector Relationships*

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Using a multi-case case study design, this paper explores the relationship between affiliated foundations and government on the basis of cooperation and collaboration rather than competition and contracts. Through a study of local education foundations (LEFs) and their role with public school districts as affiliated foundations, this research explores how local education foundations position their work alongside their partner entity, the school district, and with stakeholders in the community in which they draw resources and support. It is revealed that organizational proximity to a parent organization can be both a benefit and hindrance to drawing support for the work of the parent organization.

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Alan J. Abramson is a Professor of Government and Politics in the Department of Public and International Affairs at George Mason University, and Founding Director of Mason's Center for Nonprofit Management, Philanthropy, and Policy. Alan is also currently a Senior Fellow at the Aspen Institute and an Affiliated Scholar at the Urban Institute. Alan serves as President-Elect of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), the nation's premier association of university-based and other nonprofit researchers.

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*Alberta's Disability Program in Neoliberal Times:  
An Institutionalist Analysis of Policy Evolution,  
Inter-Sectoral Relations and Organizational  
Responses.*

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This paper uses a longitudinal comparative case study approach and historical and organizational institutionalism to analyze how neoliberal reforms have altered the political economy, inter-sectoral relationships and institutional environment of Alberta's disability services. The analysis draws upon government reports, interviews with nonprofit and government leaders, and organizational case studies. The findings suggest that, despite its hegemonic presence, neoliberalism's multiple contours provide organizational actors (nonprofit and government alike) spaces to enact path-divergent responses. The research's institutionalist lens makes visible this potential for creativity in challenging times, and suggests the need for more nuanced understandings of path dependency mechanisms in neoliberal regimes.

*An Amazing Governance Model of Social  
Enterprise: A Case Study of the Canyou Group in  
Shenzhen, China*

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The paper is guided by the questions: What kind of governance model the Canyou Group has developed? Who are the main bodies? What functions does each body play? What's the relationship among bodies? Three kind main bodies are involved: business companies, foundation and NPOs.

*An Analysis of Philanthropic Behavior by  
Corporations Owned by People of Mexican Origin*

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Despite the increase in Hispanic owned businesses, very little is known about their charitable giving behavior. We examine corporate philanthropy by Mexican owned businesses in North Texas by addressing giving motivations, focal areas of charitable support, socio-economic benefits, and strategic implementation. This would be the first study focusing on corporate philanthropy by Mexican businesses in America, and therefore, has significant contributions. We seek to advance understanding of institutional giving in order to build a typology to assess ethnic philanthropy to propel more focused research in the area of private and institutional giving behavior among Hispanics and Latinos.

*An Investigation of Strategic Capacity Building in  
Grassroots Membership Associations*

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Despite the growing literature in organizational capacity in the nonprofit sector, considerable gaps remain when the analysis shifts to building that capacity. This study examines the processes and conditions involved in strategically building the capacity of grassroots membership associations. Following a process model of capacity building and utilizing an instrumental case study design, this study examines two community sport organizations – one that experienced successful and one that experienced unsuccessful capacity building. The findings contribute to a greater understanding of the strategic nature of the capacity building process in grassroots membership associations, while highlighting the processes involved in successful capacity building.

*An Exploration of the Antecedents of Trust*

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As the NGO landscape changes, the authors argue that a better understanding of the drivers of trust and commitment are needed to help NGOs protect their reputations. With an increase in funding there is greater potential for attracting less trustworthy organisations to the market (Prakesh and Gugerty 2010) which may negatively impact previous assumptions about the behaviour of NGOs. This paper draws on findings from a large scale survey to explore the role that shared values play in driving trust related behaviour and the types of values that build a committed donor base.

*An On- and Off-Relationship: The Engagement of Civil Society Organisations With the State on Violence and Crime*

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The paper provides insight into the specific constraints and opportunities for Civil Society Organisations (CSOs) to address the challenges of violence and crime with the state. The paper thus contributes to the understanding how CSOs assess the causes of violence and crime; how they formulate responses to these challenges and how they establish such responses with the state. The paper draws conclusions from field research in South Africa. Empirical data was collected through interviews with experts in CSOs, think tanks and government entities and through attending commission hearings tasked to investigate causes of high levels of crime and violence.

*Analyzing How Catastrophes Affect Charitable Giving Over Time: An Impulse Response Analysis*

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In the year following a natural or man-made disaster, spikes in charitable giving have been consistently recorded. Beyond that first year, however, we know little about trends in charitable contributions. Using data from the National Center on Charitable Statistics, our analysis employs econometric models to construct response functions for philanthropic giving during the years following disasters that occurred between 1989 and 2011. Results from this analysis would enable us to understand how income and substitution effects affect charitable contributions after the occurrence of a large random shock.

*Applying Social Construction Theory to Collaborative Phenomena in the Nonprofit Sector*

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Many segments of the nonprofit sector have a distinctively relational quality, depending for their success on effective collaboration across individuals and organizations. Social capital theory provides a number of valuable insights into such collective action, and other comparable theories may prove similarly valuable. This paper examines the applicability of the theory of social construction, using two empirical studies to consider how the theory enhanced understandings of empirical findings concerning the generation and sustenance of collaborative activity. The paper identifies the types of contributions made by the theory, including the provision of an over-arching framework for incorporating additional validated social theories.

*Arab Community Foundations: Vanguard of  
"Arab Spring" Ideals*

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The Arab Spring seemed to offer an unprecedented opportunity for Arab foundations to break free from decades of repression and lead civil society's political reform efforts. In the wake of the 2011 uprisings that swept the region, civic engagement and voluntarism expanded rapidly and new NGOs were created to advance the protesters' aims. Instead of supporting these new initiatives, most Arab foundations continued to focus exclusively on socioeconomic development projects. The region's community foundations, by contrast, quickly incorporated political reform efforts into their grantmaking strategies. This paper explores what factors enabled Arab community foundations to embrace the Arab Spring's ideals.

*Are Nonprofit Mergers Successful? Cross  
Sectional Analysis of Mergers in New York State*

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Nonprofit organizations facing financial distress can merge with other organizations to overcome their problems. Literature on nonprofit mergers refers to increased organizational efficiency and access to a more stable funding base as potential benefits of merging. Despite this, the reality of the nonprofit sector is that mergers are very uncommon and there is scarce research evaluating the outcomes of nonprofit mergers. An interrupted time-series design with data from 212 nonprofit mergers in NYS during the period 2002-2005 is used to test if mergers result in efficiency gains and revenue stability for the organizations that merged.

*Are We Drawing the Correct Conclusions?  
Regression Analysis in the Nonprofit Literature*

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Linear models are the most common analytical tools utilized 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 discovered a surprisingly large number of insignificant results in articles from the leading 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.

*Assessing the Performance of Private  
Foundation Grants: A Contingency Approach  
to Evaluation Motivations and Methods*

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This research contributes to the fields of institutional philanthropy and evaluation by investigating practitioners' motivations for and methods of assessing different types of grants. The extant literature provides many insights but reveals a need for theory-building. This research represents an inductive process, including systematic interviews that elicit grant assessment motivations and methods directly from practitioners. Embedded in the research question, "To what extent and why is there variation in practitioners' motivations for and methods of assessing grant performance," are the propositions that practitioners' assessment practices are contingent on two mechanisms, one agent-based (evaluation logics) and the other grant-based (grant type).

*At the Intersection of Nonprofit Financial Stability and Financial Capacity: What We Can Learn from Empirical Evidence*

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The nonprofit literature identifies two financial health dimensions; financial stability and financial growth. These dimensions appear to be at odds at times, with some researchers recommending revenue diversification as a strategy toward stability, while others recommend the inverse to achieve financial capacity. In all, a question remains to be tackled in the literature: How do these financial health dimensions relate to each other? Seeking to build our understanding of the intersection between these two dimensions, this research attempts to surface the characteristics of nonprofits that exhibit both properties, as well discern the factors that predict high financial capacity and stability.

*Attaining For-Profit Commitment in Voluntary Networks*

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This research focuses on testing the proposition that corporate social responsibility goals alone do not predict the willingness of a for-profit organization to participate in collaborations. Network theory suggests that several elements may affect the willingness of for-profit businesses to participate in collaborations. A case study provided data to utilize fsQCA to analyze the impact of conditions to for-profit commitment. Results suggest that for-profits committing to collaborations must have confidence in the legitimacy of the nonprofit hub partner to commit to participate, as well as the internal capacity to complete collaboration requirements.

*Australia – Back to the Past*

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The research aims in this paper and all papers in this panel is to analyse the rationales for the ebb and flow of strong state regulation of nonprofits and more community-based self-regulation approaches, inquiring whether there is a systematic base to these seemingly conflicting approaches. These issues will be explored by considering the diverse range of catalysts that drive such policy and legal change and range from political, ideological and fiscal-based concerns through to concerns brought to the fore by global events. In doing so, the specific focus of this paper will be upon Australia.

*Balancing Civic and Service Functions: A Study of Nonprofit Arts Organizations*

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Much has been written about the roles of nonprofits, but little is known about how they balance the multiple roles they are expected to fulfill. The theoretical framework of this study distinguishes nonprofit roles for their relevancy to the market economy versus civil society. This study examines factors that promote or deter 501c3 nonprofit arts and cultural organizations in their civil society function. The data for this study come mainly from two sources: 1) qualitative interviews with executive directors of 21 nonprofit arts organizations; and 2) a stratified random sample survey of more than 900 US nonprofit arts organizations.

***Bankrolling the Arab Spring: The Role of Philanthropy in Egypt's Political Transition***

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Since the Egyptian revolution of January 25, 2011, Egyptian civil society has passed through phases of freedom, euphoria, repression, fear, and dogged determination to support Egypt's political transition. Many NGOs sprang into action after the revolution to lead political reform efforts. The current paper analyzes factors shaping the responses of philanthropic patrons to Egypt's evolving political climate. The paper finds that the "passing gear" role of philanthropy is both in the eye of the beholder and context-specific. The study challenges Western theories of foundations and develops an alternative framework for understanding patron decision-making in times of political upheaval.

***Bargain or Bargainer: Nonprofits and Government Contract Renegotiations***

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Three decades after its introduction, the non-contractible quality hypothesis remains the dominate theory used to explain the nonprofit organizational form. In this literature, the non-distribution constraint serves as a blanket check against ex-post reduction in quality when complete contracts are costly to construct. Empirical support of this theory has been mixed. Our paper explores an alternative and complementary role for nonprofits, by demonstrating that they protect government agencies from exploitation when contracts are renegotiated. Using the Federal Assistance Award Data System, we empirically test whether the nonprofit organizational form provides contracting advantages when the probability of contract renegotiation is high.

***Barriers to Wide Spread Adoption of Economic Security Measures: Survey Results of Public Officials in NJ and California, Part II***

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To better understand why there has been not been widespread adoption of an alternative to the FPL, this paper presents the second part of the results of a survey of public administrators in NJ and California. The findings test whether obstacles identified in previous research still remain, including that they are too complicated, lack credibility or are too broad geographically. Additional obstacles are explored as well including government requirements, cost, and non-profit brand loyalty.

***Becoming Business Like? The Impact of Organizational Changes***

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The organizational practices are evolving and nonprofit organizations are asked to be more effective and efficient in their management practices in order to improve their chances of survival, development as well to become more accountable to the communities they serve. Evolution means change. Change can be challenging. This paper analyzes how the Southeastern Red Cross changed its management practices through restructuring. It studies the changes in power relationships among organizational units to understand their impact on the successful implementation of changes. The ultimate purpose of this paper is to understand the benefits and challenges of becoming more 'business like.'

***Benefit Corporations Versus Nonprofit Organizations: Exploring the Call for Social Action***

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In 2010, state legislatures started passing legislation that introduced a new type of organization called the benefit corporation. This legislation allows for-profit businesses to take on the traditional features of nonprofit organizations. Benefit corporations are for-profit businesses dedicated to maximizing profit while improving society and addressing social issues of the public in a philanthropic manner. Using the social action framework, this study explores benefit corporations at the organizational level to determine their similarities and differences to nonprofit organizations in the types of social issues they address, their decision-making and governance processes, and their approaches to social action.

***Benefit-Revenue Alignment and Nonprofit Effectiveness: An Application of Benefits Theory***

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Research on nonprofit effectiveness lacks an examination of the relationship between financing and effectiveness. The benefits theory (BT) of nonprofit finance states that mission determines the type of services and benefits provided, which are supported by particular revenue streams. Organizational theories also assert that attaining goals or resources enhance effectiveness. So based on the BT perspective, are nonprofits that have benefit-revenue alignment more effective in reaching their goals or mission? I propose utilizing content and regression analyses to determine the relationship between the benefits arts organizations in Fulton County, Georgia provide and their effectiveness using NCCS Digitized Data for 1998-2003.

***Best of Both Worlds or Master of None? Nonprofit and For-Profit Organizations Attempting both Social and Financial Performance***

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This paper compares the performance of traditional organizations to hybrid organizations within an industry that values two types of performance simultaneously. Analysis of the social and financial performance of traditional for-profit, traditional nonprofit, and social hybrid organizations asks which of these organization types, if any, are able to achieve both outcomes. Hypotheses are tested on an 18-year sample of over 2,000 microfinance organizations. The results have implications for industries that value both social and financial performance, “hybrid” organizations, and traditional organizations incorporating another dimension of performance. Strategic “oughts” are theorized to be more amenable to dual performing than strategic “ought-nots.”

*Beyond Fundraising? Private Philanthropy and the Use of Social Media*

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While scholars have offered valuable insights regarding the usage of social media in nonprofits, little attention has been devoted to how large private philanthropic foundations engage with their stakeholders through social media. Their use of social media tools like Facebook and Twitter can provide us important insights on social media strategies, targeted audiences, and impact from a donor's perspective. I survey the world's ten largest private philanthropic foundations to understand how they use social media and how it differs from nonprofit organizations. I propose a model and suggest a set of best practices for this type of charitable organization.

*Beyond the Neighborhood: Community Building Initiatives, Neighborhood Organizations and Systems Change*

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Comprehensive community initiatives (CCIs) emerged in the 1990s as a prominent place-based approach to poverty alleviation and community change. For the most part, CCIs have largely been internally focused on "community building" through participatory planning, CBO capacity building, and promoting collaboration rather than on engaging larger systems and policy actors beyond efforts to leverage resources. This paper investigates efforts in one major CCI to mobilize for policy and systems-change, exploring the factors that shape community actors' policy agendas, strategic and tactical orientations, capacities and key alliances, and the obstacles and outcomes of their efforts.

*Beyond the Third Sector: Along the Path of Civil, Liberal and Pluralist Democracy*

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Boundary relations between the four major sectors of society (business, government, third and informal) involve manifold and complex interrelations. This paper presents an exercise in theory which focuses on relations between second-sector concepts of liberal, or pluralist, democracy, and third sector concepts of civil society. The interactions between these forces are examined as crucial boundary-spanning tools in the dynamics of power and participation in the 21st century. Three case studies, each both global and local, illustrate these forces: 1) Youth participation in Northern Ireland; 2) Vincent DePaul as a nonprofit leader; and 3) Uses of mass organization in Hungary.

*Big Data Applied: Exploring Big Data to Inform Nonprofit Decision Making*

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The use of "Big Data" allows for collecting and analyzing large amounts of unstructured text. Advocates champion Big Data tools for their capacity to provide timely information that can improve decision-making. This paper constitutes an applied project with a research question. In collaboration with a nonprofit art museum, in a metropolitan area of the southeastern United States, we conduct unstructured text analysis of visitor comments concerning their experiences captured through blogs, reviews, and social media posts, in order to assess the viability of such Big Data techniques for client-centered nonprofits in gathering client feedback to inform decision-making.



***Board Member Conflict and Attitudes Toward the Public: A Comparison of Charter and Traditional Public School Board Members in Minnesota***

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Douglas M Ihrke, Helen Bader Institute for Nonprofit Management  
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In this paper we use survey data collected from non-profit charter school board and elected public school board members in Minnesota to test two hypotheses regarding board member perceptions of conflict and attitudes towards the public. Our results show that non-profit charter board members have more internal focus and less concern with public perception than elected public school board members. We conclude that the shift away from democratic governance of K-12 education represented by the increased use of charter schools affects both the goals, and quality, of education governance.

***Board Member Retention: An Examination of Premature Exits in a Constituency Organized Nonprofit Board***

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***\*\*\*\*\*No Abstract\*\*\*\*\****

***Breaking Silence of the Hills: Assessing Collaborative Capacities of NGOs in the Rural Recidivism Reduction Program in Southeast Ohio***

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Despite the surge of offender reentry activity in urban areas, few rural county service agencies are collaborating with the criminal justice system to offer former inmates quality individualized, comprehensive reentry programs. Many rural areas experience higher than expected recidivism rates due to the lack of needed services and coordinated efforts. Successful offender reentry requires a high degree of collaboration across multiple levels, including local community providers represented by the various nonprofit organizations. This presentation examines the roles and capacities of nonprofit organizations in the formation, maintenance and management of community networks aimed at reducing rural recidivism in Southeast Ohio.

***Bridging and Bonding Rationales of Migrant Worker Organizations: Mapping of the Filipino Community Organizations in Israel***

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The goal of this paper is to identify an emerging form of community associations: the migrant worker associations, and to map the bridging and bonding rationales of these organizations using a case study of the Filipino migrant worker community in Israel. The paper will offer a definition of migrant worker organizations, map the types of organizations active in the Filipino community in Israel, and focus on two strands of activity: provision of social, cultural, and welfare services to its members as creation of bonding social capital, and advocacy efforts to improve human rights and working conditions as bridging social capital.

*Bridging and Bonding: Mechanisms  
Influencing Organizational Performance*

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This study examines how the performance of grassroots organizations is influenced by the mechanisms of social bridging and bonding. Social bridging theories argue that heterogeneous organizations will perform better, while social bonding theories argue that homogeneous organizations will perform better. This analysis uses data from a national study of nonprofit organizations to examine how the mechanisms of bridging and bonding influence organizational performance. Rather than being inversely related, the analysis finds that both mechanisms are positively related to performance. The finding suggests that grassroots organizations can improve their performance by having members that are a socially diverse and highly interactive.

*Building a Growth in Giving Index*

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The second paper describes the process using fundraising data collected from organizations to create an Index of philanthropic activity.

*Building Cross-Sectoral Collaboration through  
Academic Engagement: A Case Study of the  
Sichuan Earthquake*

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Through a case of a collaborative initiative for post-disaster community recovery in China among the government, nongovernment organizations (NGOs), and academic institutions, this article examines the roles researchers play in building cross-sectoral collaboration for community change. Data were collected through participant observations in an affected community and interviews with 60 participants after the 2008 Sichuan Earthquake. The article finds academics play a critical role in building and maintaining multiple partnerships when civil society is weak. Researchers empower other partners, assist in cross-sectoral communication, and coordinate conflicts of interests. The article also discusses reconciling academic pursuits with community engagement.

*Building Sustainable Nonprofits in a Contested  
Policy Arena: Women's Reproductive Health  
Services and Family Planning Centers*

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This study examines nonprofit sustainability in politically contested policy areas. Blending research on business planning, adaptive capacity, and revenue diversification, this paper explores how nonprofit family planning centers and reproductive health care facilities engage in business planning to improve their organizational sustainability. Does engaging in business planning lead to better financial outcomes? Surveying nonprofits in the Western United States, this study will examine the survey responses in comparison to the financial outcomes of the nonprofits, using NCCS data. The results will provide timely insights on the practices of nonprofits to promote sustainability in contentious and uncertain policy arenas.

*Businesses, Nonprofits and the Work  
Integration of Workers with Disabilities:  
Strategic Bridging and Mutual Dependency*

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The integration of persons with intellectual and developmental disabilities in the job market is a persistent social problem, challenging government agencies, nonprofits and businesses working in a mixed market. We examine the work integration of persons with intellectual and developmental disabilities in for-profit and nonprofit organizations, focusing on the relationship between the two types of organizations. In depth interviews and questionnaires in 40 businesses and nonprofit employers and five organizations and governmental agencies involved with work integration of persons with disabilities, revealed complicated power relations, inter-dependencies and imbalanced collaborative patterns, similar to a relationship pattern known as strategic bridging.

*Capacity-Building Using a Blended Learning  
Model: A Case Study in Graduate Nonprofit  
Education*

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The paper presents the results of a spring 2014 survey of MS Nonprofit graduates in which researchers sought to determine if program alumni/ae believed that their graduate education in nonprofit management was of value to them professionally. The sample was composed of those who graduated between spring 2004 and fall 2013. In general, respondents were positive about their experience with the program and considered the degree to be valuable. Eighty-eight percent of those responding would recommend a master's in nonprofit management to a colleague. Fifty-eight percent of those responding were satisfied or very satisfied with the blended learning model.

*Change in Community Funding Intermediaries:  
Exploring Field and Local Logics*

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This paper explores isomorphism in the allocation practices of local United Ways and Community Foundations in four states. While there has been much attention paid to the influence of field level isomorphic pressures, local institutions also exert considerable influence over organizations. Drawing upon a sample of United Ways and Community Foundations in four states, we explore the extent of homogeneity in allocation outcomes within communities and across United Ways and Community Foundations.

*Charitable Deduction Reform Effects on  
Fundraising and Donations: Evidence on  
Organizational Level Determinants from the  
Netherlands*

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This paper explores how the charitable deduction affects fundraising by cultural nonprofit organizations in The Netherlands. Based on the literature on fundraising, organizational change, market orientation and cultural entrepreneurship, we will test the hypothesis that the effects of the deduction depend on the organizational capacity for fundraising in a large sample of cultural institutions. This research will provide new knowledge about the influence of organizational practices and characteristics that determine the effects of the charitable deduction reform on cultural nonprofit organizations. This knowledge helps organizations determine the bandwidth and their degrees of freedom in the expected return on investment in fundraising.

*Charitable Solicitations Regulation and the Principles of Targeted Disclosure*

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In the 1970s and '80s, many US states enacted "point of solicitation" disclosure requirements. Importantly, these imposed an obligation to disclose to donors the proportion of any gift that would support the charitable goals. Details varied. In 1988, the Supreme Court ruled such rules unconstitutional. Recently, scholars have been exploring "targeted disclosure" as a method of encouraging desired behaviors and has distilled principles of successful policies. This paper relates proposed disclosure rules to these principles and explores the potential of targeted disclosure as a means of achieving the states' public policy goals.

*Choosing Between Nonprofit and For-Profit Forms in the Fair Trade Industry*

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In an era of blurred sector boundaries, one way to distinguish between for-profits and nonprofits is to understand how entrepreneurs evaluate the merits of incorporating in either sector when both options are available. We investigate this issue by drawing on data from an original survey of founders of organizations in the fair trade industry, where both organizational forms are common. The presentation examines the factors that drive sector choice, the "stickiness" of founders' choices (i.e., whether they would make the same decision again), and the considerations that make entrepreneurs more or less likely to incorporate as nonprofits.

*Choosing to Advocate: Understanding the Advocacy Activities of Service-Delivery NGOs in Cambodia.*

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Rights-based approaches to development increasingly stress the need to engage in advocacy to address underlying causes of poverty. As a result, many international NGOs increasingly emphasize policy advocacy in their programs and funding, placing increasing pressure on local NGOs to engage in advocacy efforts. But local NGOs in many countries may also face pressure from governments to refrain from advocacy or lobbying activities considered 'political.' We examine whether sources of funding, professionalization and government relationships affect NGOs engagement in advocacy efforts using primary data based on a survey of 135 NGOs in Cambodia.

*Citizens in Action: Lessons in Urban Local Governance from Women in a Slum Resettlement Site.*

*Ramya Ramanath, DePaul University*

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Most portrayals of citizen-led efforts place the state and nongovernmental organizations at the centre of analysis. They refer to interactions between them but lack exclusive insight into citizen action that could constitute the foundation of what governs governance. This article focuses on the everyday tactics that women displaced from the slums of Mumbai utilize to reorganize their livelihoods. In doing so, it adds to the repertoire of arrangements, some of which exceed those delimited by a formal state and civil society structure and thus extends theoretical and empirical conversations on the role of women in urban local governance.

*Civic Participation is Multifaceted*

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The literature on civic engagement is predominately focusing on the two pillars of pro-social behavior: giving and volunteering. Indeed the majority of studies in the nonprofit literature and in ARNOVA conferences focus on these two forms of pro-social behavior. Accepting these two forms of civic participation as important, this presentation seeks to identify and highlight a wider range of pro-social behaviors that are rarely discussed. In this line of thinking we advance the notion of “pluralization” of involvement. People can and do invest in their community and society in variety of modes that often go unnoticed.

*Civil Society and Biopolitics in Contemporary  
Russia: The Case of Russian "Daddy-Schools"*

*Pelle Åberg, Södertörn University*

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This paper will deal with civil society organizations active in the field of family policy and demographic issues in contemporary Russia, using Michel Foucault’s concepts of biopolitics and governmentality. More specifically, so called “daddy-schools” that have emerged in and around Saint Petersburg since 2008, are studied, using interviews and documents. A preliminary analysis shows that the organizations work as complements to the state but have also influenced policy, altered legislation and challenged established assumptions and the governmentality of the Russian state concerning parenthood, the “good” father and how to deal with the ongoing demographic crisis.

*Civil Society as Social Movement, Organization  
and Network: The Rapidly Changing  
Relationship Between Governments, NGOs and  
Civil Society in Ukraine*

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Over the course of four months, civil society in Ukraine underwent a remarkable transformation. Peaceful protests, popularly called EuroMaidan, morphed into an organized social movement, a hierarchical organization and a network of related organizations. This process revealed massive public support, a widespread uprising, a fierce armed conflict, and a makeshift governmental infrastructure. The events ultimately resulted in drastic political changes in the country. This manuscript explores processes that took place in Ukraine’s civil society during these events. The study has implications for understanding civil society and the intersection of public, private and voluntary sectors in times great of change.

*Civil Society in Liberia: Challenges and  
Opportunities for Democratic Development*

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Civil society is not well understood in developing countries (Salamon and Anheier 1996). Yet civil society plays an important role in strengthening democratic governance, especially as a “civic intermediary” that facilitates citizens’ interactions with the political system (LeRoux 2007; LeRoux and Krawczyk 2013). There is little research on African NGOs; and virtually none on civil society in Liberia. This research study fills this gap by documenting NGO practices and activities in Liberia, and by exploring the broader role of Liberian civil society, including it’s relationship with government, citizens, and the media.

***Civil Society Organizations in the EU: Being Ideological or Having an Impact?***

***Pelle Åberg, Södertörn University***

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Civil society organizations are discussed as actors who can reduce democratic deficits in global/regional governance institutions, not least the EU which is the focus of this paper. However, organizations with different aims and ideologies often come together in large meta-organizations to address EU-institutions. This paper studies how the identity and ideological acerbity of CSOs is affected by membership in heterogeneous meta-organizations through a case study of CONCORD Europe, active in the development cooperation field at the EU level. Theoretically, neo-institutional theory and research on meta-organizations is used. Empirically, documents and interviews with representatives of CONCORD and CONCORD's membership are analyzed.

***Collaboration and Competition Between Nonprofit Organizations in Homeless Service Delivery Networks***

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Interorganizational competition is understudied in nonprofit network research. Yet in a declining resource environment, competition for resources is likely to be active in a service delivery network. This study examines nonprofit collaboration and competition in a homeless service delivery network. Our core argument is that while direct perceived competition may negatively affect interorganizational collaboration, professional friendship between organization leadership may moderate the negative impact of competition on collaboration.

***Collaboration and Nonprofit Human Resource Capacity***

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This empirical study discusses the interaction effects between inter-organizational collaboration and the human resource capacity of nonprofit organizations. While collaboration can significantly affect management practices of each organization, the human capacity of organizations can affect its opportunities to collaborate. Using seemingly unrelated regressions (SUR), the paper tests the interaction effect between partnerships, as a form of collaboration, and three aspects of nonprofits' human resource capacity: paid staff, volunteers, and the professional development of staff. The results indicate that organizations engaged in partnerships have more paid staff and volunteers; professional development of staff is contingent on financial resources acquired from partnerships.

***Collaborations in Community Based Nonprofits: Determinants and Deterrents***

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With increasing poverty rates in suburban communities, community based nonprofit healthcare organizations are crucial in providing care, often with support from government and for-profit establishments. Applying multiple qualitative analytical techniques, we explore why some community-based organizations are able to engage in collaborations and networks for addressing resource constraints and address service demands while others work in silos. By examining the factors determining these differences, we seek to advance knowledge on the challenges and prospects of cross-sector collaborations by community based organizations in suburban areas.

*Collaborative Dynamics in Transforming a Distressed Area into a Sustainable Eco-Village*

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This study portrays how a community-based NPO assisted a disastrous township over a period of 15 years, and turned the area into an attractive eco-village site. A dynamic framework of hybridity-transformation-reflection-reconstruction is suggested to summarize the process been through. Based on the resource and governance perspective in the extant literature, the study also analyzes the integration and transformation effect brought by major initiatives of this single case.

Keywords: Collaborative Dynamics, Newhomeland Foundation, Community-based NPO.

*Collective Action and the Sustainability of Co-Production*

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This paper addresses the sustainability of citizen/user participation in providing public services. Co-production may limit cost, but it requires a change in the relations between public servants and citizens/users. Direct citizen engagement in service delivery is crucial for the quality of social services. This paper reviews the relevant literature on co-production, with a clear focus on civil society and citizen participation. It discusses structural variables for resolving important social dilemmas. Small group interaction provides a key to promoting sustainable co-production of public services. Governments should, therefore, develop more flexible approaches to co-production, since one-size won't fit all citizens' needs.

*Commercializing Non-Profit Organizations: When to Use Incentive Contracts in the Face of For-Profit Competition with Evidence from Microfinance Institutions*

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My research question is whether non-profit microfinance institutions which use incentive contracts are more likely to successfully compete in an increasingly commercialized microfinance industry. I make predictions about when incentive contracts are more likely to be effective in non-profit organizations and then test the hypotheses of the model using publicly available MIX Market data, which contains financial and social indicators from a large number of MFIs. My results are largely supportive of the hypothesis that non-profit microfinance organizations are generally less effective at using pay-for-performance contracts, and for-profit competition serves as a moderator of this effect.

*Community Collaboration in Legal Aid Programs: A Constructivist Grounded Theory*

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Pursuit of collaborative social change strategies and collective leadership in legal aid programs is impeded by policies that constrain systemic change activities while privileging individual outcomes. Yet, many programs maintain a dynamic organizational commitment to individual, collective, and systemic advocacy. Using data from interviews with legal aid attorneys and client community members, this paper introduces a conceptual model of community collaboration in the legal aid context. Findings related to individual stakeholder perceptions and experiences of community collaboration are presented, and implications for how organizations adapt and respond to their policy environments are discussed.

*Community Engagement in Nonprofit  
Governance: Evidence from Representative  
Board in Italian Bank Foundations*

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The present study investigates how Italian Bank Foundations (IBFs) engage the community in board. Using the Guo and Musso's (2007) five-representational framework, we collected the data by a content analysis on the IBFs' statutes and an e-mail survey addressed to the 88 IBFs. Despite referred to the Italian context, this paper contributes to draw a widespread picture of how community could be involved in governance, giving a description of several tools helpful for this aim.

*Community Health Center (CHC) Financial  
Viability and the New Health Care Regime*

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The objectives of this paper are to: (1) examine the relationship between the composition of Medicaid recipients, the uninsured, and Community Health Center net margin by county from 2008-2011; (2) to provide policy and management recommendations for CHC financial viability under the post-Affordable Care Act of 2010. This paper will analyze data from Form 990s, American Community Survey, and HRSA grantee lists. It is expected that the proportion of Medicaid recipients is positively related to net margin; and proportion of uninsured is negatively related to net margin. It is further expected that HRSA grantees will also have higher net margins.

*Comparative Analyses of Australian and UK  
Social Entrepreneurship Policy Discourses*

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The objective of this paper is to provide a comparative analysis of social entrepreneurship (SE) public policy discourses in two countries: the United Kingdom and Australia. Drawing on literature from management and comparative public policy, specifically it investigates how SE has been deployed by policy-makers to promote reform in the non-profit sector to identify mechanisms of SE policy transfer and policy diffusion. The paper is novel in its approach combining quantitative methods to investigate how policy discourses shape SE development with complementary qualitative research with service delivery organisations to understand how policies are interpreted and negotiated by 'frontline' policy actors.

*Comparative Analysis on Perception of NPOs:  
Using Survey Data in Japan*

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Due to Japanese policy-driven increase in the number of nonprofits, and later societal encouragement in voluntary action, terms such as "NPO" or "volunteering" became widely accepted in the general public. However, limited understanding of the public is caused by the absence of public education in the difference between "volunteering" and "nonprofits". This misunderstanding of the nonprofit sector can be troubling for nonprofit activities regarding to their fundraising efforts as well as other areas of influence. This study conducts survey groups of experts and other target groups to explore differences of understanding. Findings discuss needs of changing public education on nonprofits.



*Comparing and Contrasting the Professional Development Needs of Employees Within Nonprofit and Grantmaking Organizations*

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The purpose of the paper is to present findings from a national online survey of 800 nonprofit and philanthropic professionals about their professional development needs. We will report statistically significant comparison findings between staff working in nonprofit organizations and staff working in grantmaking organizations. This paper is the first study that attempts to determine if there is a difference between nonprofit and grantmaking staff professional development preferences and can be useful in informing organizational professional development planning and implementation.

*Comparing Non-Profit and For-Profit Approaches to Microcredit on Array of Supplemental Services in One Locale*

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Non-profit (NP) and for-profit (FP) organizations offer microloans. NP providers are assumed to be wholistic, providing for multi-faceted needs of microloan participants, including child care, health care, and education. FPs are assumed to charge higher interest but also offer financial services, business planning, and savings. This study compared interest rates, service fees and array of supplemental services offered by 17 programs in one city in India. Children's education, childcare and healthcare were provided through NP rather than FP microcredit programs, at lower interest rates. Implications for the benefits of both NP and FP models and gendered poverty reduction are discussed.

*Comparing Perspectives About Why Capacity Building Matters: Community Foundation Funders Versus Nonprofit Organizations That Choose to Participate*

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Foundation-funded nonprofit capacity building initiatives—including grants for non-programmatic purposes, training sessions, convening and networking events, and structured programs—are tools community foundations may use as they shift from a more passive role to a more active role in community change. Drawing on survey results and semi-structured interview data, this paper compares foundation perspectives on the purpose of the capacity building initiatives they fund with the purpose as perceived by the nonprofit organizations that participate in such efforts. Ultimately, this paper seeks to contribute to an understanding of the factors that both constrain and enable community foundations in community change.

*Compensating or Spilling-Over? Exploring Nonprofit Employees' Volunteering and the Implications for Human Resources Management*

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Recruiting highly motivated volunteers who integrate the values and norms of the nonprofit sector is a critical task for many nonprofits. Individuals who work in nonprofit organizations meet this qualification, which makes current nonprofit employees ideal volunteers for other nonprofit organizations. This study examines and compares two theoretical frameworks to comprehend the volunteering of these employees: spillover theory and compensation theory. Preliminary findings provide empirical support for spillover theory rather than compensation theory, a result that should interest leaders and managers of nonprofit organizations.

*Complex Governance Structure: A Proposed Framework to Examine Nonprofit Governance*

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The inclusion of additional boards within a single organization in the study of nonprofit governance may help researchers more fully understand governance processes. The predominant theoretical lens used to examine nonprofit governance, agency theory, has limitations in its ability to fully explain the dynamics in and around the boardroom. This paper will focus on the relationships among the organizational actors in nonprofit governance – the board, the CEO, and the advisory board. Using a multiple theoretical perspective, the paper proposes a conceptual framework through which a more complex governance structure can be examined.

*Complex Public-Nonprofit Collaboration in a Federalist System: Lessons from a Qualitative Study of a Homeless Continuum of Care*

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Human services in the United States are typically implemented through partnership between government funders and nonprofit providers. The Homeless Continuum of Care (CoC), a collaboration mandated by the U.S. Department of Housing & Urban Development as a funding prerequisite, includes state, county, and city governments and nonprofit organizations. A qualitative study of one CoC found multi-level collaboration. Horizontal collaboration was among governments and nonprofits that carried out planning, service provision, and other tasks. This group collaborated vertically with HUD. HUD's simultaneous imposition of regulations and disengagement from the local-level process led to skepticism toward HUD by the horizontal collaborators.

*Compounding Effects of Multiple Disasters on  
Nonprofits: Local Perspectives on Collaboration*

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After a disaster, many local nonprofit organizations do not have the capacity to meet the community's demands. However, compounding effects of multiple disasters and the influx of national nonprofit organizations has the potential to lead to more competition - not collaboration - between the local and national nonprofit organizations. This case study applies three theoretical frameworks to a mixed-methods approach to better understand what factors affect a local nonprofit organizational leader's decision whether to collaborate with national nonprofits after multiple disasters. The paper discusses the study results and practical implications for local nonprofits in vulnerable and hazard prone areas.

*Concentration of Donations and the Slowdown  
of Growth Among Public Charities*

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Contrary to the view of many, the nonprofit sector is not growing in importance to the U.S. economy. Organizational ecology predicts maturing industries experience decreasing entry of new organizations and concentration of resources into the largest organizations. Organizations filing IRS Forms 990 satisfy both of these conditions. No scholarship examines trends in concentration of donations among charities. This study uses previously unexamined data from the Philanthropy 400 rankings of the largest fundraising charities published by The Chronicle of Philanthropy. This maturation will not affect all categories of charities equally, but trends will highlight which types of organizations will remain relevant.

*Conceptualizing a Model for Organizational  
Innovation in Nonprofit Organizations*

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This study compares 501(c)(3) public charities and 501(c)(6) business associations' organizational practices that are presumably related to the innovation climate. Using principal component analysis, a concept of innovation climate is developed based on elements that include innovation as an organizational value, risk aversion, levels of trust from managers, a sense of pride in working for an organization, quality of work, incentives, and ethical standards. Findings from a series of OLS regressions suggest many of these variables to be positively related the nonprofit innovation climate.

*Conceptualizing Social Innovation for Direct Social Service Nonprofits: A Mixed Methods Approach Modeling a Typology of Social Change Efforts*

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This research presents a conceptual model of the typology of social innovation for direct service nonprofits. Survey data were collected from a random sample (n=241) of direct service nonprofits in Alberta, Canada along with interview data (n=31) to elicit a more in depth understanding of the varying ways that these nonprofits promote social change. Principal factor analysis was used to uncover the underlying structure of the varying types of social innovations. Results suggest a three factor model including socially transformative, product and process related social innovations. Results are discussed in relation to present theorizing on social innovation and social entrepreneurship.

*Conceptualizing Social Media Capital*

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How does an advocacy organization's stakeholder communication strategy ("listening") affect the effectiveness of its social media messages ("speaking out")? We address this question by examining the Twitter use of 145 nonprofit advocacy organizations. Using number of retweets and number of favorites as proxies of effectiveness, we test our hypotheses with a 12-month panel dataset—this organization-month level dataset collapses by month and organization the 219,915 tweets sent by the 145 organizations during the entire year of 2013. Our findings reveal interesting patterns in terms of the relationship between social media message effectiveness and an organization's targeting and connecting strategy.

*Confronting Agency in New Venture Start-Up: An Experiment of Entrepreneurial and Non-Entrepreneurial Nonprofit Executives*

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Decision making has been an area of interest for scholars from many backgrounds and disciplines. Behavioral economists (e.g. Ostrom, Gardner, and Walker, 1994; Ostrom and Walker, 2003; Ostrom and Ahn, 2009), have examined the causes and conditions that lead to over and/or under cooperation with community resource pools. Despite progress in these areas, studies have yet to specifically engage the question of nonprofit decision making. Based on this foundation we designed an experiment for nonprofit managers to assess the question: How do nonprofit entrepreneurs and non-entrepreneurs weigh agency when considering the resources they utilize to launch new ventures?

*Connecting Collaborative Governance with  
Emergency Management : A Comparative  
Analysis of Two Collaborative Networks in  
Taiwan and China*

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How does emergency management network work for re-shaping collaborative relationship among multiple actors of cross-sector? Do formal and informal network help to make collaborative effects more equally responded by multiple actors? Focusing on emergency management collaborative networks, we examine how structures of actor connections affect re-function of perceived collaborative relationship. Our comparative analysis of two cases of emergency management network—2008 Wenchuan Earthquake collaborative network and 2009 Typhoon Morakot Devastation collaborative network—suggests structural effects of network on perceived partnerships and outlines a series of propositions that extend functions of network and partnerships in emergency management policy area.

*Consensus, Divergence, and Gaps in Cross-  
Sector Management Research*

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This “state of the field” integrative literature review explores areas of consensus and divergence and identifies gaps among recent conceptual and empirical research studies about the management of cross-sector contracting relationships between government agencies and nonprofit organizations. New theoretical approaches include: an updated contracting framework; tools framework; continuum models; and constructs such as relational contracting, collaborative governance and collaborative public management; network management, and integrative leadership. Although the focus is on cross-sector contracting relationships and their management, the paper also draws on the broader literature on cross-sector relations and suggests promising directions for further study.

*Considering the Potential Downside of Social  
Responsibility: Examining Risk in Corporate  
Prosocial Activities*

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This paper reports on a study designed to assess how individuals think about the risks associated with organized efforts to produce social value. We describe prosocial activities in terms of three types of assets—operational capital, affective capital, and public value—that may be gained or lost as a result of engaging in a prosocial initiative. We propose a utility function for considering risk and describe the results of a pilot study in which we explore respondents’ assessments of one type of prosocial initiative, corporate social responsibility (CSR). We conclude that individuals underestimate CSR risks in predictable ways.

*Contemporary Volunteer Involvement in NPOs:  
Management Practices for Engaging Episodic  
Employee Volunteers*

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The willingness of individuals to commit to NPOs is increasingly shifting towards episodic involvement. Hereby, NPOs are increasingly required to adapt their volunteer management practices to use multiple individuals as volunteers, each for a short period of time. In this paper, we research employee volunteering from the perspective of episodic volunteer involvement. We argue that the required management practices can be framed according to a typology of employee volunteer engagement. As such, we offer a novel typology of 6 distinct employee volunteers. Accordingly, we propose six different management practices that NPOs can implement when they engage episodic employee volunteers.

*Contingent Effect of Third-Party Ties on Joint  
Policy Advocacy in a Health and Human Service  
Network*

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The effect of a non-peer third-party actor on collaboration is understudied in existing service delivery network research. We suggest that mutual connections to a dominant lead organization may inhibit joint policy advocacy, due to social division. In contrast, shared connections to a peer service provider may facilitate joint advocacy, due to social cohesion. Shared resource dependence on the lead organization may moderate the positive relationship between social cohesion and joint advocacy. We test these hypotheses in a mental health network. Results of quantitative network analysis strongly support the hypotheses. Limited interview data illustrates agency perspective of third-party influence on joint advocacy.

*Contract Responsiveness or Program  
Effectiveness: Do Contractors Faithfully  
Implement Public Values?*

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Affording contractors with discretion to implement public policy has implications for the realization of public values. Contractors may prioritize contract incentives rather than faithfully pursue broader public policy goals. Do nonprofit and for-profit contractors approach this trade-off similarly? Using contract performance data from juvenile justice programs, we examine whether contractors respond to contract incentives at the expense of prioritizing larger public policy goals. We find contractors are more likely to respond to contract incentives rather than pursue publicly stated objectives when the two are not aligned. This effect is more pronounced for for-profit organizations versus their nonprofit counterparts.

*Corporate Volunteering and Employee  
Engagement: Findings from Australia*

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The purpose of this study was to assess the factors that contribute to participation in corporate volunteering and to employee engagement. Over 4,000 employees from ten leading Australian companies responded to the survey and demonstrated that the most important motivator for participation was the belief that corporate volunteering makes work more meaningful. The findings of the study show that employees who participated in corporate volunteering scored significantly higher than non-volunteers on all measures of engagement with their organisation including organisational commitment, job satisfaction and CSR attitudes. The implications of the findings for the corporate and social sector will be discussed.

*Correlates of Rigorous Program Evaluation  
Among U.S. Nonprofits*

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As competition among nonprofits intensifies and major donors and other stakeholders turn to impact investing and results-oriented philanthropy, nonprofit organizations are increasingly under pressure to provide evidence of programmatic effectiveness. However, as expectations for evidence rise, many nonprofits struggle with specific challenges that impede their abilities to conduct rigorous program evaluations. Recognizing these trends and tensions, this study seeks to identify the impediments and determinants of rigorous program evaluation among US nonprofits. Results are obtained from a nationally representative survey of registered public charities in the United States.

*County-Level Effects on Patterns of  
Volunteerism*

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This paper presents a county-level analysis that tests traditional expectations of volunteerism derived from individual-level studies. The analysis is based on a new and unique dataset of 224 counties and examines both volunteer status as well as extent of volunteerism at the county level. Population demographics, socioeconomic traits, and community characteristics that encourage and inhibit volunteerism are included in the model and evaluated against theoretical expectations derived from studies of individual level volunteer decision making.

*Creating a Theory of First-starter  
Advantage/Disadvantage for International  
Non-governmental Organizations*

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International Nongovernmental Organizations (INGOs) work to solve the world's ills with an urgency stoked by the gravity of the issues themselves. While the race to achieve their mission is not likely seen as a competition, surely there are advantages and disadvantages to being the first mover on an issue, in proposing an innovative solution, or in working in a remote locale. Reviewing the for-profit literature on First-Mover Advantage/Disadvantage and applying it to examples in conservation INGOs, this paper hopes to create a framework theory on First-Starter Advantage/Disadvantage for INGOs as the first step for future research.

*Creating and Sustaining Collaborative Value in  
Community Sport Partnerships*

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The community sport system plays an important role in the delivery of sport opportunities. Financial challenges, limited resources, a declining volunteer base, and fluctuations in participation rates have placed significant pressure on community sport organizations' (CSOs) abilities to achieve their objectives in a stable and sustainable manner. Partnerships among CSOs, commercial organizations, and public institutions have emerged as a valuable way of helping CSOs overcome challenges and achieve objectives. The purpose of this study is to understand the factors that contribute to or impede collaborations in the community sport sector.

*Creating the Mosaic: How the Public and  
Nonprofit Sectors Contribute to a Vibrant Arts  
& Culture Scene*

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The public and nonprofit sectors both impact the arts and culture scene in the United States. This paper overviews the variety of ways that the two sectors work – sometimes together, sometimes not – to help create a vibrant environment for creativity. Although the connections are numerous, the focus will be on funding (public, private, and earned), policy (arts education and percentage for the arts), and programming (public art and public museums). This overview will help increase the understanding of the interconnectivity of these two sectors on the arts. This overview will provide a better understanding as to how the two sectors interact will further relationships and strengthen the position of the arts in the United States.

*Credit Unions in the U.S.: A Distinct Nonprofit  
Organization*

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This study, following earlier research in Canada that found that credit unions are more prevalent in rural communities and small towns relative to the general population and to banks, examines credit union and bank branches in three U.S. states (Arizona, New Hampshire and Wisconsin). We find that credit union branches are strongly represented in sizable urban communities, and are more likely to be located in low-income zip-code areas than banks. The data show evidence of a credit union niche market, but also a tension between social and economic objectives, and that credit unions accommodate themselves to profit norms, what we refer to as market accommodation.



*Cross-Border Philanthropy - Projecting Institutional Logics or Exporting Social Hegemony?*

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This paper explores paradoxical Jewish philanthropic support of Israeli Arabs by critically assessing a funding collaborative of over 100 major North American Jewish funders and influential communal actors. An inclusive notion of building civil society through philanthropic investment (Hammack and Heydemann, 2009) is at odds with considerations of philanthropy promoting cultural imperialism (Arno, 1982) and masking pluralism (Roelofs, 2003). If foundations and other donors play a key role in promoting and leading information dissemination, advocacy and mobilization of public support for political agendas, how do we interpret actions of cross-border North American Jewish funders who focus on Israeli Arabs?

*DATA MINING Techniques for Fundraisers: Explaining the Portuguese Donors Behavior*

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Fundraising managers in nonprofit sector are constantly challenged to obtain donations from the general population. Rather than simply requesting donors to donate, it has become a far and wide practice to suggest a set of amounts – the appeals scale.

We study the relationship between what is requested and what is received incorporating donor psychological profile into a comprehensive, ‘attraction’-based model of donation behavior. Using data collected from 612 Portuguese charities donors, we compare several data mining algorithms to explain donation behavior.

The models evidence good quality and the extracted knowledge is useful for fundraisers and marketing campaigns allowing higher efficiency.

*Decision-making Authority in Nonprofit Membership Associations*

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This paper analyzes decision-making dynamics in membership associations. Using existing data (involving a national survey and in-depth case studies) from NGOs in Lebanon’s civil society sector, we offer and test hypotheses about the location of decision-making authority and actual source of decisions in membership associations. Possible decision-makers include the membership as a whole, the executive director, the association governance board and others. Types of decisions include those related to budget, annual reports, hiring, and programming. We examine mechanisms for member input, membership composition including gender balance, and capacity measures as possible explanations for differences in who makes decisions across associations.

*Decisions By the Nonprofit Governing Board:  
How Limited Knowledge of IRS Regulations  
Puts their Tax-Exempt Status at Risk*

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In 2011, more than 272,000 nonprofit organizations lost their tax-exempt status for failing to comply with IRS regulations. This research examined the ability of nonprofit board members to recognize decisions that could put their tax-exempt status at risk. More than half of the board members surveyed indicated they were not comfortable with their knowledge of IRS regulations, and more than 90% of the responses failed to take the pertinent regulations into account when presented with a variety of scenarios. The research identified likely areas of non-compliance in order to develop measures for board member education.

*Democratic Norms and the Right to Associate –  
A History of Israel's First Bill of Associations*

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Israel's first bill on the right of association was submitted to the Knesset in 1954 following intensive discussions between various levels of government agencies. This study sheds light on the different versions of the bill and on the debates that took place between government officials over two questions: who shouldn't be allowed to associate? And, on what conditions can an association be dismantled? The study claims that the public and professional debate over these two clauses embodies the tension between the different democratic world views and the differing perceptions on the right of association as a fundamental right.

*Demystifying Capacity Assessment in a Culture  
of Insecurity and Overload. Practical Capacity  
Assessment Experiences of Hong Kong NGOs.*

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Hong Kong's nonprofit sector is composed of a vibrant, sizable, and diverse variety of organisations and groups. Yet insecurity and work overload are also dominant features of this sector. What are the implications of culture for organisational capacity assessment (OCA)? How can cultural context be accounted for when designing and conducting a capacity assessment programme? This case study will contribute practical experiences and theoretical knowledge of adapting and implementing an OCA tool for Hong Kong NGOs. It will also illustrate the accompanying challenges of capacity measurement in an eastern setting, thus highlighting the importance of culture and context in capacity-building.

*Dependency, Complexity and Performance in  
Israel's Nonprofit Human Services*

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The study provides a conceptual framework to link the areas of funding dependency, organizational complexity and performance in Israel's nonprofit human services. We advance the notion that changes in government funding and the global economic crisis necessitate a novel approach to mapping nonprofit human service organizations considering concerns of measuring social and economic performance. The notion of an “optimal” mix between social performance and economic criteria of performance is developed that classifies Israel’s nonprofit human services according to (a) level of dependency on government resources (b) type of goals (c) organizational complexity (d) criteria of performance and (e) performance outcomes.

*Developing New Management Strategies for  
Assessing Organizational Diversity and  
Inclusion Practices: Introducing ASAE's  
Association Inclusion Index*

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This paper presents The Center for Association Leadership’s (ASAE) Association Inclusion Index. The index is an “online diagnostic tool that evaluates diversity and inclusion policies, philosophies, and practices against” best practices (www.asaecenter.org). Presenters will review the literature used to inform the development of the tool, and discuss the methodological underpinnings of the index and accompanying scorecard provided to the user. Information regarding the instrument’s Beta test will be highlighted to illustrate the pros, cons and insights from prospective end users. Lastly, presenters will discuss how organizations can utilize the index as a strategy for strengthening diversity and inclusive organizational practice.

*Dialogue in the Dark: Mainstreaming Blind  
People in Germany*

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An exhibition in the dark was the cornerstone for the creation of a very successful global social enterprise, Dialogue in the Dark, that is used in corporate training as well as fighting exclusion.

*Dimensions of Program Strategy*

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The strategic management process entails: strategy formation (how managers make decisions), strategy content (what is decided), and strategy implementation (how the ideas are enacted). This paper introduces a conceptual model to frame program content elements. Defining content areas facilitates further exploration as it provides a language and framework to analyze choices. The proposed model has three features: 1) definitions of the social problem, 2) public benefit methods, and 3) systems that support activities.

*Disaster Evacuation Capacity of Governments  
and Nonprofit Organizations for Communities*

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Local government agencies and nonprofit organizations both seek to help community evacuation in a safe and efficient manner. However, while voluminous literature discusses the importance of local government for disaster evacuation, capacity of nonprofit organizations for disaster evacuation of communities is understudied. This study is set out to compare past evacuation experiences as well as future evacuation capacities of governments and nonprofit organizations for communities. It uses data from a national survey (n=506) of governmental and nonprofit organizations in 7 states in the year of 2008.

*Disaster Evacuation Preparedness of Nonprofit  
Organizations Serving Persons with a  
Disability*

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This study seeks to examine variables associated with disaster evacuation preparedness among nonprofit and human service organizations serving those with disabilities. Using a cross-sectional survey design, 213 human service organizations (HSO's) were used for this study. The results showed that disaster services capacity, evacuation capacity, organizational size, and coordination with governmental HSO's are important predictors of organizational evacuation preparedness. Coordination with other nonprofits, and respondent ratings of recent evacuation response, however, do not predict evacuation preparedness. Based on study findings, we suggest strategies for increasing the disaster preparedness of nonprofits serving persons with a disability.

*Do Nonprofit Organizations Need a Rainy-day  
Fund? Nonprofit Operating Reserves and  
Financial Vulnerability*

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A rainy-day fund, or reserve fund, is designed to keep an organization afloat in the event of some unforeseen circumstances when revenues cannot meet the expenses. Nonprofit organizations, however, are often under pressure from charitable rating agencies and donors to spend rather than save. Nonprofits' saving behavior has not attracted much research attention. This article investigates whether operating reserves mitigate nonprofit organizations' financial vulnerability, especially during economic downturns. I will use panel data obtained from the NCCS database to conduct a fixed effects regression analysis. I expect this study to contribute to nonprofit financial management theory and practice.

*Does Engagement of Community Stakeholders  
Influence Capital Facility Project Success?*

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This study examines the practice of engaging organizational stakeholders in nonprofit management. We focus on the process nonprofit arts organizations go through engaging other community organizations during the course of a major building project. In the paper, we address the following research questions: how does perceived stakeholder engagement differ between project pursuing and community nonprofits? Are some strategies more effective than others? Finally, what impact do strategies have on project-pursuing organizational performance? The study contributes to a better understanding among scholars and practitioners about the effects of stakeholder engagement strategies have on organizational performance.

***Does Governance Matter? Board Configuration and Private Foundations' Transparency in China***

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Empirical studies on the measure of nonprofit effectiveness and the factors that influence the board effectiveness are inadequately conducted. This paper aims to enrich the aforementioned deficiency by examining whether entrepreneurial philanthropist's foundation governed by board using philanthropic-style boards is more likely to be transparent than a foundation governed by board using corporate-style boards. Adopting the measures of an established governance configuration models, the researcher will test the governance configuration models in relation to transparency. A sample of 128 foundations that are established by Chinese entrepreneurs will be used to conduct the empirical study.

***Does Heterogeneity Explain Private Contributions to Public Education? A Test of Government Failure Theory***

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Government failure theory suggests that it is the match (or mismatch) between the heterogeneity of demand and the heterogeneity of supply that should dictate the level of nonprofit activity or private contributions. I test this theory in the case of private contributions to public education using new data from Florida, Iowa, North Carolina, and Oregon, four states with very different education finance and policy contexts. Previous research considers heterogeneity of demand but not its heterogeneity of supply. By including an interaction term in the model, I can address a critical element of the theory that earlier studies do not.

***Does Income Inequality Increase Charitable Giving?***

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Do households react to changes in the distribution of income in their neighbourhoods and localities in their charitable donations? We study how the change in income inequality as measured at the neighbourhood and locality (municipality) levels affects reported giving by households in Canada between 1991 and 2006. We find, on average, that an increase in inequality will increase charitable giving.

*Does Nonprofit Law Matter? Evidence from the Enactment of UPIA*

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We examine the effects of state adoption of the Uniform Prudent Investment Act on the investment portfolio and spending decisions of nonprofit firms. UPIA loosened rules limiting spending out of endowment assets, and made clearer the permissibility of modern portfolio management techniques. We find that firms in UPIA adopting states shift their portfolios toward equities by 15 basis points on average, and modestly increase spending.

*Does Nonprofit Proliferation Increase Giving? An Examination Using the Combined Federal Campaign (CFC)*

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Would society be better off with fewer nonprofit organizations? If donors have heterogeneous preferences, then they will benefit from greater nonprofit variety, and proliferation is more likely to be socially beneficial. To understand if this is the case, I use the closed “market” of the Combined Federal Campaign (CFC) and a quasi-experiment dose-response design to capture the causal relationship between the number and types of nonprofits participating and giving propensity and amount. I illuminate both the effect of nonprofit market characteristics on donor behavior and the implications of this relationship for theories about nonprofit proliferation and social welfare.

*Does Performance Based Accountability Towards Donors Undermine Organizational Mission Achievement? A Management Control Perspective*

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This paper draws from theory on management control systems and from NGO accountability literature to analyze how conflicting stakeholder demands translate into possible tensions between different management control practices at the organizational level. We distinguish control mechanisms employed to focus employee attention on beneficiaries’ demands from mechanisms that aim at translating resource providers’ demands into employee activity and analyze their interaction. Evidence supporting our considerations was obtained from a large Austrian NGO.

*Does Subjective Time Perception Influence Charitable Giving Decision?: An Empirical Study on Pro-Social Behavior and Time Preferences*

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This study aims to explore giving behavior with a special eye on time preferences as a possible influential factor affecting the capacity of commitment and participation in pro-social activities. Empirical analysis with econometric models and the use of micro panel dataset makes it possible to shed new light on the mechanism of and decision in pro-social altruistic commitment in terms of not just investigating time preferences as a determinant of charitable giving but also comparing its impact on charitable giving with the impact on other economic behavior.

***Does the Charitable Contribution Deduction Matter for Charities? Evidence from the 1986 Tax Reform Act***

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This study estimates the effect of the charitable contribution deduction on charities' finances using form 990 data. The effect is identified by exploiting variation in the change in tax incentives across US states following the federal Tax Reform Act of 1986. A one percent increase in the tax cost of giving causes charitable receipts to fall by about four percent, a larger effect than has usually been found using household data. This effect does not immediately translate into reduced program expenditures. Charities smooth expenditures using their endowments, and the effect on expenditures occurs with a substantial lag.

***Does the "Service" in Service Learning Go Beyond the Academic Term? Assessing the Longer-Term Impacts on Nonprofit Organizations***

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Service learning in higher education has increased dramatically in number, type of classes and range of projects. One reason is the belief that it has dual outcomes or benefits: 1) enhancing students' learning since they must apply emerging knowledge and skills, and 2) helping nonprofits and other organizations in the community. Some studies have assessed outcomes for students, but only a few have looked at outcomes for community organizations, especially in the longer term. This paper presents survey results related to the impacts of service learning for about a dozen nonprofits, two to eight years after the academic experience.

***Doing Well by Doing Good? The Allure of Social Impact Bonds***

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The investment bank Goldman Sachs, supported enthusiastically by a number of big city mayors, governors, and private foundations, has created a financial product that invites investors to bet on the success of nonprofits in solving various urban problems. This presentation will explore the legal risks that adhere to nonprofits undertaking responsibility for meeting the terms of the bonds, and the underlying problems attached to privatizing social investment.

***Donor Behaviors: Linking Civic Engagement and Giving Practices***

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To implement effective fundraising strategies, community agencies must understand the factors that influence donor engagement. The goal of this study is to examine the relationship between civic engagement (defined as voting) and giving patterns to organizations (community organizations, churches and political organizations) in a Southeastern state. We use Heckman's probability model to parse out the relationship between voting and giving, while testing variables of interest in the main and selection models e.g. amount of time spent in the southeastern state, age, race, and homeownership. We find strong statistical support for the relationship between civic engagement and individual giving.

*Donors Like You or Recipients Like You?*

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Social information theory argues that one's behavior mimics that of others in the peer group. Thus, information on the 90th percentile of donations from others has been found to increase giving. Social identity theory argues that people obey internalized norms relevant to a primed identity. In this paper, we combine the two, postulating that social identities form around recipient groups. Donors give to people they identify with rather than giving to causes that other donors support. We test the competing strengths and interactions of these two influences on giving, using a field experiment.

*Dynamics of Reputation as a Governance  
Mechanism: Evidence from the Dutch Higher  
Education Industry*

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Based on the reputational performance data of the Dutch Higher Education institutions in business & economics category between 1998-2009, I provide exploratory evidence as to how reputation mechanism may dynamically drive action and performance in an organizational field. In contrast to the economic and social view of organizations that considers organizations as either independent or dependent, this study suggests that organizations are actually interdependent. An actor-based view of reputation mechanism also brings a fundamentally new perspective that helps us better understand the coevolutionary dynamics of organizing that goes on in a broader social context.

*Economic Security Measures and How They Are  
Being Used: Survey Results of Public Officials in  
NJ and California, Part I*

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With non-profits increasingly filling a void in public service delivery, it is not surprising that they have developed a range of new economic security measures. However, the number and variety have proved confusing and no realistic alternative has been widely adopted. To better understand how new measures are being used, this paper presents the results of a survey of public administrators in NJ and California. The findings identify what is useful and what is needed.

*Effects of Membership Benefits on  
Representational Roles that Membership  
Nonprofit Organizations Play in Policy  
Advocacy*

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This research explores how membership benefits affect representational roles of membership nonprofits. Membership organizations are classified into member-serving nonprofits and nonprofits serving groups broader than just their members. The survey and regression analysis results show that when member-serving nonprofits provide their members with purposive benefits, these organizations are more likely to convey their members' voices directly to policymakers. In contrast, nonprofits serving broader groups actually tend to prioritize their members' opinions rather than the broader groups' mandates. However, when these nonprofits provide their members with selective material benefits, they are more likely to adhere to the broader groups' opinions strictly.



*Effects of Social Media on Board Member  
Engagement in Nonprofit Networks*

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Nonprofit organizations' board members are frequently from diverse environments with conflicting interests. These conflicts may negatively impact an organization's performance and fund raising ability. To investigate the potential conflicting priorities among board members, nonprofit leaders have the ability to evaluate online and offline social network habits. This paper is a regional case study conducted using the United Way of Central Florida. Data was collected and analyzed utilizing UCINET 6 network analysis. The results may assist nonprofit leaders in preventing potential conflicts of interest among their board, thereby increasing performance and fund raising ability.

*Elements of a Theory of Voluntary Actions and  
Institutions. The "Austrian" Alternative to  
Mainstream "Economic Imperialism"*

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An "Austrian" theory inspired perspective on the study of nonprofit and voluntary social processes and institutions while using as a vehicle the Austrian economics criticism of mainstream neoclassical economics. The argument proceeds in two steps: First it focusses on the explicit and implicit role welfare economic theory and efficiency/optimality models have come to assume in theorizing essential aspects of the non-profit sector. Second it reconstructs a broader theory of social order that (a) circumvents the incapacitating reliance on maximization models and general equilibrium and that (b) pivots in a natural way on the notions of voluntary social actions and associations.

*Enhancing Effectiveness of Philanthropic  
Crowdfunding*

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Due to the economic crisis, cultural organizations are facing voluminous reductions of subsidies. Therefore, these organizations are exploring alternative sources of income such as crowdfunding, a relatively new phenomenon that has not yet received much attention from scientists. In our paper, we explore characteristics typical for successful Dutch crowdfunding projects. We focus on the relationship between funders and project initiators and financial resources of potential funders. Our study combines qualitative and quantitative analyses of successful and unsuccessful crowdfunding projects. Preliminary results show that weak and latent ties donate lower amounts. Donations of latent ties are moderated by funders' giving capacity.

*Enough Already? Modeling the Supply and  
Demand for Nonprofits in U.S. Counties*

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This research illustrates the utility of using public data at the county level in studying the array of nonprofit organizations serving a region. Specifically, public data on the context and array of nonprofits can identify service areas with unmet need where additional nonprofit organizations might be needed. Also, these data illustrate opportunities for consolidating nonprofit organizations in areas that are over-served with multiple organizations relative to the need for a particular service. The paper uses data on over 3,100 counties in the US to illustrate the value of this approach for public officials allocating public funds in collaborating with nonprofits.

*Entrepreneurial Culture and Effectiveness in  
Nonprofit Human Service Organizations*

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Managerial reforms championing the adoption of entrepreneurial and developmental cultures have swept through the public and nonprofit sectors in recent decades. However, though there exists a long and venerable history of academic thought devoted to understanding the influence of organizational culture on effectiveness; little attention has been given to these relationships by scholars in nonprofit management. Drawing on data collected from a random sample of nonprofit human service organizations throughout the U.S., this research addresses that gap by investigating empirically how the adoption of entrepreneurial cultures by nonprofit organizations influences both objective and perceptual measures of organizational effectiveness.

*Evolution of Chronic Disease Treatment  
Networks, Organizational Learning And  
Performance*

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This research is designed to study the linkage between chronic disease treatment organizations' involvement in networks and organizational learning and how that linkage affects organizational performance and dynamics of network evolution over time. We propose a conceptual model to guide our study of the inter-relationships among the four key variables: organizational resources, organizational networks, organizational learning, and organizational performance. We generate propositions about the static and dynamic relationships about the independent and combined effects of organizational learning and networks on organizational performance and network evolution.

*Evolving Sectoral Relationships: Big Food,  
Alternative Food, Community Food, and  
Nonprofit Food in a U.S. County*

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By many accounts, the U.S. food economy is in trouble. From starvation to obesity rates; environmental catastrophes to farm subsidies; genetic modification to social justice issues surrounding alternative food—food policy, advocacy and even organizations, are cultural flashpoints. We explore and assess the nonprofit dimension of food crises and potential solutions in an American country. By mapping the extent of nonprofit involvement in different aspects of the food economy in a single county, we set the stage for comparisons across geographic regions and over time as a means to identify levers for policy changes leading to greater food economy sustainability.

*Examining Nonprofit Organizations As  
Mediating Structures Using the Lens of Iraqi  
and Somali Immigrant Experiences*

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Refugee-serving nonprofit organizations play an active role in mediating between newly-arrived refugees and the state. However, this activity remains largely unexamined academically. Using preliminary data from a study with Iraqi and Somali refugees in San Diego, this paper will examine the strategies nonprofit organizations use as mediators and the ways in which refugees make use of these mediating structures. The goal of the paper is to focus on theoretical perspectives related to nonprofit organizations as mediating structures, using the Iraqi and Somali immigrant experience as a lens for examining these theories and refining a future research agenda in this arena.

*Examining the Accuracy of Financial Measures  
in the Cultural Data Project*

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The dataset collected by the Cultural Data Project has been increasingly adopted for nonprofit finance research. The increasing attention toward the CDP dataset is due to its advantages compared to the widely used NCCS data. This study examines the adequacy, reliability, and appropriate interpretation of the CDP data. It first compares selected CDP entries with corresponding measures from each nonprofit's 990 form data. Then, it compares data inconsistency in two datasets depending on whether the organization produce an audited financial report or not. The study concludes that the CDP data is a reliable source of nonprofit studies despite some limitations.

*Examining the Association of Religious Context  
With Giving to Non-Profit Organizations*

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Why do citizens in religious groups and more religious countries give money to charitable causes? We formulate hypotheses about the relationship between religious context and giving and test these with multi-level analyses using data from 21 European countries and the US. The results show no relationship between country level devoutness and engagement in religious or secular giving. We do find that citizens in countries with a higher level of religious heterogeneity are more likely to engage in religious giving but not secular giving and we also find that people belonging to a religious minority have a higher likelihood of giving.

*Examining the Journey, Not the Destination:  
Board Development and Change in  
Associations*

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This qualitative research study will prospectively be published by Wiley/Jossey Bass and the ASAE Foundation in 2015. The study objectives are to understand the internal decisions, catalysts, tools, and resources that professional and trade associations use to improve board processes and achieve good governance. Using purposive sampling, interviews, organizational data, a large-scale 2013 survey of association boards and other data sources, the study will produce case summaries of approximately one dozen organizations that have restructured their leadership to achieve higher performance. The ARNOVA presentation will organize this data into several propositions for future scholarship on board-level development and change..

*Experimentation with Social Enterprise Legal  
Forms: The Rise of the Benefit Corporation*

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This paper addresses recent experimentation in the United States with social enterprise legal forms: i.e., business corporations which have the flexibility to pursue the public good without being restricted to profit maximization. We focus in particular on the rise of the benefit corporation. We examine its meaning relative to the 501(c) category of charitable tax-exempt organizations which are now widely adopted in the U.S. Further, we explain why this new corporate form illuminates structural challenges in the non-profit sector's ability to foster innovation and entrepreneurship.

*Explaining Changing Membership of Local United Way Systems*

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One of the paradox's in organizational theory is the degree to which network structures are stable or adaptive? A strategic perspective would suggest that organizations come and go out of networks freely to take advantage of the diverse benefits afforded by inter-organizational relationships. Using a database of all United Way affiliates (n=1258) in the United States and the 990 PC data of all nonprofit partner organizations funded by these affiliates during 2000, 2004, 2008 and 2010 (n=49,000) this study examines whether or not membership in networks are resistant to change or if members are added and dropped freely and easily.

*Exploring an Organizational Digital Divide: Are Human Service Organizations Being Left Behind?*

*Lauri Goldkind, Graduate School of Social Service*

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This paper looks at social media technology in advocacy from the perspective of an organizational digital divide. Using data from a survey of advocacy organizations, It discusses if a divide exists and if so, what the implications of this divide for advocacy.

*Exploring Science Philanthropy Through an Evaluation of The A.P. Giannini Foundation Postdoctoral Fellowship Program*

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Science philanthropy and philanthropic giving in the form of academic fellowship programs are largely overlooked in the voluntary sector literature. The A.P. Giannini Foundation has played an important role in science philanthropy since its inception in 1945, having distributed over \$25 million to fund academic research that advances the translation of biomedical sciences into treatments, preventions and cures for human diseases. This paper presents an evaluation of the A.P. Giannini Foundation Postdoctoral Fellowship program. Data gathered from 254 past fellows illustrate the impact that the Foundation has had on the career trajectories and professional lives of its fellows.

*Exploring the Determinants of Resident Participation and Power in Grantmaking Foundations: The Case of Embedded Funders*

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As foundations continue to attract attention for their potential to play a growing role in local solutions to community problems, there are few investigations of whether or not foundations create opportunities for traditionally excluded members of the community in voicing their own needs. Therefore, this paper examines the inter organizational determinants of resident participation and power on the grantmaking boards of embedded funders. Embedded funders are an important group of foundations to investigate because unlike other place based foundations, they are explicit about sharing power with residents

*Exploring the “Value Proposition” of Celebrities  
as Awareness and Communication Agents for  
Nonprofit Causes in Australia*

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The use of celebrities as awareness and communication agents for nonprofit causes is relatively unexamined in the Australian context. This paper investigates celebrity role model influences on Generation Y's behavioural intentions towards philanthropic, volunteering and cause engagement in Australia. The views of upwards of 200 Generation Ys (birth years of 1977 to 1995) were canvassed through interviewer-administered questionnaires within Melbourne, Australia. Initial findings suggest if Generation Y's favourite celebrity is seen to be trustworthy, this results in positively influencing their intentions and attitudes towards monetary donations and their intentions and attitudes towards volunteering.

*Extending the Choice: Beyond the Current  
Limits of Federal Investment in Place-Based  
Initiatives*

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The Obama administration strategically allocates federal resources to local public-private partnerships, primarily for the purpose of reform and redevelopment. What do these place-based initiatives suggest about the contemporary role of the federal government in transforming local communities? To answer this question, I first contextualize the Obama administration's initiatives within the historical literature that considers theories of community change. Next, I provide an overview of the key initiatives that award funding to local non-governmental organizations, municipalities and private sector entities. Finally, I use the case of HUD's Choice Neighborhoods to answer the question of how the federal government transforms local communities.

*Facing Competing Institutional Logics:  
Governance and Management  
Solutions—Comparative Case Study on Social  
Enterprise Initiatives in Hong Kong*

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Social enterprise has been promoted across the world as an innovative institutional solution to social issues. Nevertheless, social enterprise faces challenges arising from conflicting institutional logics, particularly in relation to its governance and management. This research proposal is an attempt to provide information about social enterprise in Hong Kong through two case studies. Challenges for social enterprise and its governance and management solutions will be contextualized and discussed through comparing two social enterprise initiatives by a large NGO and a small NGO in Hong Kong. The study will advance knowledge on social enterprise landscape and innovative solutions to competing logics.

***Factors Influencing the Roles and Responsibilities of Charter School Boards: A Contingency-Based Framework***

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The study expands the literature on nonprofit governance by explaining what roles and responsibilities are performed by charter school boards. Also, the study develops a contingency-based framework for charter school governance explaining how board attributes, internal organizational characteristics, and external environmental factors affect board roles and responsibilities. The research examines the connection between resource (i.e. funding) and regulatory (i.e. state charter laws) environments with charter school board roles and responsibilities. Also, the study explains how board characteristics (i.e. size, demographics, etc.) and organizational factors (i.e. age, school size, professionalization, etc.) affect the roles and responsibilities of a charter school board.

***Faith-Based and Secular Approaches to Addiction Recovery: A Comparative Portrait of Residential Drug and Alcohol Treatment Programs in the Pacific Northwest***

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This study compares faith-based and secular drug treatment programs in Washington and Oregon. Salient differences are evident in faith-intensive (highly faith-based), faith-related (modestly faith-based), and secular programs. Faith-intensive treatment programs do not require conversion, but often mandate work and religious attendance and are therefore unwilling to pursue public funding. Secular programs primarily use scientific treatment paradigms but often enlist faith resources in an as-needed fashion. Faith-related programs typically blend scientific approaches to addiction therapy with faith elements designed to promote recovery. Thus, different types of hybridized treatment modalities are evident in secular and faith-related programs.

***Faith-Based Nonprofits: Accidental Policy Advocates***

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The Shifting Role of Faith-Based Social Services Organizations

***Faith-based Versus Secular Fixes to Broken Families: Parent Education in the Rural South***

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This case study examines faith-based and secular parent education programs in rural Mississippi. Faith-based and secular programs exhibit a number of similar characteristics, such as comprehensive approaches to parent education and the shared objective of enhancing the provision of care given to youngsters. However, further comparisons reveal that secular parent education programs define parenting as a technical competency, which is consistent with their scientific approach to caregiving. Faith-based programs are more values-oriented in character, and define parenting as a moral obligation. Such programs often characterize God as a model parent.

*Family and Household Volunteering Patterns:  
Do People in the Same Family make the Same  
Volunteering Choices?*

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Most empirical studies of family influence on volunteering focus on dyadic relationships (parent-child, spouse-spouse) rather than the simultaneous effect of the entire mix of family relationships within a household. This paper uses the 2012 Current Population Survey's September volunteering supplement to investigate volunteering patterns within households and to determine the extent to which family members' volunteering patterns mirror each other in terms of volunteering intensity and volunteering domains.

*Family or Charity? Exploring the Perceived  
Importance of Estate Giving*

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The extant literature on estate giving has explored the decision to bequeath to charitable organization, both religious and secular charities. This study extends the literature by comparing the perceived importance of leaving bequest to families versus charities. Using data from the 2007 Panel Study of Income Dynamics, we examine the factors associated with perceived importance of leaving an estate/inheritance. The results show that family and religious beliefs strongly influence perceived importance of the bequest. The findings of this study shed light on the characteristics of prospective donor that nonprofit organizations should approach for planned giving.

*FEMACorps: How a Federal Partnership is  
Building Capacity at the Local Level*

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The Department of Homeland Security's Federal Emergency Management Agency (FEMA) and the Corporation for National and Community Service (CNCS) have launched an innovative partnership to establish a FEMA-devoted unit of 1,600 service corps members within AmeriCorps National Civilian Community Corps (NCCC), dedicated to disaster preparedness, response, and recovery. This paper presents results of an early analysis demonstrating the impact that this partnership has on local communities and NCCC Corps Members to the extent to which it may be effective and sustainable.

*FEMACorps: One Year After Implementation*

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The Department of Homeland Security's Federal Emergency Management Agency (FEMA) and the Corporation for National and Community Service (CNCS) have launched an innovative partnership to establish a FEMA-devoted unit of 1,600 service corps members within AmeriCorps National Civilian Community Corps (NCCC), dedicated to disaster preparedness, response, and recovery. In this paper, a summative analysis of the accomplishments of the first year of implementation is presented. These data include description of the number of communities affected by the program, the number of national service participants serving in FEMA service areas, and the number of services provided by these members.

*Food Security and Affordable Housing Defy the  
Downturn: Institutionalization, Growth, and  
Boundary Blurring Between Government and  
Nonprofits*

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In the aftermath of the Great Recession, food security and affordable housing organizations have been further institutionalized as critical providers of poverty alleviation services, growing in funding, staff, and programs. This qualitative case study investigates how food security and affordable housing organizations in a Midwestern city responded to sharp increases in need and how they are preparing for the future. It draws connections between the precarious status of poverty alleviation funding, the historical increase in reliance on private/government partnerships to implement these programs, blurring boundaries between government and nonprofits, and increasing institutionalization of these organizations.

*For Love or Money? Achievement Orientation,  
Non-monetary Focus and the Nascent Social  
Entrepreneur*

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Following a previous qualitative study that uncovered the motivational bases of nascent social entrepreneurs (Germak & Robinson, 2014), this research aims to test two aspects of their motivations: accomplishing a significant achievement, and focusing on non-monetary results. A binary logistic regression method is adopted to indicate whether one is going to launch a commercial enterprise or a social enterprise, with the data of 217 valid respondents from the Panel Study of Entrepreneurial Dynamics II (PSED II) and the New Jersey Social Innovation Institute (NJSII). The paper contributes to the understanding of social entrepreneur motivation for both policy makers and scholars.



*Forcing the Twain to Meet? Divining the Economic Rationality of Hybrid Organizations*

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This paper extends the sparse theoretical foundation underlying hybrid organizations, interestingly (awkwardly?) straddling the private for-profit and nonprofit sectors. These organizations defy simple economic analysis, as neither the straightforward goal of profit maximization nor the multiple goals ascribed to the nonprofit sector provides a sufficient explanation for their existence. The purpose here is to augment existing strategy theoretic and organizational sociology approaches.

*Forecasting Aggregate Charitable Giving in the United States*

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The methodologies used to estimate the aggregate charitable giving in the United States for Giving USA: The Annual Report on Philanthropy have been reviewed and described several times in the past. This study revisits the methodologies used by Giving USA to estimate past giving amounts and extends those methodologies in order to create forecasts of current year giving amounts. This work also tests and applies new methodologies to forecast aggregate charitable giving in the United States.

*Fostering Public Service by Linking Benefits to Community, Campus, and Students: A Case Study*

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Experiential education can take many forms and is now common throughout undergraduate and graduate curricula; in part, because of the presumed public benefits of connecting an educational curriculum to community problem solving. This academic practice can be viewed through three lenses: (1) for the student as a form of student learning, (2) for the campus as a public policy instrument to promote civic engagement, and (3) for the community as a service delivery tool for community organizations. Most research has focused on the first two aspects. This paper will examine all three sides of the relationship.

*Foundation Funding of Cradle to Career Initiatives: The Case of the Blandin Foundation*

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This is a case study of the Blandin Foundation's collaboration with one school district to develop a "cradle to career" support structure for students. The Blandin Foundation has a Public Policy and Engagement program and provides the backbone organizational functions for the collaboration (Hanleybrown, Kania, & Kramer, 2012; Turner, Merchant, Kania, Martin, 2014). The collaboration is still in the formation stage but the plan is for the Blandin Foundation to step out of this role once the collaboration is able to perform the backbone support itself. The time-limited nature of the giving program is not unusual but it raises questions about capacity building.

### *Foundations and Public Policy*

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Overall, this paper will discuss the impact of the increasingly turbulent environment for foundations and their effort to seek more leverage and impact through the diversification of their approaches and programs. The paper will also address the implications of these trends on grant-seeking nonprofit organizations as well as foundations and public policy more generally (Smith, 2010).

### *Fractured Philosophy=The Confused Sector: A Critical Look at the Logics, Sciences, and Economics of the Voluntary Sector*

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A vast amount of literature strives to define the voluntary sector and its relationship to the public and private sectors. While scholarly perspectives differ, academics generally agree the nonprofit sector is confusing. Some confusion stems from issues such as blurred boundaries and muted market effects. This paper explores another source, the lack of explicit articulation of mental models regarding knowledge, order, and risk. Schema for these implicit concepts are examined through the lens of philosophy, illuminating assumptions and identifying fundamental questions that must be resolved if the voluntary sector is to develop clarity and create new options for civil society.

### *Franchised Faith and Pastoral Pay*

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The present study suggests that a means of understanding denominational religion in the United States is as a spiritual enterprise that takes on the organizational form of a franchise. Second, this research will demonstrate how the denominational church utilizes the franchise pastor, similar to the franchise athlete in sports, to achieve denominational aims. Finally, the study will link clergy compensation to the ability of the franchise pastor to attain the franchise goals of the ecclesial hierarchy illustrating that the most highly compensated pastors pay the most in franchise fees to the denomination.

### *Free-Riding or Imitation? A Longitudinal Analysis of Subsidies and Private Donations in the Dutch Voluntary Sector*

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Do the state and private donors free-ride on or imitate each other? This paper examines relations between government subsidies and private donations in the Dutch voluntary sector, matching individual-level survey data from the Giving in the Netherlands Panel Study (GINPS) with organizational-level data from the Dutch Central Bureau on Fundraising (CBF) from 2003 to 2011 (N=2,143, 15 organizations). In longitudinal regression analyses, the paper tests for causal relations and how they can be explained by fund-raising, perceived efficacy and awareness of need. The conclusions from this innovative design yield important implications for scientific and societal debates.

***From the War Room to the Living Room: The Board/Chief Executive Relationship***

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This study qualitatively explores the relationship between the chief executive and the board of directors in two dissimilar nonprofit organizations. How exactly does this relationship transpire? What organizational and leadership aspects potentially influence the relationship—or vice versa? Does the relationship between the executive and the board set the tone for the organization? This project explores how the board/executive relationship might project into the daily operations and greater strategic actions of the agency. It is a small step in a greater research agenda focusing on nonprofits leveraging tools, expertise and resources into strategic actions.

***Funding and Activities of Philanthropic Organizations: Does Sector Matter?***

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This study is designed to investigate differences and similarities of philanthropic foundations and charity organizations which are institutionalized, assisted, or funded public organizations or private organizations. This study will first develop typologies of philanthropic foundations and charity organizations based on the level of involvement and influence of public organizations then examine the scope and nature of programs organized and promoted by different types of philanthropic foundations and charity organization. For this study, we will review a number of philanthropic foundations and charity organizations and investigate funding structure, decision-making structure, financial and administrative transparency and accountability, and scope of programs and activities.

***Gauging the Success of Data Visualization: An Assessment of Source Credibility and Infographic Design for Nonprofit Health Issues***

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Infographics have become one of the most popular ways to relay complex facts and statistics to audiences using visuals. A content analysis of 400 health-oriented infographics reveals two distinct strategies: widespread awareness building and in-depth conversations. Infographics taking a stronger visual approach are more likely to be seen, but generate less conversation while those focusing on content and clear sourcing of information are less likely to be shared widely but generate significantly higher levels of conversation. These divergent paths must be considered by nonprofits wishing to use infographics to tell the stories of their missions and programs/services

***Generosity Cubed? Teaching Philanthropy Through a Massive Open Online Course***

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The Learning by Giving Foundation has been at the forefront of funding experiential philanthropy. They recently launched Giving With Purpose (GWP), the world's first massive open online course or MOOC on effective charitable giving. This paper analyzes data from the course, which suggests that there is both sufficient interest in a MOOC on philanthropy and that MOOCs can be effective teaching philanthropy.

*Gen Y and Philanthropy: Skills Development  
Through a Philanthropic Project*

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For the past four year a group of undergraduate and graduate students have been provided a rather large amount of money each year to address community needs through philanthropy. This paper explains the challenges and strides made in working with generation Y students in determining the most pressing needs of the community, and more importantly, how to make philanthropic decisions. The students' work supports some of our beliefs about Generation Y and challenges others.

*Germany's Top 100 Nonprofit Brands –  
Developing a National Brand Score Index for  
Nonprofit Organizations*

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This study empirically investigates the brand awareness and brand attractiveness of Germany's top 100 nonprofit brands. This large-scale survey among the German population will be conducted by means of a two-stage approach. In the first step, both the unaided and aided brand awareness will be requested. In the second step, nonprofit brands with a high degree of brand awareness will be investigated according to their brand attractiveness reflecting the individual brand stature and the overall impact of the brand compared to other nonprofit brands. On the basis of this, a national brand score index for each nonprofit brand is developed.

*Gift Exchange in Charitable Giving: Evidence  
from a Field Experiment at a Public University*

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We investigate the mechanisms by which gift exchange operates in charitable giving using a field experiment with over 200,000 former students at a public university. Treatments include unconditional gifts sent with a request for a donation, requests for a donation offering a gift conditional on a donation, as well as conditional gift requests with the ability for donors to opt out of receiving the gift.

*Giving and Religiosity: the Portuguese  
Perspective*

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This paper discusses the driving mechanisms of religiosity in terms of donations practices, and donor choice in giving either to religious organizations or secular organizations in Portugal.

Based on a survey of Portuguese charities, 612 donors reported their preferences when giving.

Being religious affiliated, and displaying a high level of religiosity has been identified as a determinant of giving and giving high amounts. Moreover, donor choice in giving either to religious organizations or secular organizations has been found to be an important factor for secular people, whereas religious people tend to give to any kind of organization.

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

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

*Governance, Finances, and Program Activities  
of Very Small Organizations (VSOs): A Large  
Sample Study of Greater Austin*

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Very small organizations (VSOs) with annual gross receipts of less than \$50,000 account for 50% of all 501(c)(3)s (excluding churches) nationwide. However, VSOs are almost always excluded in national and regional trend analysis since they are not required to file a tax return to IRS. This study will draw a large sample from the entire pool of VSOs in a defined region, to explore the state of governance, finances and program activities of these organizations. An expected 800 to 1,000 surveys will be sent out and the results will be compared to existing studies of larger organizations.

*Governance Mental Models: Board Member  
Knowledge Structures and Integrative  
Processes*

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Governance is an inherently complex function, with board members addressing ambiguous situations through a multiplicity of functional roles such as oversight, support, resource procurement, and stakeholder representation. This paper will propose governance mental models as knowledge structures board members use to describe governance roles and functions, and to guide their responses to organizational challenges. Based in multiple theoretical approaches to governance and literature on team mental models, this paper will propose a model describing governance mental models, situational factors which cause rigidity of thinking, and processes enabling cognitive integration and behavioral flexibility at the individual and group level.

*Governance of Social Enterprises: Navigating Boundaries in a Dual Mission Context*

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The purpose of this paper is to examine important questions related to the governance of social enterprise organizations. In particular, the paper focuses on questions that concern the boundary-spanning roles, tasks, and processes of the boards of social enterprises. It will review the existing literature, identify gaps, and present a set of theoretically-informed research questions.

*Governing Food Systems: Does the Formal Representation of Nonprofit Stakeholders in Food Policy Councils Matter?*

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Concerns about local economies, access, and sustainability have urged state and local governments to rethink traditional approaches to food system governance and seek out new collective action venues through which to pursue food policy development and implementation. Food policy councils (FPCs) serve as a prominent example. FPCs take a systemic approach to policy and program development through the engagement of public, private, and nonprofit stakeholders. In this paper, we rely on collection action frameworks to study key determinants associated with councils' policy and programmatic outputs, focusing specifically on whether formal representation of nonprofit stakeholders in FPCs impacts council outputs.

*Government/Nonprofit Initiatives in Transition: Human Services in New York City*

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To continue research begun in 2013 about initiatives in New York City to improve government/nonprofit services delivery, this paper examines, during the first year of the administration of Mayor Bill de Blasio, the status of previous Mayor Michael Bloomberg's initiatives to streamline contracting and related practices that affect services, finances, and operations of nonprofit organizations. Continuity, effectiveness, and factors influencing sustainability are analyzed.

*Government/Nonprofit Relationships and Organizational Capacity and Effectiveness: The Case of Child Welfare Nonprofits*

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When government agencies interact with nonprofit organizations they have various effects on the organization's activities. But, it is unclear how a particular agency's environment determines whether government's influence on that agency will be positive or negative. Using data from a survey of child welfare nonprofits, this paper examines to what extent a nonprofit's relationship with government improves or hinders their effectiveness. Evidence suggests that the nonprofit's organizational culture has a significant impact on the perception that government interaction has made some activities better or worse. Contrary to expectations, there are improvements in management activities as government funding and contracts increases.

*Government-Nonprofit Relations by Levels of Government: An Examination of Funding Partners and Resource Dependency*

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The contracting relationship between government agencies and nonprofit organizations has become a vital aspect of both public service delivery and nonprofit funding. This paper examines how the resource dependency of nonprofit organizations may vary by funding partner. Many nonprofits rely on formal government contracts and grants, but are some of those funding partners and funding relationships more beneficial than others? This paper uses data Urban Institute's 2013 National Survey of Nonprofit Government Contracting and Grants to examine contracting relations by levels of government to shed light on these issues, which have implications for nonprofit managers in managing their funding relationships.

*Government-Philanthropy Collaboration on Global Health: A Case Study of the President's Emergency Plan for AIDS Relief*

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The 2015 deadline for attaining the Millennium Development Goals, including HIV/AIDS prevention, is quickly approaching. The involvement of private organizations in providing development assistance toward meeting those goals has been indispensable, and the impact on developing countries has been remarkable. This paper will address the roles played by US philanthropic organizations and their collaboration with the government in the President's Emergency Plan for AIDS Relief (PEPFAR) and will contribute to clarifying the level of philanthropic and government collaboration occurring in global health.

*Graduation With a Purpose: Leveraging Collaborations to Support College and Career Readiness*

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Rapid development of education technology has extended the access to postsecondary education to students who otherwise had no access to traditional face-to-face learning. With these changes in student profile and the rapid growth in attendance, the successful completion of postsecondary education and a full preparation for a meaningful career pathway become vitally important, requiring more collaborative efforts. Increasingly, nonprofit organizations are providing funds for students' post-secondary education. This study investigates USA Funds®, a nonprofit corporation that helps students prepare for, access and achieve success in postsecondary education and its support of new initiatives to enhance college and career preparedness.

*Grassroots and Bureaucratic: How the Systematic "Machinery" of the Soldiers' Aid Society of Northern Ohio Successfully Supported its 500 Branches*

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Five days after President Lincoln's call for volunteers, key Cleveland women created the Soldiers' Aid Society of Northern Ohio, later affiliated with the United States Sanitary Commission (USSC), which motivated and coordinated the grassroots contributions of 500 local branches. This case study, largely based on primary documents, examines how these women expanded their practices to develop this complex multifunctional regional enterprise, one of USSC's most productive. What attitudes, systems, and methods enabled these "private sphere" ladies to adopt entrepreneurial and bureaucratic business "machinery" to effectively and efficiently fulfill their very public mission, while successfully working through informal, unorganized grassroots associations?

*Group Structures and Multi-level Governance in Nonprofit Housing Associations: Can They Be Sustained?*

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Group structures and multi-level governance have been an important emergent organizational form among nonprofit housing associations in the UK. Earlier research highlighted the tendency for this form to be unstable with a common progression from loose alliances to merger and full integration. Governance and management challenges are frequent during the life-cycle of groups, with drivers both for and against further consolidation. This paper draws on a longitudinal case study of a housing group and wider sector research to explore how organizations manage these challenges and whether it is possible to sustain group structures or whether further consolidation is more likely.



*Hair About Us: Narratives from the ARNOVA  
Participatory Action Research Project*

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Take the word “research”, combine it with the words “hair experiences – yours or others” – and you inevitably get a personal story. Whether it’s concerns about too much hair, complaints about lack of hair, or the ability of hair to intimidate or convey authority, questions related to the issue of “hair” appear to provoke passionate responses in the form of narratives. We consistently found that responding to questions about a “threadlike outgrowth from the epidermis of plants, mammals and other animals” (<http://www.merriam-webster.com/dictionary/hair>) stimulated stories and these stories uncovered important truths about people’s perceived or real life experiences within the third sector.

*Harnessing Inter-Sectoral Networks to Serve  
the Poor: A Case Study of Farm Concern  
International*

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This paper explores the transformative role of Farm Concern International (FCI), a pro-poor holistic community development agency, harnessing resources from governments, philanthropy and businesses to support business models for development in Sub-Saharan Africa. This agricultural-based hybrid development agency has been one of the fastest growing in the region with programs in 10 countries and serving 2.5 million smallholder farmers and influencing over \$3 billion in trade facilitation annually. Due to its innovative approaches and documented successes, FCI has attracted growing international recognition and support from governments and philanthropy including FAO and the Bill and Melinda Gates Foundation among others.

*Heeding the Voices of the Massachusetts  
Nonprofit Sector*

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Research on advocacy by public charities focuses on the extent of engagement, tactics nonprofits use, and barriers to participation in advocacy work (e.g. Kimberlin, 2010). This paper shifts the focus of advocacy research from giving a voice to constituent needs, to articulating the policy needs of the sector itself. This study examines the efforts of a statewide nonprofit membership association, the Massachusetts Nonprofit Network, to engage with nonprofit members to address the question: How can state and local public policy support a sustainable nonprofit sector? The paper analyzes results from nine policy roundtables with nonprofits across Massachusetts in spring 2014.

*HelpHOPELive: Meeting Financial Needs in  
Medical Crises.*

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HelpHOPELive is a creative and innovative fundraising response to the high financial costs of unaffordable medical care for the uninsured.

*Help Without Protection: The Impacts of Signing a Liability Waiver on Volunteering Behaviors*

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Asking volunteers to sign a liability waiver is an effective approach to release responsibilities from nonprofit organizations. However, such a practice may seriously discourage individuals from participating in volunteering works. This study examines the impacts of signing a liability waiver on people's willingness to volunteer. Using data from the National Administrative Studies Project – Citizens, this study found that signing a liability waiver decreases an individual's willingness to volunteer. However, such impacts vary with individual risk propensity. Risk-averse individuals are more likely to be deterred from volunteering when asked to sign this document. Managerial implications for nonprofit organizations are discussed.

*Helping Out, Making Money, or Neither?: The Challenges of Social Outcomes Measurement and Dual Mission Balance in Social Enterprises*

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Social enterprises have become more visible in the nonprofit sector, blending the goals of profit and social good. Scholars continue to struggle with how we can effectively measure outcomes for these organizations. Using a case study of a catering social enterprise that provides culinary job training for homeless individuals, I suggest that social enterprises struggle not only with tensions between their dual missions, but also with unequal power dynamics between employees and ineffective outcome measurement. Although the catering company's work is mission driven, its achievement of its dual missions is minimal, but with potential for future achievement.

*Helping Social Change to Bloom: Two Capacity-Building Innovations at Third Sector New England*

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An innovation of helping social change organizations through capacity-building innovations that include fiscal sponsorship and co-location.

*Helping Strangers in Comparative Perspective: A Multilevel Analysis of 123 Countries*

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This paper tests whether religion, modernization, government, and civil society are related to helping strangers among 174,590 respondents from 123 countries. Religious people, members of minority religions, and people in religiously diverse countries were more likely to help strangers. Individuals living in devout countries were more likely to help strangers even if they themselves were not religious. Urbanization positively correlated with helping strangers. Formal volunteers and people living in countries that had not experienced communism were more likely to help strangers, but the correlation between formal volunteering and helping strangers was lower in economically developed and urbanized countries.

*Hiding in Plain Sight: The Unacknowledged Relationship between Public Administration and the Nonprofit Sector in Running a Democracy*

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The following presentation explores the relationship between nonprofits and public administration, building the argument that nonprofits have functioned as a corrective to limitations of the administrative state and the U.S. Constitution. The article reviews the political roles of nonprofits as explicated in the public administration journal publications and compares this literature with the political roles as described in the nonprofit journal articles. The article addresses how charitable organizations have been affected by government and how public administration can more effectively join with nonprofits to sustain representative government.

*High Salaries in Charitable Organizations in England and Wales: An Analysis of Charity Accounts and Survey Data*

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The level of remuneration of senior staff in British charitable organisations has recently attracted public concern, but the evidence base is limited. This paper is the first substantial analysis of this topic in the UK. We approach the topic through a consideration of survey (micro-census) data on individuals and administrative data reported by organisations (as part of their legal duties); in particular we analyse data from a representative sample of 9800 charitable organisations, and relate the distribution of the presence and numbers of highly-paid employees to organisational characteristics (income, geographical location, sector, sources of funding).

*Higher Education & Million-Dollar Gifts: Factors Affecting Large Gifts to Colleges & Universities*

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In this study we seek to determine what institutional characteristics affect major gifts to colleges and universities. Using newly available data from the Million Dollar List (MDL) and other publicly available data on private funding to higher education, we investigate which institutional-level and contextual factors influence the receipt of \$1 million dollar and above gifts. The study is one of the first to use both quantitative and qualitative methods to explore the role of institutional structure, leadership, government funding and other factors to explain the success of certain institutions in obtaining million-dollar donations.

*High-Net-Worth Charitable Giving Trends in 2013*

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High-profile philanthropists have generated increased interest among scholars in recent years. As a result, there has been an increase in scholarly analyses of giving among high net worth individuals. These studies, however, often have limitations, such as lack of comparative data with average household giving. This study examines giving patterns, priorities, and attitudes of America's wealthiest households during 2013. To inform longitudinal tracking of high-net-worth philanthropic activity, several areas analyzed in this study—giving patterns, motivations, strategies, decision making, values, traditions, volunteering, and demographic dimensions—build on those examined in previous studies in this series (2006, 2008, 2010, and 2012).

*How can Nonprofit-and-Government Relationship Facilitate Socioeconomic Resilience Against the Crisis?: Achievements and Challenges in Japan*

*Naoko Okuyama, Kobe University*

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This study will explore how nonprofit-and-government relationship can perform in terms of addressing issues and crisis in communities and strengthening community resilience. Nonprofit-and-government relationship has been paid considerable attention again for years in Japan, whereas there are criticisms in terms of its practical effects and outcomes. Using both qualitative and quantitative approaches, we will study forms of collaboration, coproduction and co-governance of the nonprofit and government sector, and review and reexamine the effect of nonprofit-and-government partnership and collaboration. Policy implications and future challenges will be proposed.

*How do Boards Make Decisions About Changing Their Governance Practices? Data from a Longitudinal Study of Nonprofit Board Performance Decision-Making Effectiveness*

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This paper reports on decision-making in the context of board performance assessment as reported by users of an online board performance self-assessment tool. The data come from 75 nonprofit boards in North America, Australia, and Europe that self-selected into this sponsored research study. The paper describes the process boards used to make changes in board performance, perceptions of the effectiveness of the decision-making process, and the relationship between perceptions of board decision-making effectiveness and changes in board governance practices. Results are discussed along with the practical implications of the research with regard to board decision-making in the context of board performance assessment.

*How do English and U.S. Charity Law Differ, and Why?*

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Although English and U.S. charity law derive from the same sources (including the preamble to the 1601 Statute of Charitable Uses), they have evolved in different directions. This paper examines shared features in English and U.S. charity law, identifies some key differences, and consider the factors that led them down divergent paths.

*How Do Local Governments and Nonprofits Collaborate in Longer Term Disaster Response?: The Case of Miyagi, Japan*

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In disasters, the collaboration between public sector and nonprofit sector is said to be essential to minimize the human damages and economic costs, however, in reality, collaborations were not always formed in turbulent circumstances.

Combining the literature review and interviews from more than 40 local governmental and nonprofit officials in 16 cities and towns of Miyagi prefecture, a damaged area of Great East Japan Earthquake on March 11, 2011, this research examines the generation, development, transitions and challenges and achievements of the collaboration for 3 years as well as the applicability of the theories of failures, resource dependency, transaction cost.

*How Do Nonprofit Firms Respond to Tax Policy?*

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We examine for the first time the elasticity of fundraising effort by nonprofit firms to changes in the tax-price of giving faced by their donors. Overall, we find an average elasticity of fundraising to the tax-price of giving of about -1.8, and an elasticity of charitable output to tax price of about .73. We also find some evidence that charities facing lower subsidy rates substitute towards other sources of revenue. We argue that these results may imply that the charitable contribution deduction is less effective than prior research has suggested.

*How Do Nonprofit Outpatient Substance Abuse Treatment Organizations Respond to the Increase in Market Competition?*

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The purpose of this paper is examining what strategies nonprofit organizations utilize facing the increase of market competition in the outpatient substance abuse treatment delivery.

*How Do Nonprofit Resource Centers Develop? A  
Merging of Theory and Practice*

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The objective of this study was to determine the theoretical framework that best explains collaborative structures in nonprofit management support organizations using a study from the Big Bend Region of North Florida. Nonprofit resource centers, known as a management support organizations, serve as network managers for regional networks of nonprofits. How and why these nonprofit resources centers form, what are the barriers to participation, and what incentives are used to motivate local nonprofit participation is examined. The reason for formation and participation in this collaborative network structure was studied using transaction cost theory extended to the public sector using high and low power incentives.

*How Indian-based Nonprofits are Using  
Narratives as an Advocacy Tool*

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This research seeks to understand how Indian-based nonprofits are working to improve air pollution in Delhi, India through the use of narratives. Narratives articulate perceptions of issues and solutions, and influence policy for high salience issues such as air pollution. Using the Narrative Policy Framework, we explore how the nonprofits frame causes, effects, and solutions for air pollution, as well as characterization of actors, which may sway public opinion and political decision making during issue development. This research contributes to understanding narratives as advocacy tools used by nonprofits.

*How Organizations Redefine Themselves:  
Transitioning from Donor Reliance to Earned  
Income*

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Charity retail organizations collect used clothing and household items donated from individuals and organizations. Although the activities of clothing collection, sorting, and resale look similar between organizations, the purpose behind them can differ. Roba Amiga, a Catalan charity retail organization and work integration social enterprise (WISE), started in 2001 as a project with participation of 17 institutions. The purpose was two-fold: positive social and environmental impact. Using Spain as an example, this research project will address how a nonprofit organization, which primarily relies on donor support, redefines itself as a social enterprise with earned income revenue.

*How We Serve Who we serve: Relating Strategy  
and Structure in Association Management*

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Industry associations (trade groups) and professional societies are well-embedded components of civil society. Their service strategies include programs that facilitate members' work. Conventions, publications, research, and certification are some prominent program offerings. Structurally, they can take various forms for governance and coordination of volunteers, trustees, staff, chapters, committees, task forces, outsourcing, etc. This research explores relationships between strategy and structure in nonprofit trade groups and professional societies. The principal issue explored is the underlying dimensionality of strategy-structure relationships for trade associations and professional societies, using principal components or a comparable multivariate model, with implications for research and practice.

*Hybrid Forms: A Better Product for Legislators  
Than for Social Entrepreneurs*

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In less than a decade, more than half of U.S. states adopted hybrid organizational forms intended to house social enterprises. The low-profit limited liability company came first, offering an unincorporated entity dedicated to both profits and charitable and educational purposes. A spate of incorporated forms followed: benefit corporations, flexible purpose corporations, social purpose corporations, public benefit corporations in Delaware last year. These many incorporated variations all adopt the theme of an entity with a dual mission – profit and social good. This paper will directly address the mismatch between legislative enthusiasm for new hybrid models and the interests of nonprofit managers.

*Hybrid Service Provision at the Intersection of  
the Intimate Partner Violence and Alcohol and  
Other Drug Use Intervention Fields*

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What differentiates organizations engaged in hybrid social service delivery from their non-hybrid peers? This paper considers differences between organizations providing services for alcohol and other drug use (AOD, n=289), intimate partner violence (IPV, n=57), and both (n=25) in the 9-county Chicago Metropolitan Statistical Area. Preliminary analysis suggests that hybrid organizations employ two strategies: collaboration and internal expansion. Organizations perusing the former approach are more likely to occupy dominant positions within their primary field (AOD or IPV) while those pursuing the latter approach appear more marginal. This paper considers the implications of these two forms of hybridity for both fields.

*Hybridity, Accountability, and Nonprofit  
Organizations*

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This paper presents the results of comparative research investigating hybrid organizations in the UK and the US in the policy field of social housing. This research is an opportunity to explore the utility of the concept of “hybridity” in research on nonprofit management. We propose different models of hybridity within the context of nonprofit organizations and then propose specific propositions related to the management of different types of hybrids. We will argue that different models of hybridity have important implications for organizational performance and leadership.

*Hybridation: A Comparative Study of U.S. and  
Europe*

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This paper draws on the new and virtuous discourse created by the Social Entrepreneurship movement in Europe and the United States. Social Entrepreneurship understood as an innovative method of finding large-scale and sustainable solutions to one of the most pressing social problems of our time: unemployment. The paper highlights the differences and similarities involved in the development of Social Enterprises in Europe and North America. It compares vanguard practices in the field; shows the diversity in style and tendencies in public administration to support the idea as a viable venue for self-employment.

*Hybrid-Enterprises, Strategic Innovation and Sustainability*

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What structures, processes and culture are associated with sustainable hybrid-enterprise organizations (HEOs)? What attributes associated with HEOs are transferable to traditional enterprises?

Mixed-methods, OCAI and MECCAs-based research design, a purposive sample, and laddering interviews provide determination of culture, administrative processes and structure associated with sustainable HEOs; and methods applied for discovery or creation of innovation.

Results involve the impact of leadership-based example and direction to discover or create means sufficient for organizational sustainability. Relative to hybrid for-profit, nonprofit and governmental organizations, implications involve isolation of technologies to achieve sustainable ROI and efforts aimed at social responsibility.

*Impact of Board Interlocks on Foundation Grantmaking*

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In this paper, I explore whether personal ties matter in grantmaking: are nonprofits with more connections to foundations more likely to receive grants overall than less connected nonprofits? I study how interpersonal networks, specifically interlocking boards of directors/trustees, affect grantmaking. I expect that interlocking boards of directors between foundations and nonprofits will act as an information dissemination mechanism, making “connected” nonprofits more likely to receive grants. To test this proposition, I gathered data on staff and trustees of Washington State foundations and charities and conduct a social network analysis to test if interpersonal linkages matter in grant allocation.

*Impact of Competency-Based Education on Nonprofit Sector Career Success*

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The interdisciplinary nature of nonprofit studies curricula lends itself to a competency-based model. With less than 10% of all institutions of higher education offering nonprofit studies courses, incoming college students have limited access to specialized curriculum. Does it make a difference? This study will analyze data from a number of sources to determine if competency-based nonprofit curriculum impacts professional success. Employees with the Certified Nonprofit Professional (CNP) credential, a competency-based, applied learning model, will be compared to non-CNP nonprofit employees with similar characteristics. Key factors in career success will be longevity of term at an organization and rise in position.

*Impact of Conference Calls on Student Retention in an Online, Nonprofit Studies Class*

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Literature supports faculty as being a significant agent of student success and retention—an issue which directly affects nonprofit undergraduate programs. Interaction with faculty is important for students in online classes and in face-to-face classes alike. This study suggests that contact with a caring faculty member via three conference calls at specific intervals throughout the semester impacts student success and retention of online students in a nonprofit management program. There was a 19.8% increase in student retention as indicated by the decrease in the number of students dropping, withdrawing, or failing the course.

*Impediments to Executive Succession Planning  
in Nonprofit Organizations*

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Predicted shortages of chief executives combined with increasing economic and social significance of nonprofit organizations highlight the need for succession planning, yet such efforts vary widely. Accordingly, our research explores factors that may influence executive succession planning in charitable and cooperative forms of nonprofit organizations. Survey data (N=242) were analyzed using multiple regression techniques. Results reveal specific impediments to succession planning, which may serve as succession planning substitutes. Utilizing substitute mechanisms may provide a reasonable path to positive succession outcomes. However, preferences for internal successors via management development must be reconciled with thin management ranks that characterize most nonprofit organizations.

*Implications of Negative Service-learning  
Experiences on Students' Commitment to the  
Sector*

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Strategic partnerships between nonprofit organizations and universities utilizing service-learning are a proven means to assist nonprofits and provide meaningful learning experiences for students. But what happens when the relationship between the nonprofit professional and students is not positive? This paper will examine the results from a cross-sectional study of approximately 750 undergraduate service-learning students and the relationship between the nonprofit client's management attributes and students' perception of the sector and their desire to serve in it. The implications for the sector are real as students form long-lasting impressions based upon these experiences and carry those with them into their communities.

*Improving the Accuracy of Nonprofits'  
Reported Involvement and Influence in  
Advocacy*

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Measuring nonprofit advocacy is notoriously difficult to do. The field is plagued by definitional imprecision and inconsistency, and potential bias in reporting both nonprofit involvement and influence. Taking advantage of a survey of more than 500 nonprofits with a series of direct and indirect questions about practices and interactions with different institutions, this article uses empirical evidence to develop a more nuanced understanding of nonprofit engagement in policy processes. We identify three distinct profiles of nonprofit involvement: 'requesters', 'engagers' and 'active advocates', and uncover when misperception is more likely to affect self-reports, thus contributing to enhanced accuracy in future measurement.

*In Search of the U Shape: New Approaches, New Data*

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We provide new estimates of the relationship between generosity (giving as a percentage of income or wealth), income, and wealth. Researchers have asserted that the poorest and the richest donate larger shares of their income than those in the middle, mostly using U.S. data. This is the “U-shaped giving curve.” The phenomenon has been both supported and contested by several studies using a variety of data sets and methodology. We introduce high-quality observations from the PSID and PPS data, representative of the American public, and econometric estimators that correct for the truncation and proportionality biases found in many studies.

*Increasing Nonprofit Organizational Capacity:  
An Evaluation of the Impact of Training and Individualized Technical Assistance*

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Widespread social problems have led to the creation of nonprofit organizations largely without the capacity to be sustainable. Given the necessity to offer and maintain quality services, the purpose of this study was to examine the effectiveness of utilizing training and technical assistance unique to the needs of the participating organizations to increase organizational capacity in: 1) organizational development, 2) program development, 3) collaboration and community engagement, 4) leadership development, and 5) evaluation of effectiveness. This study sought to: 1) identify capacity deficits and to create individualized plans that would allow for training, technical assistance, and 2) increase organizational capacity.

*Individual Support Meets Collective Action:  
Exploring the Integration of Two Community-  
Based Approaches to Enhancing Employment  
Opportunities*

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The propensity for human service nonprofits to advocate for policy and budget reforms in addition to addressing the individual needs of their target populations is receiving increasing attention among scholars and practitioners. We know less about how integrating the two approaches influences relationships with constituents. Understanding potential synergies and tensions of pursuing both individual-level and system-level change strategies is particularly pertinent to community organizing approaches that engage constituents as well as professional staff in advocacy efforts. This paper examines these synergies and tensions in the context of efforts to enhance employment opportunities for residents of under-resourced communities.

***Informal Support Network Development in an Asian American Community: A Grounded Theory***

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The continuum of care framework posits that in times of need, individuals move from informal to formal help. It is well known in the literature that existing formal services are underutilized by the Asian-American population. Yet, the literature is mostly focused on formal services. This study used grounded theory design to develop a testable theory that could further the understanding of informal support networks in an Asian-American community in the South. This understanding will allow mainstream services to extend formal systems of care and better partner with existing resources to effectively serve the increasing Asian American population in the South.

***Innovation in the Non-Profit Sector: Does Co-opetition Hamper or Harness Innovativeness?***

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We evaluate non-profit organizations involved in the provision of victim services in Germany to determine how collaboration and competition affect the innovativeness of these organizations. How and through which mechanisms do existing structures affect innovativeness? Why are so many non-profits in this domain struggling with generating new ideas and, moreover, sustaining these innovations? What mechanisms are at work here? Preliminary results of our analysis suggest that in the non-profit sector, co-opetition and competition may hinder instead of harness innovation potential. These are the main questions we address by combining qualitative and quantitative approaches in our mixed-methods study.

***Institutional Entrepreneurship: Enabling Conditions, Resources, and Implications for Social Entrepreneurship***

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The proposed study intends to respond to a growing interest in institutional entrepreneurship among scholars of nonprofit and social entrepreneurship by (1) determining current consensus on definitions, processes, and enabling conditions of institutional entrepreneurship, (2) identifying theoretical gaps, and (3) proposing future research agendas and key implications for nonprofit and social entrepreneurship. An emphasis is also placed on finding how nonprofit and social entrepreneurship research can make a contribution to another theoretical domain. Data (articles, etc.) will be gathered by using the EBSCO and other databases, and be reviewed via content analysis to identify recurrent themes.

*Institutional Logics and Their Influence on Local Government Officials' Perceptions of Volunteer Use for Service Delivery*

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As local government officials (LGOs) attempt to increase “publicness,” they face increasing direct interactions with citizens. Of particular importance is the evolving use of volunteers by government agencies for public service delivery. New Public Management blurred distinctions between the private, public, and voluntary sectors through its emphasis on financial efficiency and cost savings. Using 2012 survey data of local Indiana government officials, this paper uses multivariate regression to assess the ability of Dover’s (2010) model of institutional logics (New Public Management, professionalism, and community outreach) to predict LGO knowledge and perceptions of local use of volunteers for service delivery.

*Integrating Nonprofit Advocacy with Policy Change: An Emerging Theory*

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This study develops new theory on nonprofit influence in the policy process. The theory strives for a holistic perspective on nonprofit advocacy by drawing from theories of policy change as well as the perspectives of policy actors from all three sectors and various levels of government. Using a grounded theory research design, this study draws on 33 elite interviews with nonprofit advocates and service providers, elected officials, civil servants, and for-profit advocates. The derived theory links the nonprofit advocacy literature to existing theories of policy change and offers a point of departure for future theory-testing empirical studies.

*Interagency Strategic Planning as a Nonprofit Collaboration Tool: Human Trafficking Prevention and Treatment*

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President Obama charged the leaders of the Departments of Justice, Health and Human Services and Homeland Security to develop a strategic action plan that explicitly attempts to build on the work of organizations that serve and support human trafficking victims in attaining freedom, independence, and self-sufficiency. Ubiquitous in this host of organizations are nonprofit organizations. This presentation reports on a critical evaluation of this plan’s usefulness as a blueprint for effective collaborations involving nonprofits and government. Nonprofit direct service providers were interviewed to ascertain their awareness, perceptions, and beliefs with respect to the plan. Archival data were also analyzed.

*Internal and External Determinants of Formal Plans in the Nonprofit Sector*

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The study of formal planning in nonprofits is thriving, with management gurus providing abundant advice on its value and proper execution. We address a related, but broader issue: why has formal planning become prevalent in the first place? Using a dataset constructed from interviews with a random, representative sample of 200 nonprofits in the San Francisco Bay Area, combined with details from tax reports, we use logistic regression to analyze the factors associated with formal planning. The findings reveal that although size and capacity are important, links to an external, rationalized environment dampen the effects of both.

*Interrogating Place in Place-Based  
Philanthropy: Are Place-Based Funders Truly  
Distinctive?*

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The growing literature on place-based philanthropy suggests that change-oriented, geographically-focused funders embrace distinctive funding practices, evaluate themselves differently and produce idiosyncratic outputs. Is this true? Are there systematic differences in the kinds of causes and organizations that are funded, or in the design choices and funding approaches of place-based funders? This paper compares place-based funders with a selection of national foundations in three Canadian cities in an attempt to distinguish place in the broad landscape of impact funding.

*Intersectoral Relationships of Social Enterprise  
in the Light of Its Client Base*

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Social enterprises are often treated as hybrid organizations and as something that is blurring sectoral distinctions. As opposed to these approaches we turned to traditional three-sector model seeking to map the field of social enterprises' clients. It shows that a tendency to intersectoral interaction features social enterprise client base as well. The majority of our respondents deal with clients from more than 1 sector.

The database is formed by an original survey conducted by the authors. Its object was organizations founded by the leading social entrepreneurs recognized as Ashoka fellows. Its subject is social and economic activity of social enterprises

*Is There A Nonprofit Advantage? Examining the  
Impact of Institutional Context on Individual-  
organizational Value Congruence*

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Our paper addresses whether nonprofit organizations have an advantage over public organizations in fostering individual-organizational value congruence. We argue that nonprofit organizations have an institutional advantage in attracting employees with higher level of value congruence. We propose that public-nonprofit sector differences become manifest in the extent of external control the organization faces and as a result the extent of internal organizational characteristics. Our results support the nonprofit advantage theses. Although nonprofit organizations have an advantage in perhaps attracting employees with higher value congruence, organizational effects are more powerful and afford managers in both sectors the opportunity to shape individual-organizational value congruence through their actions.

*It's Hardly Genetic: Environmental Mediation of  
Associations Between Religion, Education and  
Philanthropy*

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To what extent are well-known associations between the level of education and religion with philanthropic behavior due to genetic inheritance and environmental influences? Data on philanthropy among a large sample of US twins show that while the amount donated is hardly genetic, its association with education is due to the effects of genes. The association of philanthropy with religion is due to environmental effects. These findings suggest that the association between prosocial behavior and level of education is due to genetic effects selected for in education, while the association of religion with philanthropy is due to environmental influence.

*Knowledge Flows or Reputation Flows:  
Performance Implications of External  
Networks*

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Based on the internal/external knowledge and performance outcomes of the Dutch universities in business and economics category between 1998-2009, I investigate the conditions under which external knowledge networks may drive internal performance outcomes. While the prevalent capacity-based view assumes that external knowledge flows help actors enhance their capacity for doing better, research findings show that it is much about reputation flows. However, since reputation that reflects the perceived quality of an actor for something may be negative or positive, external networks only have positive performance effects when actors achieve better performance in external networks compared to their internal performance.

*Krembo Wings: A Social Innovation for  
Children With Severe Disabilities in Israel*

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The paper presents an innovative attempt to deal with the social isolation of children with disabilities and to increase their social participation in the community; it also fosters social change in the perceptions of youth without disabilities regarding their disabled peers.

*Leadership Education Through Mentoring: An  
Analysis of 10 years of Internships*

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

*Leadership in an Asian-American Community  
in the South: The Development of an Informal  
Support Network to Increase Access to Services*

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Despite the development of culturally sensitive practices and ethnic-specific services for non-dominant groups, Asian Americans continue to underutilize social services. If Asian Americans are not using formalized services, they are likely turning to their own informal supports, of which little is known, for meeting their needs. Using a grounded theory approach, this study explores Asian-American leaders and their roles in the development of an informal support network in the South. The theory indicates cultural influences impacting leaders and their ethnic identity, which then informs identification of needs and the helping process in the development of the informal support network.

*Leadership in Turbulent Times: Are We Stuck Having Leaders “Look Like” Leaders?*

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

*Learning More About Who Really Governs and How: Power, Influence, and the Dominant Coalition*

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Who really governs a nonprofit organization (NPO)? Many consider the answer to be obvious -- the board of directors – yet there often is in fact a somewhat different (and smaller) group that truly governs. Using initial findings from a critical-incident case-study approach, this paper presents the findings of the second stage of research designed to examine the real story: who are the people who really govern nonprofits, when do they operate in exclusive coalitions that contravene full-board engagement, how do they do so, and how do they exercise power and influence in the process?

*Linking Micro Behavior and Macro Structure of Social Service Delivery Networks*

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The purpose of this paper is to investigate how non-profit leaders' and organizations' characteristics might be associated with the structure of social service delivery networks. We used four social service delivery network data from the Indiana University Institute for Family and Social Responsibility by applying MRQAP and clique analysis. We find that organizations are likely to interact and work with others that are similar, because it is “easier” to build a relationship with “someone like you.” However, homophily phenomenon within a service delivery network might not be a problem if the network is well-integrated through overlapping cliques.

*Local Social Innovation and the Prospects for the Instruments of Neo-Liberal Governance*

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Social innovation is increasingly seen by neo-liberal western governments as a solution to developing new services with the potential to reduce public sector costs and responsibilities. Public service providers seeking to foster social innovation in third sector organisations have a growing array of policy instruments at their disposal. Drawing on a case study of a social innovation pilot in Rotherham, UK, this paper discusses the potential for local social innovation to provide the public savings necessary for the aims of the neo-liberal restructuring of third sector activity to be realised.

*Main Impulses of South Korean Nonprofit Organizations: An Accountability Perspective*

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Salamon (2012) has suggested that four impulses have shaped the development of the U.S. nonprofit sector. These impulses are volunteerism, professionalism, commercialism, and civic activism. This study measures each impulse's salience in the South Korean NPO sector based on results of a nationwide survey of organizations. This study contributes to assessing the current status and to forecasting the future changes of the South Korean nonprofit sector by examining the four major impulses through the lens of nonprofit accountability: accountable to whom and accountable for what.

*Making Entrepreneurial Decisions in the Face of Risk and Uncertainty*

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Social entrepreneurship, as a behavioral concept, has caught the imagination of scholars and academics. While there continues to be substantial disagreement on defining the concept and its elements, there is considerable interest in understanding the behavioral aspects of the concept. How do managers operationalize innovation, risk-taking, and opportunity? This paper uses the experimental method to isolate the impact of risk and uncertainty perceptions on willingness of voluntary organization executives to behave entrepreneurially.

*Making Sense of Collaborative Nonprofit Networks: A Policy Fields Approach*

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In seeking to understand the impact that agile organizing is having on society, increased attention has been devoted to nonprofit collaboration. Though this work has highlighted the complexities of collaboration, theoretical pluralism makes it difficult to discern how knowledge is progressing. Drawing on insights from personal construct psychology, our work takes a policy fields approach to understanding how organizational leaders make sense of their collaborative networks. This approach addresses the dynamic nature of collaboration, while accounting for elements unique to a system of relationships. Preliminary results indicate that nonprofits rely on a limited number of constructs to inform collaborative patterns.



***Making Sense of the New Wave of Economic Security Metrics***

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Local, state, and national organizations have developed numerous data rich and diverse types of measures to better define and understand economic and social security. This paper examines the data produced across measures to distill the common elements among them. A shared understanding of economic security emerges from these findings. The paper also examine the ways in which the learning community could use these common elements to better inform the broader public about the differences between official definitions of poverty and the specific elements needed for thriving families.

***Making The Workplace Campaign Connection: An Integrative Model Examining Choice, Crowding, Matching, Recognition, and the Workplace Relationship***

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We examine workplace giving, including the characteristics of the givers themselves, across two studies. More importantly, we extend the field's understanding of non-demographic factors that may influence employee giving. Across the studies we analyze the role of choice, crowding, matching, recognition, individual views of the charitable sector, and the workplace relationship around "the ask." Our analyses rely on two data sets: (1) an in-company survey on giving from several U.S. locations of a multi-national medical company (n=550) and (2) a national survey on workplace giving (n=6056). We discuss our findings and their importance after presenting our analyses.

***Managerialism in Social Justice Nonprofit Organizations: An Exploratory Study on the Effects of Organizational Size on Managerialist Behaviors and Practices***

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The nonprofit sector has been heavily influenced over the last 30 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 research develops a framework to better understand the specific for-profit management practices and behaviors adopted by Social Justice Nonprofits, and investigates the relationship between organizational size and managerialism. Study implications are discussed, and directions for future research are recommended.

*Mapping Local Government Collaboration: An Empirical Examination of the Conditions that Lead to the Choice of Nonprofit Organizations as Partners*

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We develop a model to explain the degree to which local governments collaborate with nonprofit partners for the delivery of services. The model includes five sets of explanatory factors hypothesized in the literature: 1) Characteristics of chief executive of local government; 2) Characteristics of government organization; 3) Level of and types of demand for services in jurisdiction; 4) Level of “social capital” in the jurisdiction; and 5) Availability of nonprofit providers. Although studies have investigated some of these factors, the proposed research will develop and test a comprehensive model to explain local government collaboration with nonprofit organizations.

*Mapping Philanthropy Education in K-12 Schools*

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Philanthropy education has been present in the United States since the 1980s. However, a discussion of the scope, size, focus areas, and operational patterns of programs has been absent from the literature. To address this omission, the present study interviewed, and later surveyed staff and administrators of K-12 schools to map school-based philanthropy programs and to identify how practitioners of philanthropy education programs understand and apply associated terminology.. Findings of this study will inform educators, researchers, and policy makers interested in youth philanthropy by offering a typology of the field.

*Measuring and Explaining Volunteer Center Performance: Data Envelopment Analysis*

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Measurement of volunteer program performance remains a challenge for practitioners and scholars. The proposed research addresses this limitation through application of Data Envelopment Analysis to measure technical efficiency of volunteer centers --- organizations that link prospective volunteers with opportunities to serve in the community. Based on data from nearly all volunteer centers in South Korea, we use the central inputs of volunteer center budget and personnel to generate efficiency scores for each volunteer center with respect to bringing in new recruits, and placing volunteers in service activities, in 2011. We then propose and test a model of volunteer center efficiency.

*Measuring and Rewarding Output While Hoping for Impact: The Case of Research and Teaching at Public Universities*

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This paper analyzes (1) when and why organizations measure outputs and efficiency, although they are well aware that these measures are not what they ultimately try to achieve (2) whether the perceived existence of such means-end decoupling decreases employee job satisfaction and job performance and (3) how certain employee characteristics (employee goal orientation and learning orientation, intrinsic and pro-social motivation) influence the relation between perceived means-end decoupling and job satisfaction as well as work performance.

*Measuring Impact – A Social Return on Investment Analysis of Employment Training Programs*

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This SROI investigates the outcomes of a skills training program offered by a social enterprise to an immigrant-dominated marginalized population. In particular, the employment status of recent graduates will be assessed 6 and 12 months after graduation to evaluate the program effectiveness. The SROI also takes intangible aspects such as the graduates' self-efficacy into account drawing on qualitative data collected from graduates. The results will help the social enterprise to better communicate the relationship between the inputs into their programs and the ultimate outcomes to their stakeholders, thus, increasing their transparency and accountability.

*Measuring the Social Return on Investment (SROI) of a Work Integrated Social Enterprise (WISE)*

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Nonprofit SEs (and some for-profit SEs) are increasingly involved in helping at risk individuals (re-)enter the job market by setting up businesses that train these individuals, support them psychosocially, and give them work experience and earned income as employees. This paper examines the Social Return on Investment (SROI) of Inspirations Studio 'a micro-business incubator helping low-income women to enhance their earning potential by teaching them how to produce, market, and sell ceramic art'. Using both objective and subject measures, SROI is calculated for the various stakeholders of Inspirations Studio and compared with the cost per woman of providing this service.

*Measuring the Social Returns of Nonprofits and Social Enterprises: Critical Analysis of the SROI*

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In an era of scarce resources and the perception that little progress has been made on entrenched societal issues, the trend in metric driven performance measurement and management aims to scale innovative solutions by consolidating public and philanthropic capital around projects that work (Bernholz 2004). This paper reviews both the promise and the perils of the Social Return on Investment (SROI) metric for nonprofits and social enterprises, using the two case studies to illuminate the methodological dilemmas inherent in the approach. Implications for both funders and for organizations searching for funding are discussed.

*Media and Philanthropy: A Theoretical Framework*

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This paper presents a new theoretical and methodological framework for analysis of the media's role in shaping public discourse about philanthropy. The framework combines and integrates theories and models from the fields of communication and philanthropy. It includes three main communication components: type of media outlet; media functions and media roles, and philanthropy components: type of philanthropic actor; type of philanthropy; and philanthropy processes. This integration of components yielded six types of frames. The model was tested on major patterns of media coverage of philanthropy in Israel between 2006-2009. The findings have significant implications for the study of media-philanthropy relations worldwide.

*Mentoring Nonprofit Professionals: Growing Organizational Leadership from Within*

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In an age of increased focus on performance, government and nonprofit agencies increasingly seek to attract, train, develop, and retain high performing managers. With an improving economy, many organizations are faced with high turnover due to delayed retirements. To increase organizational capacity and ensure the continuity of institutional knowledge, organizations allocate resources to support mentoring programs on the belief that they improve employee and organizational outcomes. Most studies focus solely in the private sector and very few study public or nonprofit contexts. As a result, we don't fully understand the relationship between mentoring and benefits to nonprofit organizations.

*Metro TeenAIDS: From Service Provision to Advocacy*

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This presentation depicts an innovative transformation in a non-profit organization that shifted its focus from serving individuals to advocacy.

*Mission Accomplishment by Third Sector Organizations: The Role of Emergent and Structured Networks*

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Third sector organizations (TSOs) address meta-problems within the context of emergent and structured networks of cross-sector relationships with multiple actors. In order to understand the dynamics of these two types of networks, we explore a main research question: How do TSOs fulfill their mission of addressing meta-problems in the context of emergent and structured networks of relationships? Based on a set of organizations belonging to a structured network that addresses social issues at the municipal level, we use a qualitative research approach to explore the idiosyncrasies of the role of both types of networks in mission accomplishment by TSOs involved.

*Modernity and Islamic Education - Mapping the Landscape of Islamic Schools in the U.S.*

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This paper seeks to offer a theoretical framework for contextualizing ‘modernity’ and ‘crisis’ in the context of Islamic Schools in the U.S. Given the discourse of Islam in America being one framed in the rubric of crisis and the attempts by American Muslim organizations to garner support and philanthropic support using this framework; it is important to understand how this has impacted philanthropy towards this sector.

More generally, Islam and modernity have been described as not being compatible. This notion has persisted and though there have been attempts to describe this tension, not many attempts have been made.

*Monetizing Social Value: Emerging Practices for Comparing Social Performance*

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This presentation will examine three cases of funding organizations — Acumen Fund, Robin Hood Foundation, and Millennium Challenge Corporation — in order to understand how they measure the performance of their investments in the social sector. Strikingly, each funder uses a distinct method to monetize the social value produced by their investments. The presenter will discuss these approaches to measurement, drawing from his interviews with managers in each organization and archival work. The aim of the presentation is to specify the merits and limits of such measurement approaches, and to identify their implications for our understanding of social value.

*More Than Clicking “Like”: Branding Challenges and Social Media Use in Membership Associations*

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Membership associations face interesting challenges with social media use as a tool for member engagement and brand management, especially when members are diverse generationally and geographically. Using longitudinal data from one association’s online campaign, this paper describes how the association, which traditionally struggles with brand recognition, addresses these challenges. This paper illustrates the social media techniques used to engage and inform key constituents through an annual virtual event using a two-pronged approach: amplification of message, and deepened engagement. Data show that a defined strategy impacts overall outcomes, but a changing social media landscape creates a moving target for organizational goals.

*Motherhood and Philanthropy: Evidence from Two Field Experiments*

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Nonprofits often use images, emotions, and roles related to motherhood in fundraising appeals, but little research has explored whether these strategies work. This presentation describes the results of two field experiments with fundraising letters. The first experiment found that letters using stories of clients in the traditional gender and family role of mother raised more money than letters using stories of a client in a non-traditional role. It also found that letters containing a single client story worked better than letters with two or three stories. The second experiment will test alternatives to the charity’s traditional Mother’s Day appeal.

*Motivated to Adopt: Understanding Nonprofit Inter-Organizational Collaborations*

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While the literature present various conceptual frameworks of the nonprofit inter-organizational collaboration process, few address the leadership process such as who initiates the collaboration, how governance decisions are made, and what factors are critical to successful collaborations. In this paper, we present a conceptual framework that was derived from interviews with seven chief executive officers who had experience with nonprofit inter-organizational collaborations that ranged from loose affiliations to full blown mergers. This paper will draw from a larger sample of area nonprofits to empirically test hypotheses and validate the constructs in the conceptual framework of nonprofit inter-organizational collaboration.

*Multidisciplinary Reflections on Service Learning: Perceptions of Nonprofit Leaders, Instructors, and Students*

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The goal of this qualitative study is to understand the perceptions and experiences of instructors, students, and nonprofit leaders engaging in service learning courses (SL). We conduct interviews with instructors and students in an array of academic disciplines, as well as organizational leaders in various nonprofit subsectors. Sampling diversity helps us capture the range of perspectives that emerge in different fields about the perceived benefits, pitfalls and best practices of SL courses. Some emerging themes from initial interviews echo existing literature. However, new themes emerged including the need for flexibility and student skill-task match in SL course design.

*Multi-Sectorial Responsiveness to Natural Disasters in Australia*

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With more than 70% of natural disasters taking place in the Asia-Pacific region, a multi-sectoral approach is needed to assist in preparing for, responding to and recovering from natural disasters. Based on an Australian network of companies, non-profits and governmental department, this study is aimed at examining the multi-sectoral approach to natural disasters from a multi-sectoral perspective. During April-May 60 semi-structured interviews will be conducted as well as document analyses. The findings from this first study on multi-sectorial responsiveness to natural disasters in Australia will be presented in discussed, together with implications for research and practice.

*Muslim American Institution Building to Express Legitimacy and Philanthropy – The Case of Islamic schools*

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Muslim Americans have been active participants in the American nonprofit sector. They have used the nonprofit sector to express their philanthropic identity, assert citizenship and mediate faith and practice. Islamic schools have become the strong and most sustainable philanthropic institution at the grassroots level. This paper seeks to examine Islamic schools as a case study of Muslim American philanthropy. In addition, it seeks to examine the governance practices of these institutions during times of crisis (9/11 and Great Recession) in establishing legitimacy.

*National Campaigns for Charitable Causes: Exploring the Portuguese Case*

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Madalena Eça Abreu, ISCTE-IUL, University Institute of Lisbon (BRU-IUL), Portugal  
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This paper presents the results of an exploratory study of national campaigns for charitable causes implemented in Portugal from 2003 to 2012. Based on multiple case studies methods, and data collected through semi-structured interviews and questionnaires, the authors analyze the campaigns, and explore the characteristics of the promoter NPOs and their perception of donors' characteristics and motivations. Particular attention is given to the influence of the structural characteristics of giving in the national context, namely the existing tax designation scheme that is an incentive for NPOs to campaign annually targeting taxpayers, and the role of the Catholic Church and religiosity because of historical reasons.

*Negotiating the Intersection of Faith and Funding: Transitional Housing Programs in the Midwest*

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This case study examines the provision of transitional housing services to homeless families in a mid-sized Michigan community. Transitional housing organizations often seek to align their funding stream with their organizational culture and programming motivations. The distinctive values undergirding faith-intensive transitional housing programs lead them to privilege organizational autonomy and pursue more limited non-governmental funding sources, while their faith-related and secular counterparts valorize service delivery to a greater number of clients under the auspices of public-private partnerships. These divergent organizational logics are explored through analyses of staff interviews.

*Network Effects on Funding Behavior of Grant-making Foundations: Influences of Mimetic Process and the Pre-existing Relationships among Foundations and Nonprofits*

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Foundation grants are important resources of nonprofits. Due to the limited information and uncertainty in the grantee selection process, network effects are important factors in explaining foundations' grantee selection behavior. However, previous studies on funding behavior of foundations focused on individual characteristics of grant makers and nonprofits. By using bipartite exponential random graph models and actor based network dynamics modeling with the grant data in Los Angeles County from 2003 to 2011, we argue that network effects, mimetic process and the influence of the pre-existing relationship among foundations and nonprofits, are significant factor in explaining foundations' grantee selection strategy.

*New American Relief and Development Organizations: Voluntarizing Global Aid*

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Relief and development NGOs registered with the IRS ballooned from about 1,000 in 1990 to over 11,000 in 2010, and most of these are small organizations run on a voluntary basis. These NGOs are headquartered in one-third of all U.S. counties, representing every state. How can we explain the distribution and the growth of these organizations over time? I use multilevel regression modeling to show that higher per-county income, education, percent of residents born abroad, and higher numbers of religious congregations and Rotary Clubs explain between-county differences, although only education and number of congregations retain positive within-county, over-time effects. Implications for theory and policy are discussed.



*New Wine in Old Wineskins? Non-Governmental Development Organizations (NGDOs) and Market-Based Approaches for Sustainable Community Development*

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The practice of social entrepreneurship (SE) and other market-based approaches as models for community development is gaining ground especially in developing countries. This study explored over 20 Nongovernmental Development Organizations (NGDOs) in East Africa and their efforts in adopting these new models. The results confirm a mixed approach with both an enthusiastic as well as a cautious embrace mainly due to a lack of clarity in what these models entail. The study also found out that many NGDOs prefer to form “daughter” agencies to run the new alternatives, while continuing their primarily traditional relief and charity efforts.

*New York's Nonprofit Revitalization Act of 2013: "Strongest Nonprofit Governance Regime in the Country"*

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In December 2013, Governor Cuomo signed the Nonprofit Revitalization Act of 2013 (AG Press Release 2013), described as “the strongest nonprofit governance regime in the country” (p. 4). While prior research (Corbett 2012, 2013) focused on the cooperative processes leading to legislation, the focus here is its substance and content. The paper details this new regulatory regime to improve government-sector relations and public policy influence, as called for in ARNOVA’s Report (2011) and by Young (2010a, b). Such information is needed by regulators (Perry 2013) and potentially useful to sector representatives from many other jurisdictions, states and national regulatory regimes.

*NGO-Government Relationships: Differences in Countries With Refugees and Countries With IDPs*

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Utilizing existing frameworks on NGO-government relationships, this paper focuses on specific episodes that might further impact these relationships, i.e. emergencies. Using qualitative case studies, the paper explores the nature of NGO-government relationships as NGOs work to provide support for a large displaced-persons population with their country of origin, in comparison with relationships that exist between NGOs and governments that host refugees fleeing their countries due to cases of emergencies (wars, conflicts, or disasters).

***NGO Reputational Effects: Comparing  
Voluntary "Peer Regulation" and Third-Party  
Charity Watchdogs***

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Donors would like some assurance that their resources will be used appropriately, but they do not necessarily have the time to research charities thoroughly. Anticipating information problems, charities have joined voluntary regulatory programs to signal trustworthiness and good governance. We conduct a survey experiment to explore if individuals in the United States are more willing to give to a charity which is participating in a voluntary program. We also test whether third-party auditing (which ensures that charities abide by program obligations) enhance donor confidence in the program.

***Nonprofit Accountability: The Everyday  
Experience of Frontline Staff***

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Nonprofits are legally accountable to the public through the IRS and the State Attorney General, but research shows that nonprofits negotiate accountability expectations of diverse stakeholders: regulators, funders, peers, and clients. What we don't know is how these expectations affect frontline staff. But frontline staff work directly with clients to achieve outcomes, and they are the ones who must negotiate conflicts between clients' needs/goals and other accountability expectations. How they negotiate these conflicts has consequences for the interests nonprofits serve. Drawing on in-depth interviews with frontline staff in two nonprofits, this paper describes how frontline staff negotiate these accountability expectations.

***Nonprofit Advocacy Participation:  
Organizational Ecology, Institutionalism, and  
Resource Mobilization***

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Although advocacy has been assumed as a major function of the nonprofit sector, there are significant variations in the levels of advocacy activities nonprofits actually perform. This research attempts to contribute to our understanding of nonprofits' organizational attributes that would affect their advocacy engagement, from three theoretical lenses – organizational ecology, organizational institutionalism, and resource mobilization.

***Nonprofit Executive and Board Leaders  
Perceptions of Their Roles in Fundraising: An  
International Comparative Case Study***

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This collaborative study compares the perceptions of executive directors and board members of nonprofit organizations in the United States to their respective counter partners in South Korea regarding the board members' responsibilities in fundraising for the organization. This international comparative case study involved thirty nonprofit organizations from each country to examine the perception of both their Chief Executive Officers (CEOs) and board members including Chief Volunteer Officers (CVOs). The results provide practitioners and scholars of nonprofit governance an inside look into the similarities and differences in nonprofit executive and board leadership from an east--west perspective.

***Nonprofit Financial Bootstrapping: Exploring the Resource Mobilization Methods of Nonprofit Entrepreneurs***

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New nonprofit organizations face a liability of newness making it difficult to obtain the critical resources needed to thrive. This purpose of this study is to describe nonprofit entrepreneurs' use of so-called financial bootstrapping during the start-up phase and to develop concepts that can help us better understand nonprofit entrepreneurs' financial bootstrapping behaviors.

***Nonprofit Governance Structure: Understanding Governance Policies, Practices, and Procedures to Increase Accountability and Transparency***

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This study includes an analysis of the inclusion of publically available information from the IRS form 990 as a governance mechanism to promote nonprofit accountability and transparency. Factor analysis was conducted on parts of the IRS tax form 990. These results offer the conclusion that the IRS form 990 can be a mechanism for nonprofit organizations to disseminate information about their governance practices. Secondly, the study consists of a follow-up assessment of a single practice as listed on the form 990. Conclusions address the use of these measures to inform future applied decisions making.

***Nonprofit Grassroots Activities***

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This research seeks to understand how political controls imposed on nonprofit organizations influence grassroots advocacy activities. A model of grassroots political behavior is tested on a cross section of organizations using regression estimation techniques that include controlling for other relevant factors from the literature. The author's previous work in this area demonstrated that the production function for grassroots lobbying is distinctly different than the production function for direct lobbying. This research seeks to identify the variables which influence the decision to participate in grassroots lobbying.

***Nonprofit Growth: The Strength in Numbers***

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Recent work by Lecy and Van Slyke (2013) confirms that government funding is the primary driver of growth in the number of nonprofit organizations, which has led to a debate over whether the nonprofit sector is reaching its carrying capacity. Some scholars argue for a focus on strategies to harness (rather than stunt) sector expansion (Paarlberg & Varda, 2009). This paper supports that perspective. It demonstrates how the increase in the number of human service nonprofit organizations increases the subsector's total revenues rather than merely spreading the same amount of precious financial resources more thinly.

***Nonprofit Mission Conceptions: A Dynamic and Interpretative Definition of Mission***

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Missions are central to all nonprofit organizations, and establish the public purposes pursued. Formal mission statements may be inadequate for providing a true picture of a nonprofit's mission, requiring a new definition. This paper examines prior scholarship on missions, including interpretation and change, before proposing two new concepts. Personal mission conceptions are the interpretations that individuals within a nonprofit hold of the mission, while the dominant mission conception is the collective interpretation guiding a nonprofit during a specific time. Examples from nonprofits illustrate the concepts, while guidance suggests how they can inform future research and practice.

***Nonprofit Organizational Climate: Understanding the Impact of Burnout, Workplace Environment, and Hope Across 120 United-Way Partnering Organizations***

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Nonprofit organizations are constantly challenged to do more with less. A frequent byproduct of this charged environment is increased stress and workload on employees of nonprofits, at all levels. Sustained job strain can lead to burnout, which consists of two dimensions: emotional exhaustion and disengagement. Cross-sectional surveys were administered to employees (N=400) across United-way Partnering Agencies to assess burnout, perceived organizational support, and hope. In this paper, researchers examine organizational and individual characteristics contributing workplace stress and burnout. Additionally, we also explore hope as a means mitigate burnout and discuss applications for nonprofit leaders.

***Nonprofit Organizations and Social Media Use: A Descriptive Analysis of Nonprofit Organizations Effective Use of Social Media Tools***

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The rapid increase in social media use, such as Facebook, Twitter, Flickr, and LinkedIn has enhanced and increased communication and engagement strategies available to nonprofit organizations. This research focuses on nonprofits' use of social media by examining the main objectives for using social media, and whether social media has been effective in meeting these objectives. To answer these questions, we used the survey data, Use and Effectiveness of Social Media and conducted descriptive analyses on and their usage of social media and found associations between effectiveness of social media and their objectives to achieve nonprofit missions.

*Nonprofit Organizations: in what extent is internet being used to re(connect) stakeholders and organizations? An empirical study in Portuguese Foundations*

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Statistics reveal nonprofit organizations as major employers and major sources of employment growth in countries throughout the world. Although the sources of financial support present different weight, it is a fact that donors and other stakeholders became more interested in obtaining information about efficiency and effectiveness on applying resources. This research measures in what extent the information pointed as relevant in literature to rate the performance of nonprofit organization is available in official websites of nonprofit organizations acting in Portugal. This study provides a pioneer view about the level of divulgation of performance tools available to nonprofit stakeholders, at Portugal.

*Nonprofit Reputational Capacity and the Role of Mission Valence and Clarity: Next Steps in a Series of Experimental Designs*

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Nonprofit organizations increasingly pay attention to keep their reputation high due to the important effects of organizational reputation on desired stakeholder behaviors (e.g. donations or volunteer involvement). In a series of experimental designs we look at how organizations can build up reputational capacity, and sustainably guard themselves against negative publicity. In this paper, we particularly look at the mediating role of mission valence and clarity. These concepts seem to have an important contextual influence on to stakeholder effects of reputational capacity. Our preliminary findings show that organizations should follow differentiated stakeholder involvement approaches depending on their missions' characteristics.

*Nonprofit Revenue Structure: Taking a Closer Look at Organizational Determinants in the Housing Sector*

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Existing research has not fully explored the determinants of nonprofits' revenue structure. This study provides a nuanced empirical analysis of organizational determinants on revenue structure for housing nonprofits that controls for state-level differences in the funding environment. It analyzes panel data that contains financial information of 990 housing nonprofits in 26 states and public funding environment variables for each of those states from 2008-2010. The study reveals that housing development organizations have the lowest levels of revenue diversification and are heavily reliant on government grants while intermediary organizations have the most diverse revenue streams.

*Nonprofit Social Enterprises: Size, Scope and Organizational Determinants*

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The popular adoption of the term "social enterprise" appears to signal a shift in both business models and social norms. But to what extent are nonprofits already engaged in social enterprise activities? This quantitative study examines 990 data from more than 22,000 501(c)3 public charities in the State of California, home to approximately 11.1% of the US-based charities, to determine to what extent nonprofits are engaged in social enterprise activities and what organizational characteristics may predict a) the presence of a social enterprise venture and b) its nature (related versus unrelated)?

*Nonprofit Vs. Government-Led Collaborative Governance Networks: Differences in Priorities, Advocacy Involvement, and Internal Decision-Making*

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Collaborative governance networks—where nonprofit service providers and government agencies collaborate and share responsibility—provide important opportunities for nonprofit participants in the form of access to resources, policymakers, and information. Little is known, however, about how the structure these networks take affects their ability to meet goals such as meaningfully incorporating nonprofits as stakeholders, facilitating advocacy, and pursuing priorities beyond funding. This research uses a nationwide survey (N=305) of HUD-sponsored collaborative governance networks to answer these questions. Important differences are found between networks that are led by an independent nonprofit and those that are housed in a government agency.

*Nonprofits and Cross-Organizational Collaborations to Promote Local Labor Rights Policies*

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This paper examines the experiences of nonprofits that work with unions in local policy coalitions to promote the labor rights of low-wage workers. Drawing on case study material of San Francisco's living and minimum wage campaigns, the paper argues that differences in organizational resources and tax-exempt status affect nonprofits' role as policy advocates relative to unions, which have more political resources, more clout, and more advocacy freedoms than nonprofits. This resource disparity can lead to a power imbalance within coalitions and enable unions to crowd nonprofits out of the policy enactment process, though not the agenda-setting and policy implementation processes.

*Nonprofits in a Policy World: The Interlocking Relationship Between Nonprofits and Public Policy*

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The blurring of the lines between sectors highlights the growing need to adequately prepare the next generation of nonprofit and public leaders to navigate the complexity that intersectorality imposes on the provision of public goods and services. In this paper, we discuss our four-faceted framework of the nonprofit-public policy relationship and argue that public policy courses that incorporate a more comprehensive view of the role of nonprofits should be seen as a vital element for nonprofit management and public administration programs.

*Not Your Grandfather's Community Foundation? Current Developments in US Community Foundations from an Historical Perspective*

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The 100th anniversary of the first community foundation (CF) in the US, the recent \$1 billion gift to the Silicon Valley CF, and the new chair in CF Studies at the Indiana School of Philanthropy have sparked renewed interest. The Foundation Center identifies 750 CFs; 11 with assets over \$1 billion. Yet CFs have been largely ignored by academic researchers. This paper will examine the current state of US CFs from an historical perspective, the difficulties in studying CFs; the consequences of little quality research, and what the rise of mega-CFs says about the future of CFs in the US.

*Of Love and Lucre: Measuring Mission and Money in Impact Investing*

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This paper examines the hybrid market of impact investing, where investors invest in social enterprises for financial and social return. Employing mixed methods, I analyze how the worth of impact investments is evaluated in this field. Investors' varying expectations regarding the importance of financial versus social return and the multivalence of social value created a challenge to proponents' desire to create a single measure of worth like "return on investment" in finance. Instead, they constructed an infrastructure whereby each investor could compare investments based on their balance of social versus financial return and their definition of social value.

*Opting Out of the Non-Profit Package*

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Many have discussed the power dynamics between foundations and non-profits (see Dowie, 2002; Incite!, 2007; Buffet, 2013) proposing solutions from foundation reform to increased grassroots funding. But few have looked at the choice to not engage in classic non-profit structure or funding regimes. This research uses case-study methodology to examine Just Listening. Just Listening's choice to forgo traditional funding and structure left an organization that easily attracts volunteers, a working experience devoid of bureaucracy, and with little mission-drift. This paper is the first step towards understanding if opting out of the non-profit industrial complex (Incite!, 2007) is a viable strategy.

*Organizational Change in NGOs: Is Continued Relevance Ensured?*

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Many NGOs are undergoing significant organizational change or are 'digesting' the effects of such changes. If NGOs wish to remain relevant, effective as well as credible actors in global governance, they must confront major organizational challenges related to leadership development needs, governance reforms, and other forms of organizational change needed to improve effectiveness, legitimacy, and efficiency. This paper explores the current waves of strategic reforms in governance, program management, accountability systems, and leadership development. Are they sufficiently strategic and future oriented to counteract potentially fundamental threats to the continued relevance of the sector? How are NGOs managing their change processes?

*Organizational Change Tactics in a Homeless Services Organization: Staff Perspectives on Success Factors*

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Research on organizational change is growing, but rarely uses consistent methodologies, with case studies being the most common method. To address this limitation, a questionnaire was developed, based on the existing literature, to assess the use of specific organizational change tactics. An administration of the questionnaire to staff of a homeless services organization which recently experienced a major change in its service delivery system showed the extent of use of the tactics and their impacts on the outcome of the change initiative. The use of this instrument demonstrated the value of new methods in more fully assessing organizational change interventions.

*Organizational Performance and Boards of Directors: A Systematic Review of Literature on U. S. Hospitals*

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Given managerial and financial turmoil experienced in recent years, understanding the role of boards is a salient topic for all industries. Because of the dynamic environment in which health care organizations operate, studying the role of hospital boards serves as a proxy for understanding the role of boards within other industries, and enables us to compare nonprofit, for-profit and public firms operating within the same industry. This study synthesizes two decades of research utilizing a framework set forth in 1990 to assess the body of knowledge related to the role of hospital boards in strategic management and organizational performance.

*Organizational Theories of Associations: The Importance of Context and Embedding*

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This paper offers a strategy for understanding the organizational processes of associations. The paper reviews five case study traditions: religious models; primordial ooze organizations; community of limited liability organizations; network organizations; and intermediate organizations. Each of these traditions, contains strong assertions about how associations are organized and they give rich case examples. The master metaphor for understanding associations should be that they are embedded in larger community or organizational systems so that their styles of organizing are contingent on the demands and expectations of these larger systems. This contrasts with notion that each entity is a self-contained system or firm.



*Painting the Governance Landscape: Culture  
and Power at the Public-Nonprofit Intersection*

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Nonprofit organizations are a vital part of the governance landscape. Despite their benefits, public-private partnerships pose a risk to nonprofit organizational culture and identity. These risks are linked to the power differentials inherent in public-private partnerships and have implications for governance. I develop a framework for examining how public governance structures affect nonprofit organizations. This framework integrates governance and organizational theories, focusing on power and organizational culture and identity. The aim of this paper is to promote critical thinking about the nature of public-private partnerships and the power dynamics that shape governance structures in and between organizations.

*Partnerships the Nonprofit Way: What Matters,  
What Doesn't*

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Nonprofit organizations must engage in collaboration to fulfill their missions. Our paper results from data collected through interviews with 52 nonprofit executives engaged in partnerships with other nonprofits, governments, and businesses. These interviews yielded 84 partnership case examples. Four central features of the paper are noteworthy. These include: the use of partnership dyads as a basis for comparison of partnership arrangements across economic sectors; methodology that uses two previous separate subsector systems to cluster the nonprofit partnership cases; a nonprofit first perspective of the partnership; experiential learning of nonprofit executives as data sources and the basis for partnership best practices.

*Performance of "Operational Teams" in  
Nonprofit Organizations*

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Benefits of teamwork regarding the achievement of organizational goals have been discussed in depth in for-profit literature. However, the team concept and, based thereupon, team performance has not been analyzed extensively or explicitly for operational teams – as those teams operationally providing the (social) service – in nonprofit organizations. Therefore, this paper aims at determining specific characteristics, perceptions and interrelations of operational teams, at defining operational team performance and at identifying antecedents of operational team performance in nonprofit organizations. A qualitative research design will be applied using the example of social service organizations.

*Personal Involvement and Professional Opinion: Local Government Officials' Experiences with Nonprofits and Perceptions of the Relationship between Nonprofits and Government*

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Public service motivation theory can be extended beyond the public sector to explain public employees' personal involvement with nonprofit organizations and the possible spillover effect to their work in government. The relationships between government and nonprofits can range from ones of collaboration to control. In this paper we use logistic regression analysis of data from a 2010 survey of 350 Indiana local government officials to examine how their personal involvement with nonprofits and their perceived importance of that involvement is associated with their perspectives on the nature of the relationship between nonprofits and local government.

*Perspectives from Nonprofit Board Chairs and CEOs on Board Operations and Performance: Are They Really Working for the Same Agency?*

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The 2012 BoardSource Governance Index enabled both the Board Chairperson (BC) and Chief Executives Officers (CEO) in the same nonprofit organization to evaluate board operations and performance. We hypothesize that these two actors will assess their nonprofit board's operations and performance quite differently. We examine a multitude of criteria, including board member recruitment, meetings, development, leadership, and board performance. Initial findings confirm that BCs and CEOs have significantly different perceptions of their organization's governance. These findings suggest that these two nonprofit actors are frequently operating from different perspectives, potentially inhibiting the success of their organizations.

*Philanthropic Foundations and Their Local Representatives: The Case of the Carnegie Endowment for Peace in Interwar Germany*

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This study analyzes the controversial relationship between the Carnegie Endowment for Peace (CEIP) and its German representatives during the 1920s. It sheds lights on the political realities influencing foundations' selection of local partners. The radical pacifist stand of the CEIP's German representatives soon became an obstacle to the work of foundation officers, who consequently sought the collaboration of more pragmatic and politically connected voices. While these new representatives ensured good relationship with new political leadership, they also exposed the CEIP to Germany's factionalized political society. This study thus highlights transnational philanthropy's challenges in working with political reliable local representatives.

*Philanthropy Education in Australia:  
Translating Cross-National Theory and  
Practice Into Engaging Curriculum for Young  
Australians.*

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This paper explores the critical analysis and translation of cross-national theory and practice in philanthropy education into context specific teaching and learning materials for Australian school students (K-12). It offers insights into the Australian philanthropic landscape; the range of inter-disciplinary skills needed to construct creative curriculum materials; the value of a collaborative cross-sectoral development process; and the pedagogical importance of embedding philanthropic concepts broadly within civics, citizenship and other curriculum areas. It concludes with a demonstration of the creative and accessible digital tools that have been developed to ensure that the new learning materials engage young people.

*Political Capacity Trends in 501(c)(4)  
Organizations: A Study of Advocacy Activities in  
Social Welfare Organizations*

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501(c)(4) social welfare organizations are the second-most common type of nonprofit organization after charitable 501(c)(3) organizations. Until recently, little was known about the structure and political practices of such organizations. Using data from the National Center for Charitable Statistics and case analysis of ten organizations, this paper seeks to fill that knowledge gap. It investigates trends in the subsector and the structures and processes that enable organizations to build political capacity and leverage change in service to their mission. Findings emphasize characteristics and outcomes of this specific organizational type and highlight implications of the organizational form for theory and practice.

*Practical Dilemmas and Organizational  
Environments of the NGOs Serving Injured  
Migrant Workers in China*

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Both migration and disability are responsible for the vulnerability of Chinese migrant workers with occupational injury. Services to these workers provided by NGOs are critical but scant. This qualitative study explores practical dilemmas and organizational environments of grassroot NGOs serving injured migrant workers in China. Interviews conducted in ten NGOs show that they are primarily facing practical dilemmas including limited recognition, low service capacity, and resource deficiency, which should be understood within their current organizational environments. The results generate policy and practice implications for debate on the development of NGOs in China.

*Preparing Tomorrow's Nonprofit Leaders  
through Undergraduate Public Affairs  
Education*

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This paper will explore curriculum content within the undergraduate public affairs degree designed to prepare the next generation of nonprofit leaders. Amidst the lure of material items, young people increasingly want to do something meaningful with their lives and make a positive difference in society. These desires often lead to a career in the nonprofit sector. As public affairs degrees are where most undergraduates will seek nonprofit sector knowledge, it is important that educators carefully examine and assess curriculum options.

*Public Policy Advocacy Strategies of Nonprofit  
Organizations: Evidence from Q-Methodology*

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Nonprofit organizations can invest significant resources in policy making processes, with the hopes of influencing policy outcomes. However, little is known about how these organizations view and plan their advocacy efforts. This paper reports an empirical examination of policy advocacy perspectives and strategies of nonprofit organizations. Policy advocacy managers from nonprofit organizations were interviewed, and Q-methodology was used to have them rank their organizations' advocacy activities and desired outcomes. The analysis revealed distinct advocacy strategies, linking advocacy activities to several intermediate outcomes, and allowing organizations to measure their contributions to policy debates, even before favorable policy outcomes are achieved.

*Public Policy and the Nonprofit Sector in Latin  
America*

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In recent decades civil society has emerged in Latin America as a critical force for democratization and the promotion of human rights. The governments in the region have varied widely in their public policy toward the nonprofit sector. This paper will examine four cases (Colombia, Ecuador, Mexico, and Nicaragua) in order to illuminate the range of public policies adopted toward the nonprofit sector. The paper will contribute to the field by offering for the first time in one place comparative case studies that will illuminate the state of public policy toward the nonprofit sector in Latin America.

*Public Versus Nonprofit?: Comparison of  
Career Intentions of Undergraduate Students*

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Attracting talented people to both public and nonprofit sector has been a challenge. With the recent economic crisis, there has been an increase of students who are drawn to public and nonprofit sector jobs instead of private ones in the U.S. For instance, in 2009, 16 percent more young college graduates worked for the federal government and 11 percent more for nonprofit groups than in the previous year. This research studies compares different motivations of college students that leads them to prefer jobs in the public or in the nonprofit sector.

*Public-Private Partnerships and Diet-Associated Non-Communicable Disease Control*

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The public-private partnership (PPP) paradigm emerged as a form of global health governance to overcome state and market failures constraining access to essential medicines in low-income countries. In wealthy countries, public or third sector collaboration with industry is anomalous in efforts to address health inequalities, despite market failure factoring heavily into why poor populations face disproportionate risks of developing particular diseases. Drawing on key informant interviews from public, private and third sector sources, this paper examines the merit of the PPP model for mitigating poverty-associated food insecurity giving rise to diet-associated non-communicable diseases within the context of wealthy countries.

*Putting Compassion to Work: Strategies for Comprehensively Incorporating Disaster Relief Volunteerism Directly into Urban Disaster Planning*

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The field of disaster response is fraught with the challenge of the inevitable influx of volunteers. Attempts have often been made by professional response teams and leaders to encourage volunteers not to come during disaster response, leaving the challenging early work to professionals; however, this has not mitigated the problem of volunteer influx. How can local disaster plans anticipate this dilemma and incorporate volunteers into the plans? This paper explores the extent to which Offices of Emergency Management (OEMs) in the United States' largest cities are addressing issues associated with spontaneous volunteers in disaster response.

*Putting the Map in Motion: A Typology of Capitals and Their Activating Processes*

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Responding to Salamon's call (2010) to put civil society on the economic map, this investigation employs typology construction methodology to develop a map of capital resources in the voluntary sector. The typology identified 19 types of capital, both tangible and intangible, significantly broadening current understanding of capitalization. The typology was examined empirically through an exploratory qualitative study, revealing processes animate this map. Results are interpreted through effectuation theory and process studies, two constructs infrequently discussed in the nonprofit literature. This typology's expanded, dynamic conceptualization of capital yields novel, actionable insights for understanding resource acquisition and deployment in the voluntary sector.

*Quality and Accountability in Institutionalized  
Islamic Education in the United States*

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This paper will examine issues of quality and accountability in Islamic schools, which existed before September 11th and the Recession and strengthened after these two events. Both events placed enormous strains on funding, making it difficult for Islamic schools to afford to hire accredited teachers (Haddad & Senzai, 2009). I explore the work of organizations such as the Council of Islamic Schools in North America (CISNA), Islamic Schools League of North America (ISLA), and Council of Islamic Education (CIE) in addressing these issues with development of teacher training programs and certification, raising the quality of leadership (Banks, 2012; Callahan, 2013).

*Questioning the Apparent Inevitability of Short-  
term Volunteering Trends in the Nonprofit  
Sector*

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Are trends toward short-term volunteering (Macduff, 2005) inevitable? We posit that the perceived meaningfulness of the volunteer experience influences how individuals allocate time among competing activities of daily life. This proposition is explored in a situational context where volunteer retention is acknowledged to be a problem – professional associations in the United States (Gazley, 2013). The findings indicated that individuals chose to devote substantial time and energies to their volunteering activities, despite other demands on their time, when their volunteering experiences were sufficiently meaningful. Accordingly, Organizations should be able to increase retention by inculcating practices that foster meaningful experiences among volunteers.

*Racial Diversity and Representation on  
Nonprofit Boards: Effects on Organizational  
Performance*

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Nonprofits face increased demands for diversifying their boards, along with increased pressures for performance, yet there has been a lack of research examining the diversity-performance link. Does racial diversity of nonprofit boards enhance the performance of charitable organizations? To what extent does representation of specific racial groups matter for nonprofit organizational performance? This paper addresses these questions using survey data from 256 nonprofit human service organizations in 30 states. Preliminary results suggest that racial diversity on the board strongly predicts both self-reported measures of organizational effectiveness, as well as objective indicators including budgetary growth. However, the effects of representation on performance are mixed.

*Reconciling Competing Nonprofit  
Accountability Claims Through Agonism: A  
Case Analysis of Practitioner Responses to the  
Contracting Regime*

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The longstanding principal-agent framing of accountability in nonprofit-government contracting has encouraged adversarial perspectives and interactions. Drawing on an in-depth qualitative case study, this paper analyzes various nonprofit staff responses to the accountability-related pressures of the contracting regime. In particular, the paper examines moments when nonprofit workers sought to navigate beyond the regime's oppositional framing and engage both within their organizations and with government funders and regulators in creative ways. Drawing on the theoretical lens of agonism, the context and characteristics of those responses are highlighted to illuminate possible paths forward to address government-nonprofit accountability demands, while minimizing negative pressures on practitioners and maximizing the potential for successful service delivery.

*Reconsidering Conceptualizing Exempt  
Organizations as a "Sector"*

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Nonprofit organizations routinely refer to themselves as a sector, but it is far from clear what they hope to convey about themselves and their place in contemporary American life by doing so. This paper suggests that a reconsideration of the analytical and operational utility of this concept is overdue. Nonprofits commonly work collaboratively with government agencies and market actors. Analyses focused on these relationships will result in more insightful theory and more useful operational reforms than will efforts designed to preserve the idea of a separate and self-sufficient sector.

*Regional Effects on Nonprofit Employment  
Trends from 1995 to 2012: An Application of  
Dynamic and Probabilistic Shift Share Analysis*

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The nonprofit sector is a significant and resilient employer in the U.S. economy, as demonstrated by both national and regional studies. Paid nonprofit employment has grown consistently since the 1970s – even throughout the Great Recession. By using a dynamic and probabilistic shift-share analysis, we explore trends in nonprofit, government, and for-profit employment through a comparison of regional, state, industry, and sector effects. Furthermore, we develop models based on regional characteristics to predict future trends. Our findings provide insights into the changing boundaries and competition between nonprofits and other organizations.

*'Regulatory Waves: Shifting Patterns of State Regulation and NGO Self-Regulation in East Africa.'*

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The research aims in this paper, as in this panel, is to analyse the rationales for the ebb and flow of strong state regulation of nonprofits and more community-based self-regulation approaches, inquiring whether there is a systematic base to these seemingly conflicting approaches. These issues will be explored by considering the diverse range of catalysts that drive such policy and legal change and range from political, ideological and fiscal-based concerns through to concerns brought to the fore by global events. In doing so, the specific focus of this paper will be upon regulatory waves in Kenya, Tanzania, Uganda and Ethiopia.

*Relevance of Work-Centered Social Supports for Disadvantaged Workers: Perspectives from Social Purpose Enterprise Practitioners*

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This paper presents a mixed-methods study that explores the range of work-centred social supports found within social purpose enterprises (SPEs), and their relevance to the employment outcomes and overall wellbeing of people who face significant barriers to employment. Using survey and interview data collected from managers and directors of SPEs, this research situates the role of social support broadly within the stress/coping model, and proposes that supports can temper the stressors experienced by disadvantaged workers during job entry and beyond, particularly the stressors that may not directly relate to work but may prevent a person from meeting work obligations.

*Religion, Gender, and Philanthropy*

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This study addresses the intersection between religion, gender, and giving. The research questions are: (1) Does religiosity have a causal effect on giving? (2) Are there any differences between men and women? Are men and women affected differently due to religiosity? This study is unique in that we examine how religion affects an individual's self-identity to become generous in giving to philanthropy. The study uses data from the National Study of American Religious Giving. Questions ask respondents about giving to both religiously-identified organizations as well as not religiously-identified organizations in order to determine the effects of religiosity by gender.



*Repertoires of Collaboration: A Comparative Analysis of Cross Sector Community Partnerships in Three New Jersey Cities.*

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Implicitly treated as a panacea, and often subject to the interests of powerful actors that exclude citizens from strategy decisions, cross sector community partnerships have been uncritically accepted in policy and praxis. Specifically, the process of how cross sector community partnerships are formed and structured at the local level remains underexplored. Using a comparative case study of nonprofit organizations in Camden, Trenton, and Vineland New Jersey, the author examines how local institutional arrangements influence the formation and structure of cross sector community partnerships. The paper develops a typology and theoretical model that explains cross sector community partnership formation and structure.

*Repurposing Profit: Assessing the Social Enterprise of Low-Profit Limited Liability Companies (L3Cs) in the United States*

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This study is designed to provide the initial impact assessment of low-profit limited liability companies (L3Cs), and to give some variance to social enterprise research. The paper utilizes mixed methodology, including qualitative data from interviews with L3C proprietors, as well as a survey administered to L3Cs (n=70) to 1) assess managerial perceptions of the work these organizations are engaged in; 2) to contribute more to our understanding of organizational and environmental attributes of L3Cs; and 3) to provide greater breadth and depth regarding the testing of empirical hypotheses concerning social enterprises.

*Rethinking Competencies of Social Enterprises as a Way to Create Shared Value: Policy Analyses from a Perspective of Competitive Advantage*

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This study analyzes social enterprise policies in Korea from the perspective of competitive advantage to provide policy recommendations for the long-term sustainability of social enterprises, which create shared value. Applying a new analytical tool based on Porter (1990)'s diamond model and Cho, Kim, & Kang (2011)'s social enterprise policy analysis model, we found that the policy support for social enterprises centers on the short-term support for everyday operations of social enterprises, confining the policy to a limited role in creating an environment for the long-term sustainability of social enterprises. Policy recommendations are provided to ensure the sustainability of social enterprises.

*Rethinking the Participatory Approach: An  
Extended Case Study of Community  
Reconstruction After the 2008 Sichuan  
Earthquake in China*

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This study examines the relationship and interaction between the government, NGOs, and community organizations at the community level with a special eye on the case of a grassroots initiative in post-disaster community reconstruction. It argues that community reconstruction is deeply embedded in a series of social processes: state-dominated post-disaster reconstruction, urban-rural integration development, and social management measures. We further recognize three major forces constructing those social processes: neo-authoritarian local governments, victims with rising citizenship awareness, and community-based NGOs. Finally, we suggest pluralistic governance through cross-sectoral collaboration can work effectively to empower communities and reach sustainable development.

*Revenue Diversification and Portfolio  
Optimization of Nonprofit Organizations*

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Given its great economic and social impact, the nonprofit sector's financial sustainability is of importance. Previous research has suggested revenue diversification as a beneficial strategy for nonprofit financial health. However, very limited studies have paid attention to the interaction among revenue sources. This paper will examine the nonprofit revenue diversification by applying insights from modern portfolio theory. In particular, by analyzing the IRS Form 990 data, I intend to investigate the covariances between different nonprofit revenue sources for different subsectors and over time. I will also explore the characteristics that influence optimal level of risk and return for different subsectors.

*Revenue Diversification, Unrestricted Net  
Assets Accumulation, and Financial  
Sustainability of Nonprofit Arts and Culture  
Organizations*

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Using data provided by Cultural Data Project, we are trying to examine financial sustainability of nonprofit arts and culture organizations in order to better understand what financial strategies these organizations could use to improve their financial performance. Specifically, we expect to evaluate whether diversifying revenue sources and accumulating unrestricted net assets would help nonprofit arts and culture organizations remain financially sustainable.

*Risk Management or a Risk to Management?  
Preparing Nonprofit Leaders for Risk and  
Liability*

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Nonprofit organizations encounter risks that expose them to liability, yet little research investigates the preparation of their leaders in risk management. A growing source of risk and liability concern is volunteers, who increasingly take on more complex tasks for their organizations. This trend has raised expectations regarding the behavior of volunteers, as organizations realize that their reputations rest on the conduct and performance of their volunteers. In the proposed research we examine the extent to which leading educational institutions for nonprofit study prepare their students for risk management, especially in regard to volunteer involvement.

*Risk Propensity and the Volunteering Choice*

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Understanding the connection between individual characteristics and the type of nonprofit organizations a person choose to volunteer for can help nonprofit organizations recruit volunteers that fit their organizations' mission and programs. This study examines the extent to which an individual's risk propensity is associated with the type of nonprofit organizations he/she chooses to volunteer for, given the socioeconomic background, such as education, gender, and occupation. Using data from the National Administrative Studies Project—Citizen, the study shows that the impacts of socioeconomic characteristics on volunteering choices are mediated by individual's risk preferences.

*Seacology: A Win-Win Collaboration to Protect  
Island Environments and Peoples*

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The innovative idea that guides the organization is an agreed-upon exchange between local communities who inhabit islands throughout the world and Seacology.

*Sector and Incorporation as Strategic Choice:  
The View from the Standpoint of Mission-based  
Organizational Entrepreneurs*

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This paper addresses sector incorporation as a strategic choice by entrepreneurs of mission-based organizations, rather than a more traditional view that sees sector choice as determined by institutional, legal, market, and efficiency logics. It builds upon existing critiques of market and government failure theories of the nonprofit sector and extends them, including presenting a coevolutionary view of the development of sectors. The paper is working towards a fully developed entrepreneurial theory of incorporation choice by mission based social service organizations in light of the increasing blurring of sectoral boundaries.

*Sectoral Boundaries and the Making of  
"Corporate Volunteering": Ethnographic and  
Theoretical Insights*

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The paper adopts theoretical insights from the work of Bruno Latour to discuss how processes of hybridization in the nonprofit sector are an inherent element in the 'purification' of the ideal of an autonomous sector. The paper focuses on the case of corporate volunteering, a phenomenon that is constituted and proliferates through the tension between its hybrid character and the 'purifying' mechanisms of its representation. The theoretical discussion is informed by insights from a multi-sited ethnography conducted in Belgium and in Israel, which explored the involvement of corporate volunteers in programs of entrepreneurship education.

*Seeking Evidence-Based Program Status: A Noble Quest or Impractical Plight?*

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The concept of “evidence-based program” (EBP) status has been the object of desire for many nonprofit and government human service agencies. In human services, several registries exist and offer credentialing of “Evidence-Based” status. However, there are several critical issues about the process of obtaining the credential including inconsistent review of methodological rigor, small sample size in studies purported to supply evidence, and program developer involvement in the evaluation. Regardless, the quest for EB credentialing persists. This study uses qualitative methods to assess the perspectives of program developers in the process of seeking evidence-based status.

*Shared Leadership and Commitment of Volunteers in Faith-Based Organizations*

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In leadership research traditional heroic-leadership models are replaced by shared-leadership models, which highlight the distribution of leadership among leaders and followers. Shared leadership increases cooperation and affects commitment to the organization. This aspect is of particular interest in the nonprofit and voluntary context. Since commitment is a critical predictor for turnover, absenteeism, and citizenship behaviors, volunteers feel attached to and remain in the organization. The paper investigates how shared leadership affects commitment of volunteers in a faith-based organization. It presents the results of a survey of predominantly voluntary members of an educational institution within the Catholic Church in Austria.

*Social Benefit Firms: Making Sense of Social Outcome Measurement*

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The paper looks at the state statutes for Benefit Corporations to look out outcome provisions, accountability and measurement of success for these hybrid corporations.

*Social Capital and Solicitation: Key Influences upon Philanthropic Behavior in Mexico*

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The literature on philanthropic behavior offers three distinctive explanatory factors: social capital; mechanisms of philanthropic behavior; and, personal/contextual characteristics. As this literature is weighted toward developed countries, the authors propose to test the significance of these factors for Mexico, using the results of the National Survey on Philanthropy and Civil Society 2013. A logistic regression is employed to analyze donations and volunteering in secular organizations. Four models are reviewed, two for giving and two for volunteering, with and without the variable of solicitation. The contribution of the paper will be to advance our understanding of philanthropic behavior in Mexico.

*Social Enterprise Principles in Higher Education: How Do They Apply to Social Work Research Centers?*

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Social enterprise (SE) is a topic of increasing importance to the field of nonprofit studies as the number of organizations focused on achieving social goals through market-based approaches grows. The application of this model to research centers in higher education has not been studied. This paper examines if and how research centers based in Schools of Social Work use these principles in their work. Results show minimal conscious effort by Center Directors to see their efforts in this light. Barriers to and potential rewards for using SE principles are discussed and implications drawn for practice, policy and future research.

*Social Entrepreneurship as a Means of Building Human Capital*

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\*\*\*\*\*No Abstract\*\*\*\*\*

*Social Entrepreneurship as Co-produced Social Policy*

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One of the more noteworthy developments of social change in the late twentieth century has been the rise of social entrepreneurship. Social entrepreneurship (inclusively defined) can be readily found throughout history as a powerful and mythic force for social change in history, from that of Solon the Law-giver in Ancient Greece, for example, to Florence Nightingale in the nineteenth century Great Britain. History seems replete with heroic people who have been associated with significant social change, such as Martin Luther in sixteenth-century Christendom to Martin Luther King Jr. and the Civil Rights movement in the USA of the 1950s and 1960s.

*Social Entrepreneurship Challenges Entrepreneurship in Business Sector: Societal Value Collaboration and Creation*

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The emergence of social return on investment indicates the challenge of social entrepreneurship to entrepreneurship moves from conceptual perspective to value creation. Whether the systematic social change is a necessary revolution or just a fade out will be dynamic and contextual (Senge, 2010). However, the global scale of social entrepreneurial development leverages social impact while different country has its own path of developing, approaching, structuring, and challenging stages. Taiwan, in this study, takes different approach that makes us to initiate the research as a vehicle to discover what social entrepreneurial practices fit to our social needs for providing research comparison.

*Social Entrepreneurship in Multi-Sector  
Settings: Prospects and Challenges*

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Social entrepreneurship theory and research is being pursued at individual and organizational levels. Little is been done at more macro levels. This paper will examine social entrepreneurship in large-scale, multi-sector initiatives to address major social issues. It will examine the relevance of concepts drawn explicitly from the social entrepreneurship literature. It will illustrate the issues associated with conceptualization and operationalization by using the example of collective impact, a collaboration methodology being currently used in several large social initiatives.

*Social Innovation and Nonprofit Organizations:  
A Case Study of an Employment Support Project  
for Low-Income College Students*

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Unemployment after graduating from college has been a serious problem both for newly college graduates as well as the society in China, particularly for students with low socioeconomic background. The purpose of this study is to examine the effectiveness of a social innovation on employment support for low-income college students in China, i.e. the Employment Support Project for College Students (ESPCS), established in 2008. In addition to understanding the effectiveness of ESPCS, the findings of this project may shed light on social innovation as well as non-profit organizations focused on improving employment and reducing social inequality.

*Social Media and the New Growth Theory*

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The New Growth Theory is an evolving theory that can help us make sense of what the use of social media means to nonprofit organizations. The New Growth Theory of Economics states, "Economic growth results from new ideas as much as from the traditional factors..." (Powell & Steinberg, 2006, p. 368). This paper will explore literature focused on the introduction of technology by leaders in the nonprofit sector as a means to create growth and present findings from a case study of a local nonprofit about the effect the use of Facebook has had on their organization.

*Social Media as a Tool for Nonprofit Advocacy  
and Civic Engagement: Successes and  
Challenges of Blue Star Families*

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This study addresses the nonprofit sector's use of social media as a tool for advocacy and civic engagement. Through a case study of Blue Star Families, a nonprofit organization that relies heavily on social media for advocacy and civic engagement purposes, the study explores different methods of social media, perceived effectiveness, outcome measurement tools, and the challenges of social media. The study aims to provide empirical evidence and insight for practitioners and academics of effective social media strategies and tactics that will help nonprofit organizations better accomplish their goals of advocacy and civic engagement over a sustainable period of time.

### *Social Media ROI: Perception or Reality?*

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What is less known about the use of social media in nonprofit organizations is whether the adoption and utilization of these tools is strategic and how their usage is being assessed. This paper analyzes e-survey results completed in the fall of 2013 on how nonprofit in Jacksonville, FL are utilizing social media. In addition, the paper includes polling results of Floridians conducting in the fall of 2013 and a poll of residents in Duval County, FL conducted in winter 2014 on whether or not the respondents use social media to interact with nonprofits.

### *Social Motives to Giving and Fundraising in Online Peer-to-Peer Networks*

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A couple reasons for making charitable donations are because one was asked and asked by someone one cares about. It would make sense then that charities might benefit by asking donors to ask their friends to donate as well. However, doing so may carry a social cost because asking for a favor may require returning it in the future. We use a field experiment with over 24,000 donors to investigate the social motives and costs of peer-to-peer fundraising through online social media. Our results show that asking is costly but can be effective in generating new donations.

### *Social Network and Participation in Service-Delivering Program in China Urban Community*

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The cooperation and interactions among enterprise, grass-root organization, and local government based on community social network have cast effects on the efficiency, adequacy and effectiveness of service and benefits delivering programs. A case study of a service-delivering program in an urban community in China from social network perspective was conducted to try to build the interaction model underneath the process, which have linked all participants together. A close look at how it worked in the real life to encourage participants from the service-targeting group would help to improve its positive effects on future programs.

### *Social Return on Investment (SROI) with Social Purpose Enterprises for Marginalized Social Groups*

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This paper presents findings from a research project that examined the Social Return on Investment (SROI) of ten social purpose enterprises (SPEs) primarily in the Greater Toronto Area. The SPEs generate some income through market-based activities while meeting their social mission of providing employment, training, and/or services to marginalized social groups; however, they remain substantially supported through donations and grants. Earlier research findings suggest that although SPEs generated some income benefits, the primary benefits were in human capital and social capital. The current research is developing models on how to best represent those gains using SROI and value added frameworks.

***Social Workers' Voice in Supporting Advocacy:  
Comparing NASW Members' and Non-Members'  
Views***

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Social work, as a profession, has ethical standards promoting advocacy (National Association of Social Workers (NASW), 2008, para 21). While some literature addresses the political advocacy of individual social workers, little research looks at whether social workers support advocacy by NASW itself. This paper, based on a survey of attendees of the NASW TX annual conference, compares responses from members and nonmembers to determine whether members support advocacy at a different level than do nonmembers. We find significant differences between the two groups' support for advocacy. Implications for organizational practice and future research are presented.

***Standing Out From The Crowd: The Social  
Construction of Influence Among Collaborative  
Partnerships***

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When working within local communities, positioning and reputation within the broader community network are believed to have social consequences for a collaborative partnership. Yet, we know little about how partnerships come to be viewed as high impact among their peers and the consequences of these perceptions. In this study, we use the theory of coordinated management of meaning to explore the meaning and significance of partnership network position, reputation, and influence. This qualitative study builds upon our past research to focus on social construction of reputation within networks and its consequences for both individual partnerships and local community capacity.

***Strategic Funding: Do Program Related  
Investments in Social Enterprise Vary by  
Organizational Structure?***

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Since 1969, foundations have had the option to make program related investments (PRIs) in enterprising organizations whose work further its own mission, whether the recipient be a nonprofit or for-profit firm. While relatively few such investments have been made, there is evidence that this may be changing (Kramer and Cooch 2007). Using the PRI Directory (Falkenstein and Jacobs 2010) 60 organizations in Illinois and ten in Vermont will be examined to assess how PRIs vary by organizational structure. I assert that PRIs can be a unique indicator of how relationships between funders and entrepreneurs vary across changing sectors.

***Strategically Sending Symbolic Signals:  
Isomorphism and Differentiation in Nonprofit  
Financial Reporting***

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In the absence of clear, comparable signals of nonprofit effectiveness, financial indicators have increasingly been sited as a source of differentiating information that donors can use when making charitable decisions. However, institutional theories of organization suggest that when a signal is perceived to be of value in the environment, all organizations in the environment will eventually adopt the signal, thus limiting its usefulness as a differentiating indicator. In this research we assess the extent to which financial indicators have become institutionalized within nonprofit organizational environments and discuss the implications of this potential isomorphic behavior.



*Strategy and Organizational Positioning in Knowledge Sharing Relationships in Two Service Delivery Networks*

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In a declining resource environment strategic networking may help organizations to gain innovative, hence, competitive, advantage over their peers. Yet we know little about strategic networking in the public and nonprofit sector. To fill this gap, we examine the relationship between agencies' strategic orientation and their involvement in knowledge sharing relationships in a US mental health network and a community-based senior services network in China. We also explore the performance implications of the posited relationship, using a reputational measure for quality services. Results of Network analysis (Node-level ANOVA and E-I Index) indicate moderate support of the hypotheses.

*Strengthening Communities Through Engaged Boards: A Study of Community Foundations' Board Effectiveness*

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Community foundations have much potential for positive social change in the communities they serve yet are understudied in nonprofit management and leadership literature. The boards of these foundations frequently consist of a different composition of members than other nonprofit organizations. This study considers board engagement, community engagement, and motivations of community foundation board members and the impact this has on board effectiveness. Survey data will be collected from Florida community foundation board members, and additional data will be collected from phone interviews and focus groups. Findings have potential for significant insight on an important segment of nonprofit sector organizations, particularly for strengthening communities.

*Structuring Formal Relationships in an Informal Way: MOUs and Nonprofit-Public Partnerships*

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In human service settings, public and non-profit agencies must act together to provide services, share duties, and distribute responsibilities. Informal and formal structures guide these partnerships. However, it is unclear if formal structures, like Memorandums of Understanding (MOUs) impact the effectiveness of these arrangements. We will examine partnerships between approximately 30 nonprofit providers of child forensic interviews and their corresponding government jurisdictions. We examine how specificity within partnership arrangements influences outputs in child protective services. This work can be broadly generalized across other public service provision areas and speaks to differentiation between informal and formal structures within partnerships.

*Studying Geographical Variation in Giving with the Growth in Giving Database*

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The third paper on the panel focuses on geographical variations in organizational growth in giving, and the relationship between organizational success and socioeconomic and geographical context.

*Sunshine, Stakeholders, and Executive Pay: A Regression Discontinuity Approach*

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We evaluate the effect of highly salient disclosure of private college and university president compensation on subsequent donations. Using a differences-in-discontinuities approach to compare institutions that are highlighted in the Chronicle of Higher Education's annual "top 10" list of most highly-compensated presidents against similar others, we find that appearing on a top 10 list is associated with reduced average donations of 4.5 million dollars in the first full fiscal year following disclosure, despite greater fundraising by "top 10" schools. We also find some evidence that top 10 appearances slow the growth of compensation, while increasing enrollment, in subsequent years.

*Supporting Top Talent in Large Non-Profit Organizations: Relational Capacity Impact on Physician Scientist Satisfaction and Happiness in Academic Medical Centers*

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Given the changing landscape in medicine, non-profit healthcare organizations specifically Academic Medical Centers require new strategies to effectively retain top talent. Leadership must address the importance of "relational capacity" (i.e., ability to develop deep meaningful relationships) in order to succeed. The current study investigates factors influencing the support of top talent as identified by physician scientists in these organizations. Structural equation modeling is employed to measure causal relationships for relational capacity on satisfaction measures and happiness as mediated by organizational support. Preliminary results indicate positive connections between relational capacity and organizational support that impacts physician scientist satisfaction and happiness.

*Surviving Sequestration: Insights from the Benefits Theory of Nonprofit Finance*

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According to the benefits theory of nonprofit finance, NPO income portfolios are based on stable missions, so the nature of provided benefits are associated with certain funding sources; therefore, provided an NPO's programming mix stayed the same, there should be no alteration in the financial resource portfolio over time. This study uses a survey and semi-structured interviews of the population of Housing NPOs in Fulton County, Georgia, to ask whether short term shocks such as sequestration will alter planning, short term, and long term responses in NPO income portfolios. According to benefits theory, we expect this answer to be negative.

*Sustainability of Cross-Sectoral Networks:  
Definitions and Conditions*

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Over the last 20 years, the increasing use of market-based solutions for the coproduction of public service has facilitated resource dependence relationships between the state and all other actors in social service domains under the “New Public Management” (NPM) paradigm. Despite the increasing number of debates over what makes cross-sectoral networks, previous studies did not pay much attention to what makes these networks sustainable. Thus, through systematic literature review, this study aims to explore the definitions of sustainability of cross-sectoral networks and then, uncover general conditions of sustainability of cross-sectoral networks.

*Sustainability of Nonprofit Organizations  
During the Great Recession: A Management  
Perspective*

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The recent recession created difficulties for nonprofit organizations to both maintain and expand their bases of revenue, putting programs and services at risk. Using interviews with eighty executive directors of nonprofit organizations in Arkansas, this research will attempt to expand upon existing research on organizational responses to economic constraints, not only examining financial strategies, but also examining interlocks between those strategies with board relations, human resource and volunteer management strategy, and program strategies. Successful strategies and their implications will be discussed in the context of each cogent field, as well as broader findings and their implications for nonprofit management.

*Sustainability of Nonprofit-Government  
Relationship: Competing Institutional Logics  
and Resource Dependency*

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This paper explores organizational mechanisms challenges the nonprofit-government partnership in the era of New Public Management. This qualitative empirical research revealed seven sets of incompatibilities: serving the general population versus serving the community, the value of accountability versus the value of responsiveness, the goal of efficiency versus the goal of quality services, institutionalization versus voluntarism, performance measurement versus realistic immeasurability, business practices versus a non-business identity, and a desire for control versus autonomy. The author analyzes these findings through an institutional logic lens, and identifies two major issues: resource dependency and multiple institutional logics. This analysis leads to policy recommendations.

*Sustainability, Aesthetics, and Future  
Generations: Towards a Dimensional Model of  
Arts' Impact on Sustainability*

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Art and sustainability is a much-neglected area in sustainability research. In an attempt to fill this gap, this paper argues that studying the resilience potential of art organizations and the role of aesthetics for shaping the values of future generations is valuable for understanding long-term sustainability. By exploring the unique contributions of the arts sector and offering the dimensional model of arts' impact on sustainability, this paper addresses the following aspect of the main conference theme: How do nonprofit organizations establish their unique values and core competencies as they increasingly interact, collaborate, and compete with organizations from the other sectors?

*Tension in Nonprofits: Developing a Theoretical Model*

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This work identifies literature revealing tensions endemic to nonprofit organizations, many of which stem from the blurring of sectors. We review the literature on tension along the instrumental, expressive, and affiliative dimensions of nonprofit roles, and advance a theoretical model for assessing the balance of tension within organizations. We argue that nonprofit leaders need to have an awareness of the tensions facing the mission and management of their organizations regardless of the primacy placed on any particular role.

*The "Superactive" and "Passive" Citizens - Who Are They in Swedish Civil Society*

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Organized voluntary work and informal helping are often studied as two separate forms of civic participation. Here we discuss links between volunteering and informal helping in the Swedish society over time. We will present intriguing existing and new data on citizens doing both volunteering and informal helping in order to compare with those who do not participate in none of these activities. We will consider structural and individual mechanisms leading to civic participation, but also factors excluding distinctive groups in Sweden from these activities. That is, the mechanisms leading to cumulative and eroding citizenship.

*The Adoption of Outcome Measurement in Nonprofit Organizations: Empirical Analysis of Human Service Nonprofits*

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Performance measurement has received increasing attention in nonprofits. According to the logic model, nonprofit organizations' performances are generally measured by inputs, processes, outputs, and outcomes. In many ways, outcome measures indicate whether the nonprofits have actually produced important changes for the clients. Literature, however, has found that there is a variation in the adoption of outcome measurement. The purpose of this study is to explain this variation in the adoption of outcome measurement in human service nonprofits, using agency theory, institutional theory, and measures of organizational capacity. This study provides implications on balanced use of performance measures and goal alignment.

*The Construction of Social Economy in Korea:  
Top-Down or Bottom-Up?*

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This paper explores welfare policy developments in Korea, focusing on recent policy initiatives to develop a 'social economy' through the enactment of the 2007 Social Enterprise Promotion Act, followed by the 2012 Framework Act on Cooperatives. Both the government and Civil Society Organisations have played respective roles in developing these policies. This paper aims to examine the dynamics between the top-down and bottom-up forces in the legislation process of the above mentioned laws and to consider whether and how the different aims of these forces have been shaping both government welfare policies and Korean civil society.

*The Beijing Consensus and Evolving Sectoral  
Relations*

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This paper explores the possible impact of an emerging Beijing Consensus on the future evolution of sectoral relations around the world. In contrast to the prevailing neoliberal Washington Consensus, the Beijing Consensus seeks to promote neoauthoritarian State-capitalism in which non-State actors are only allowed to operate within the narrow parameters permitted by the ruling regime. This political-institutional model is increasingly attractive to many developing and transitional countries, and may severely restrict the operational space of nonprofits in the next decades.

*The Biggest Loser(s): The Differential Impact of  
the Great Recession on Charitable  
Organizations in the United States*

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By using Form 990 data from the National Center for Charitable Statistics, this paper examines the Great Recession's effect on organizational revenue as it varies according to organization size, subsector, and region. Supporting other recent work, this research finds that health and human services organizations were the least negatively affected by the recession, while arts and international/foreign affairs organizations were the most hurt. Furthermore, although organizations in the South and West were the most likely to report loss both before and during the recession, the Northeast saw the greatest proportional increase in organizations reporting loss during the recession.

*The Blurring Boundaries of Democracy  
Assistance: The Case of German Political  
Foundations in Egypt*

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This study uses German political foundations as a case study for a better understanding of international efforts to support democracy. As semi-independent from the government, they provide a vantage point for studying the blurring roles of state and non-state actors in international relations. Political foundations have been at the center of Western efforts to support democracy in East Europe and the Middle East, and consequently (authoritarian) governments have described them as unlawful tools of foreign influence, as the case of Egypt presented in this study shows. This study thus contributes to the research on international philanthropy's role in democracy assistance.

*The Business Case of Corporate Volunteering:  
The Employee Perspective*

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This cross-sectional study examines the motives of corporate volunteers and their perceived effects of engaging in company fostered volunteering projects. A quantitative online study based on the social exchange- and identity theory was conducted. The sample size consists of 608 corporate volunteers of 36 companies from different industrial backgrounds in the DACH-region. Preliminary study- results indicate that corporate volunteers participate for similar reasons as individual private volunteers do, following the urge to help others while engaging in an enriching personal experience. In terms of perceived effects, participants perceive a higher affective organizational commitment, job satisfaction and organizational citizenship behavior towards individuals.

*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 Creation of the Salvation Army's Human  
Needs Index*

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The Salvation Army provides a unique role in meeting basic needs and poverty reduction. Uncertain state funding levels have created an increasingly visible role for nonprofits fighting poverty at local and national levels. Yet, in spite of nonprofits' centrality in addressing poverty, few nonprofit agencies have dedicated resources to measuring poverty. To address this need for improved and accurate poverty measurement, the Salvation Army is creating a reliable index that will not only tell us about the degree of poverty-related need, but also the effectiveness of responses to need, over time, in specific communities and across the country.

*The Diary of Alicia McFadden: Using a Fictional  
Organization to Engage Students*

*Thomas Bryer, University of Central Florida*

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This paper presents the design and outcomes tied to the creation of a fictional chair of nonprofit board and the use of this character to interact with students in an online class. Benefits and drawbacks of the approach are discussed along with outcomes of the teaching method for achievement of learning objectives.

*The Disconnect Between Academic Understanding of Nonprofit Operating Reserves and Nonprofit Leader Perceptions*

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While our understanding of operating reserves in nonprofit organizations has greatly increased over the past decade, quantitative work in the area largely depends on estimates of accumulated assets from the IRS Form 990 (namely, unrestricted net assets less fixed assets net of debt) which may or may not correspond with the presence of an unqualified operating reserve. Through analysis of executive interviews, this research examines nonprofit reserve holdings from a managerial perspective and finds a significant discrepancy between academic estimates of organizational reserves and nonprofit leader perceptions of operating reserves.

*The Dual Potential of Civil Society Organization in Public Deliberation: The Case of Hydraulic Fracturing*

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This paper examines the deliberative potential of civil society organizations in the fracking controversy in New York by asking: do civil society organizations enrich public discourse? If so, how? Building on descriptive and normative roles deliberative democracy, civil society, and social movement literatures ascribe to civil society organizations it adopts an analytical approach that considers the range of organizations within a policy field, and how they collectively contribute or detract from four deliberative functions: ethical, democratic, epistemic, and discursive. It thus contributes to our understanding of increasingly plural, complex and contentious policymaking at the state-civil society boundary.

*The Ecology of Cooperative Evolution in America*

*Melissa Jennings, Georgia State University*

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Cooperatives, similar to social purpose institutions have spurred recent growth in corporate social responsibility. In fact, the agricultural cooperative spawned from farmer reaction to monopolistic markets in agriculture. While recent studies have shown that cooperatives create trust in the marketplace, some are accused of failing to operate for the benefit of their members. Have cooperatives evolved into social benefit cooperatives as normative beliefs hold, or rather, have they evolved to behave more like for-profit firms? This paper draws upon organizational ecology theory to explore the forces behind the evolution of the agricultural cooperative – the original cooperative in the United States.

*The Effect of Nonprofit Concentration on Charitable Donations*

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The IRS has been trimming its nonprofit rolls in response to a tax change in 2008. The objective of this paper is to understand the effect of nonprofit market concentration on charitable donations. Existing papers have studied changes in fundraising behavior of nonprofits when there is increasing competition. However, there is no evidence of how donors adjust their donations when nonprofit concentration changes. I use a simple regression approach to estimate the direct and indirect effect of nonprofit concentration on donations. Besides policy analysis, the results will enhance the literature by adding to our understanding of nonprofit and donor behavior.

*The Effects of Changes in Life Circumstances on  
Dynamic Changes in Volunteerism Decisions*

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This paper uses a unique data set to measure the effects of change in employment status, marital status, and child-in-household status on changes in volunteer status and the extent of volunteerism. By looking at change over time, this paper tests the veracity of earlier cross-sectional studies that have provided the basis of our understanding of factors influencing individual decisions whether and how much to volunteer. Using extensive data from 10 years of the CPS, this paper measures these effects in a dynamic fashion over time and with a sufficiently large and representative sample on which to base generalized conclusions.

*The Effects of For-Profit Management  
Strategies and Practices on Social Justice  
Nonprofit Organizations: A Critical Race  
Theory Analysis*

*Lauren Willner, UCLA*

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This paper utilizes Critical Race Theory (CRT) to explore the impacts of the use of for-profit management strategies and practices by Social Justice Nonprofit Organizations. The theory is employed to better understand how traditional for-profit management practices may be incongruent with the principles upon which Social Justice Nonprofits rest, and the potential impediment of such practices on the capacity of organizations to effectively meet their missions and goals. CRT is used to construct a theoretical framework to begin to answer these questions, and to develop a foundation upon which future empirical research in this area can be based.

*The Effects of Gender, Education, and Social  
Trust on the Volunteer Behavior of Lions Club  
International Members*

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Debra J. Mesch, Indiana University Purdue University Indianapolis  
Amir Hayat, Indiana University Purdue University Indianapolis  
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This paper explores factors that influence volunteering across 14 countries, focusing on the effects of gender, female representation, education, and social trust on the volunteer behavior of members of a large, international service club. This paper is based on a unique data set, a newly-available, cross-national survey of Lions Clubs International members. Results indicate that the proportion of female membership at the local club level has a significant impact on the volunteering of its members. Among both high- and lower-income countries, we find gender and social trust to be significant for volunteering among club members, while education is less important.



*The Emergence and Development of 'Our Field':  
The Case of Voluntary Sector Studies in the UK*

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The assumption that we now have an established academic 'field' concerned with non-profit organizations and voluntary action, raises questions about how and why such a field emerges, the drivers of its development and its characteristics. This paper explores these questions using the case example of UK 'voluntary sector studies' and building on data from archives and interviews with key actors. A 'time-line' is developed and the paper then teases out the way in which different institutional initiatives, academic interests and public policy pressures interacted as the UK field developed from the 1970s onwards.

*The End of Borrowed Time: Our Field Needs a  
Name and a Base*

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The field of study addressed by ARNOVA members carries many names, which reflects an identity crisis within our field. This paper intends to contribute to the search for a more unified terminology in our field. We embrace the notion that the third sector is truly polycentric or pluralistic in character. We adopt the organizational identity approach from organizational ecology to explore an empirical method to operationalize the diverse, multidimensional, and hybrid nature of the subject organizations in the space between the market and the state. We test this approach by utilizing documented literature and surveying expert's opinions from various countries.

*The Evolution of Community Action Agencies  
and the Increasing Role of the Nonprofit Sector  
as "Gap Fillers".*

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This article explores current or historical roles if any; Community Action Agencies (CAAs) had delegated their responsibilities to the nonprofit sector over the last fifty years. The article examines the historical overview of The Economic Opportunity Act of 1964 as it mandated the establishment of the CAAs, followed by a section on the economies of the nonprofit sector in relation to the "Three Failure Theory". We identify emerging intersections between the public and nonprofit sectors in their evolutionary shift and discuss the structural underpinnings of CAAs. The article concludes with a depiction of the nonprofit sector's involvement in this shift.

*The Evolving Landscape of Philanthropic  
Support for Place-Based Comprehensive  
Community Development*

*Mirle Rabinowitz Rabinowitz Bussell, UC San Diego*

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A recent study of 60 comprehensive community initiatives from across the United States analyzed the evolving role of private foundations in place-based efforts to improve quality-of-life for residents of low-income urban neighborhoods. This paper presents a summary of the findings. The study highlights the changing role of foundations as they shift from solely funders of local community development to policy makers and policy implementers in collaboration with public, private, nonprofit, and resident stakeholders. These new roles offer promising windows for innovation but also pose questions about accountability, transparency, impact, and viability. Case studies are presented to illustrate the main findings.

*The Evolving Role of a Public University in the  
Nonprofit Community*

*Yvonne D. Harrison, University at Albany  
Peter Finn, University at Albany, SUNY  
Stephanie Wacholder, University at Albany, SUNY  
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This paper presents the results of an unfunded, self-sustaining university-community engagement pilot project designed to share knowledge and resources with nonprofits in need of them. The results show the pilot was effective in meeting nonprofit community-identified needs in six areas. Future needs, which emerged from a content analysis of roundtable discussions during university-community engagement events, spawned new relationships, education, research, and service initiatives. Lessons learned derived from a retrospective analysis of the change effort using Kanter et al's (1992) Big Three Change Model of change forces in Identity, Transition, and Political dimensions are presented followed by next steps in the university-community engagement initiative.

*The Expansion of Nonprofit Management:  
Higher Education Programs and Research  
Centers, 1971-2011*

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Using a newly constructed event history data (1971-2011) on 1,451 American colleges and universities, this study explores in what context and in what manner nonprofit management academic programs and research centers have emerged and expanded across the country. Our results provide some evidences for the claim that (1) the structuration and theorization of nonprofit management at the macro-level, (2) organizational characteristics of universities, and (3) socioeconomic and political contexts surrounding universities do matter to the creation of academic programs and centers in universities. The results also reveal that these effects on adoption rates vary by program type and historical context.

*The Ford Foundation: Building and Training  
the Field of Human Rights*

*Ron Levi, University of Toronto  
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Our goal here is to understand how this supply-side of money and legitimacy shapes the human rights agenda since World War 2. We focus here on the work of Ford Foundation, which was involved in the formation of key non-governmental organizations (NGOs) that have come to symbolize the forefront of the human rights movement. By focusing on Ford's funding patterns to NGOs and thematic projects worldwide, we demonstrate Ford's role in shaping the development of both ideas of human rights and the actors who became the gatekeepers of international human rights politics.

*The Future: Asking the Right Questions and Thinking Ahead*

*Eleanor Brown, Pomona College  
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Brice McKeever, Urban Institute  
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The concluding paper of this panel offers up some suggestions for future research. In his 2002 APSA presidential address, Robert Putnam put forward that the responsibility of social scientists is not to answer all the current questions, but also to frame new ones. This paper takes this advice to heart and attempts to build on the presentations that preceded it to put forth some new questions.

*The Geography of Non-Profit Capacity in a Time of Financial Crisis*

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As nonprofits do more of the work of the welfare state, their ability to withstand recessions and economic crises becomes ever more important. One key aspect of understanding this ability of the sector is the geography of the the sector. This paper will examine the geographic variations in nonprofit capacity in times of economic recession. It will rely on nationwide analyses of all filing nonprofits to conduct a set of tests, including spatial analytic tests, to determine the spatial variations in the sector's capacity, and examine some of the potential causes of those variations.

*The Growing Dangers and Consequences of Board Governance Malfeasance: Managing Risks and Mitigating Exposure*

*Christopher Corbett, Independent Researcher*

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The consequences of governance failures are increasing dramatically.

As the Chronicle of Philanthropy reports (Rosenman 2013; Peregrine 2013), board members were derelict in duty, failed in CEO oversight and \$ 5.5 million must be repaid; \$1 million by five board members (Peregrine 2013, 39) who must resign --banned for life (AG N.Y. Investigation 2012).

Such consequences send a strong message to all boards --as other jurisdictions could easily follow suit. This paper examines recent regulatory actions taken by New York, California and Montana to identify remedies and proactively address high risk areas targeted by various Attorneys General.

*The Growth in Giving Initiative: Publicly Available Data on Gift Transactions*

*Jonathan Durnford, President, DataLake, llc  
Erik Daubert, Affiliated Scholar, Center on Nonprofits & Philanthropy, The Urban Institute*

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The first paper will provide an overview of the creation of the database and the partnerships with software providers that provide the raw material for the Initiative's research.

*The Happiness of Giving – Revealing Path Directionality Through the Application of Cohen’s Path Analysis*

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Marcel Lee Mayr, University of Hamburg*

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This study determines the path directionality among the related constructs of charitable giving and happiness. Research in accordance with warm-glow theory suggests that donations lead to happiness. However, there are other scholars that argue for the opposite causal direction that is happiness causing charitable giving. Based on the data from the German Socio-economic Panel 2010 featuring 5,474 donors, the conducted path analysis revealed that the causal direction from happiness to charitable giving is the prevalent one. Subsequently, the authors discuss theoretical and managerial implications of these findings as well as avenues for further research.

*The Impact of Capital Gains Taxes on Giving by US Households*

*Patrick M. Rooney, Indiana University Lilly Family School of Philanthropy  
Michal Kramarek, Indiana University School of Philanthropy  
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Relatively little has been published about the effects of capital gains taxes on household giving. While there are many potential complicating factors, our research using the best macro level data available for this type of work suggests that a 2.5 percentage points increase in the change of capital gain tax would lead to a 1.3 percentage points decrease in the growth rate of total giving amount in the following year.

*The Impact of Divorce on Giving and Volunteering*

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This paper uses longitudinal data from Philanthropy Panel Study (PPS) of the Panel Study of Income Dynamics (PSID) to test the effects of divorce on volunteering and charitable giving, and how those effects vary by gender. We found that men and women gave less money to charity after a divorce and that the negative effect was stronger for women. Divorcees did not change their overall level of volunteering, but that people did increase certain types of volunteering.

*The Impact of Internal Control Deficiencies on Audit Fees: Evidence from Nonprofit Hospitals*

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In a sample of 18,738 nonprofit hospital-years over the period 1998 – 2003, we examine the association between internal control deficiencies related to either financial statements or major federal programs and subsequent audit fees. We find that these deficiencies are associated with higher audit fees, which supports the notion of risk assessment. However, we find differential results that suggest that auditor may assess risk differently depending upon the nature of the finding. These results provide input to the policy discussion regarding funding decisions at the federal level, as well as practical guidance for nonprofit hospital managers seeking to benchmark audit fees.

*The Impact of International Donor Withdrawal  
on Vietnamese CSOs in the HIV/AIDS Sector:  
Less Effectiveness, Greater Freedom?*

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The impact of transnational funding on local civil society organizations (CSOs) has been well researched and documented. Much less well understood, however, is how local CSOs are affected when donors withdraw from a country. This paper explores this phenomenon in the context of the HIV/AIDS sector in Vietnam. Using interview data from government and CSO sources in Vietnam, it details the scope of donor withdrawal and predicts its impacts on local CSO agency and effectiveness. It finds that while donor withdrawal may have significant negative effects on CSOs' capacity to deliver services, innovative local responses may improve CSO agency.

*The Impact of Nonprofit Leadership Training  
on Early Career Followers' Perceived Leader  
Coaching, Role Clarity, Career Commitment and  
Performance*

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Those early in their careers in nonprofits may not commit long term to the profession. As with many professional roles and organizations, an early career direct report is highly likely to report organizational leadership as the main reason for career and organizational changes. Concurrently, employees/followers often report manager/leader support as a key factor in their retention and career commitment. The purpose of this study was to examine the impact of nonprofit leadership training on followers' role clarity, career commitment and performance in medium-sized US-based nonprofit organizations.

*The Impact of Public Funding on Firm Growth  
of Nonprofit Social Service Organizations*

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In many Western European countries, the nonprofit social service sector clearly is a growth sector. Interestingly, not much is known about the actual growth process. The article analyzes growth determinants in the nonprofit social service sector with a specific focus on the impact of public funding and the changing role of the state in the provision of social services. For the analysis we use a unique panel data set consisting of Austrian nonprofit organizations consisting of two waves gathered in 2005 and 2014. For the empirical analyses a multivariate regression model is estimated.

*The Impact of Social Capital on Urban Citizens' Volunteering and Donating: A National Study in China*

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The relationship between social capital and individuals' giving and volunteering behaviors has attracted much research interest in Western countries. However, empirical study on this issue in China is still absent. Using a national representative dataset from the Survey on Philanthropic Behaviors of Citizens in 27 Cities of China (SPUCC) conducted in 2013, this paper will develop a new measurement of social capital in China that takes China's specific social and cultural context into account. Logistic models will be used to estimate the impact of social capital on Chinese urban citizens' volunteering and donating behaviors.

*The Impact of the Obama Administrations Proposals to Cap the Value of Charitable Donations on Household Giving*

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Following President Obama's elections, the administration repeatedly proposed raising the top marginal tax rate and limiting the value of charitable donations by households to 28% (rather than the traditional value of the top marginal tax rate). In this paper, we estimate the effects of both raising the top marginal tax rate and the effects of a cap at 28%, as well as several other possible caps.

*The Implications of Tax Reform for the Nonprofit Sector*

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The comprehensive tax reform proposal released by House Ways and Means Chairman David Camp contains far-reaching changes in the structure of income tax deductions, several of which would modify long-standing tax incentives for charitable giving. These changes include: (1) substantially reducing the number of taxpayers who would claim itemized deductions; and (2) significantly modifying the tax incentive faced by those taxpayers who would continue to itemize. This paper presents comprehensive estimates, not only of how such changes would affect individual giving, but also of how these tax-induced changes in giving would affect the finances of different types of nonprofit organizations.

*The Influence of Organizational Characteristics, Managerial Capacity, Subsector Variation, and Regulation on Nonprofit Lobbying Activity*

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As the political activities of nonprofit organizations become increasingly controversial, questions arise as to which organizations engage in political activity, the degree to which they do so, the influence of regulation on these activities, the nature of their lobbying activities, and their efficacy. This paper examines the first three of these issues, predicting the lobbying expenditures of nonprofit organizations. This study will compare multiple theoretical frameworks in order to understand the lobbying activities of charitable nonprofits at the national level, while also utilizing state-level differences to create a natural experiment testing the influence of state regulations on these activities.

*The Irony of Evidence-Based Program Registries' Growing Influence on Nonprofit Program Replication and Adaptation*

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Evidence-based program registries are increasingly influential determinants of nonprofit programming despite concerns that their methodological standards neglect external validity when assessing evaluation reports to determine programs' evidence-based status and, ironically, their suitability for replication. The research presented here substantiates these concerns, finding that few evaluation reports housed by five major registries go beyond ruling out confounders, and almost none give even minimum evidence of organizational and community factors that may affect program outcomes. The paper concludes with research-based recommendations for how registries could better serve their stated goal of enabling evidence-based decision making about program replication.

*The Mission-Protected Hybrid (MPH): Why Social Enterprise Forms Need a Speed Limit*

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The paper's "mission-protected hybrid" is an organizational form for social enterprise that could succeed where existing hybrid entities have failed. It does so by providing social enterprises with an enforceable "speed limit" on the pursuit of profit, mandating that adopting firms "pursue profit but prioritize social good." The MPH would also facilitate enforcement of this prioritization standard, through internal or external constituencies, an able regulator, or a private certification system.

*The Multi-Faceted Structure and Nature of Inter-Organizational Partnerships: Supporting Social Change Efforts of Direct Social Service Nonprofits*

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Collaboration is an important aspect of efforts by nonprofits to create social change. Adding to this literature, this research utilized a mixed methods study design to investigate the characteristics of collaboration that are particularly supportive of the social change efforts of direct service nonprofits. Using both survey (n=241) and interview (n=31) data from a random sample of direct service nonprofits in Alberta, Canada the results show that the interconnectivity, extent, and quality of collaboration all positively predict the extent of engagement in social change efforts. A conceptual model of the key facets of collaboration for social innovation is presented.

*The Multiple Faces of NGOs in Disaster: Negotiating Official, Advocacy, and Everyday Politics*

*Ralph S. Brower, Florida State University  
Francisco A. Magno, De La Salle University, Manila  
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Based on field research in Pakistan and the Philippines, we explore everyday politics in the work of NGOs engaged with disasters. We find that these activities sustain, reinforce, and sometimes disrupt the more publically explicit faces of official and advocacy politics, while they also construct emergent reality in the interactions among NGOs, governments, marginalized populations, and other local and global actors. These activities, and the interplay among the three faces of NGO and government politics – official, advocacy, and everyday – provide a rich tapestry of both front and backstage data that lend themselves to exploration through an interpretive research lens.

*The Non-profit Management in China: A Study of Two Environmental Protection Organizations in City J*

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This article uses the qualitative method to explore the strengths and weaknesses of the management of environmental protection NPOs in China from the political capital and moral resources perspectives. The findings reveal, first, the ascribed political capital, which helps the government-created NPOs develop smoothly, can easily cause mismanagement since the organization aims to please the government. Second, though the grassroots NPOs lack political capital, they have strength in moral resources, which can not only encourage the participants to overcome difficulties and advance the environmental monitoring, but also help the organization obtain support from the masses and understanding of the government.



*The Operationalization of Resilience in Urban Planning as a Vehicle for Government/Non-Profit Collaboration*

*Kari Smith, University of Wisconsin-Milwaukee*

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This paper will utilize the growing resilience literature within urban planning to examine and re-frame government/non-profit collaboration. Models for collaboration will be proposed and tested through secondary case study analyses.

*The Past: Social Capital Studies Post-Putnam*

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The panel's first paper looks back at the principal findings of social research since the publication of Putnam's Bowling Alone.

*The Performance of Arts and Cultural Non-profit Organizations: Does Mission Matter?*

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Mirae Kim, University of Missouri-Columbia  
Sanjay K. Pandey, Rutgers University-Newark  
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This research examines whether mission statements influence - nonprofit arts and cultural organizations' performance outcomes. We extend Short and Palmer's (2008) study and test the effect of mission statement attributes on different organizational outcomes such as financial, operational, sustainability, and growth. Using a sample compiled from the Cultural Data Project (CDP) dataset, we apply computer-aided text analysis (CATA) techniques rooted in linguistic theory, which is a relatively new methodological approach, to analyze mission statements. The study contributes to reaffirm the importance of nonprofit mission statement on performance outcome.

*The Pivotal Role of Tax Exempt Organizations in Raising New Sources of Campaign Funds*

*Paul Firstenberg, Adjunct Professor, School of Public Affairs-CUNY*

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This paper focuses on the striking change that has taken place in the financing of federal political campaigns. Today, unprecedented amounts of money are being raised outside the direct control of candidates and their campaign organizations through superPACs and tax-exempt organizations. These forms of financing circumvent the limitations on direct contributions, permitting unlimited amounts of money to be raised and spent in support of political organizations. The paper will explore this new financing as the product of the confluence of constitutional law, politics, and the tax treatment of nonprofit organizations.

*The Place of Compliance with Discrimination  
Law in Public Benefit Tests for Charities by  
Reference to UK Experience*

*Debra Morris, University of Liverpool*

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The Equality Act 2010 tightened the exceptions that allow UK charities to discriminate by targeting their services to particular equality strands (e.g. women or Catholics). This paper reports on an empirical study carried out in 2012/13 on the impact of the Act on charities, both in terms of their understanding of its requirements and compliance. The findings question whether a charity's core activities should be regulated by reference to the Act or whether charity law, with its public benefit requirement, provides adequate safeguards to ensure equality.

*The Practice of Philanthropy: Factors  
Facilitating Philanthropy from a Cross-  
National Perspective*

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Femida Handy, University of Pennsylvania*

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When it comes to giving to philanthropic organizations, there are large differences in generosity between individuals in different nations. Why do people in one country donate more frequently and more generously to charitable organizations than people in another country? In a large collaborative international project studying the philanthropic sector and philanthropic giving in 26 countries, we deduced eight common factors that facilitate philanthropy across nations and discuss the policy implications of these eight facilitating factors.

*The Preparedness of Voluntary Organization in  
Emergency Management*

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Kyujin Jung, University of North Texas*

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Voluntary organizations play a critical role in emergency management which public organizations initiate because voluntary organizations have resources, expertise, and network to support emergency management. The preparedness of voluntary organizations is required and needed to enhance effectiveness of emergency management by reducing uncertainty and cost. This research focuses on the relationship between effective emergency management and the preparedness of voluntary organizations. Using survey data with regard to emergency management of county government, this research tests the relationship. The result demonstrates that public officials perceive the voluntary organizations' preparedness positively influences on the effective emergency management of public organization.

*The Present: Current Research on Civic Culture*

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This second paper highlights some of the current research being done on civic culture. Specifically, this paper addresses the strides made in the study of civic culture. As such, this paper aims to offer a description of some of the current tools available to researchers and how to use them. Finally, this paper addresses some of the deficiencies in current designs, and issues to address in the future.

*The Pushback: Governmental Crackdown on Foreign Funding of Domestic NGOs, 1993-2012*

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Since 1993, 47 countries have adopted more restrictive laws on foreign financial flows to locally operating NGOs. In this paper, we first develop an index to assess the severity of foreign funding legal restrictions. States restrict the receipt, amount, delivery mechanism, use, reporting, and taxation of foreign funding. We then explain why some states choose to more severely restrict foreign funding flows to NGOs through a statistical analysis of this variation, and find that states are likely to impose more restrictive funding laws when they seek to contain the political opposition.

*The Race for a Cure: Collaborators or Competitors? Modeling the Effects of Competition in Disease-Specific Nonprofits*

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Disease-specific nonprofits are evolving in their philanthropic strategies while growing in number. However, the role of competition between nonprofits is uncertain. This paper develops an innovation production function to derive the conditions that promote and deter progress, given a nonprofit's desire to cure a disease. Using econometric analysis and data from IRS Form 990s, the theoretical model is empirically tested in the cases of breast cancer, muscular dystrophy, and Alzheimer's to assess which organizational and institutional characteristics are influencing the production of innovation. This paper expands the nonprofit competition literature by developing and evaluating the factors that affect innovation.

*The Relationships Between Philanthropy and Philanthropists and the Israeli Government: Trends and Dilemmas*

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This paper describes and analyses the relationships between the Israeli philanthropy and the Israeli government in light of developments and the changes in the Israeli philanthropy and its growing interest in influencing the formulation of social policy. Based on empirical study using qualitative methods the paper will analyze and assess the exchange relations between the actors, how philanthropists are perceived by governmental policy makers and officials, how government agencies are perceived by the philanthropists, and the relations between the actors on a continuum presenting the complementary, competitive and adversarial contingencies and strategies.

*The Rise of Big Charity in Australia: Their Role in the Policy Process and Implications for Policy Outcomes*

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Although the non-profit sector speaks with many voices, some voices are more equal than others. The Australian non-profit sector has grown in both size and policy salience. However, we argue that gains in voice and public leverage have mainly accrued to a group of large, multi-service, national social service organisations, a group we refer to as "Big Charity". Big Charity appears to exert disproportionate influence on policy and its role in recent policy debates suggests sympathy with neoliberal policy framings.

*The Risk of Mission Drift of Microfinance: A Case Study of the UK*

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It is believed that a microfinance program should be sufficient in developing countries. However, should it be sufficient in developed countries? This research is to examine the risk of mission drift of microfinance programs in developed countries with a case study of Community Development Financial Institutions (CDFIs) in the UK.

Under the reduction of CDFI support by UK government, CDFIs increased self-sufficiency. This study found that UK CDFIs experienced significant changes in terms of their target clients and business models. The reduction of government's support can cause the risk of mission drift.

*The Road to Citizens United: Nonprofits, Political Activity, and the First Amendment, 1960-2010*

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This paper will discuss the development of the legal reasoning used in court rulings intended to weaken or eliminate limits on political activities by nonprofits. It begins with a discussion of the 1971 Powell Manifesto. It moves on to Powell's concurring decision in *Bob Jones University v. United States* (1983), in which he set forth a rationale for tax exemption. This laid the foundation for a series of rulings, concluding with *Citizens United v. Federal Election Commission* (2010) and *McCutcheon v. Federal Election Commission* (2014), which used First Amendment arguments to overturn statutory limitations on sources and amounts of political contributions.

*The Role of Civic Organizations in the Relationship Between Neighborhood Disadvantage and Social Participation*

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

*The Role of Gender, Race, Socioeconomic Status, and Prior Nonprofit Sector Experiences on Experiential Philanthropy Course Outcomes*

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Experiential philanthropy courses have recently emerged as a curricular focus in higher education. However, little research has examined the role of prior nonprofit experiences on the outcomes of students enrolled in these courses, particularly in the context of gender, race, and socioeconomic status (SES). This paper examines whether prior participation in and exposure to nonprofit sector activities is related to experiential philanthropy course outcomes for students, and specifically highlights differences across gender, race, and SES. Examining the differential impacts of experiential philanthropy courses based on prior experiences and demographic characters can inform future programmatic and curricular approaches to experiential philanthropy.

*The Role of Neighborhood Association as Private Government : The Case of Apartment Complex in Seoul, South Korea*

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Private government is organized by citizens to create a communication platform to engage community residents to resolve collective action problems. This study explores private government roles played by neighborhood associations in the apartment complex in South Korea and examines how civil society emerged from participation in neighborhood associations in the urban environment of South Korea. To explain factors affecting residents participating in neighborhood matters, we used Apartment Community Survey conducted by Seoul Development Institute and found residents who participate in social group, community programs, live longer in the community and are homeowners, are more likely to participate in neighborhood affairs.

*The Role of Nonprofits in Interorganizational Networks: How the Underdogs Can Tip the Scale from Struggling to High Functioning*

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This study investigates the role nonprofits play within interorganizational networks. It is guided by the research questions: what is the role of nonprofits in public health networks, how are they perceived by collaborative partners, and what is their function as it related to success and outcomes? Nonprofits are often overlooked as potential partners, but they may be in a unique position to provide both time and leadership that larger organizations may not be able to commit. Finally, there is potential to demonstrate that even small, unassuming organizations (characteristic of some nonprofits) can play an important role in network success.

*The Role of Participatory Governance in the EMES Approach to Social Enterprise*

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The debate about the nature of social enterprise is central for discussions about the theoretical framework and boundaries of civil society. Are social enterprises primarily third sector organizations or do they also include firms that practice CSR or venture capitalism? The EMES approach is based on three dimensions, rather than a single one and it combines economic, social and political elements. This paper emphasizes the importance of participative governance, particularly given the interrelated and interactive nature of these three dimensions. Taken together they can provide a more robust analysis that emphasizes the sustainability of social enterprise.

*The Role of Revenue Type in the Growth of Young Not-for-Profits: A Dynamic Analysis*

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With the advent of terms such as nonprofit “profit,” the longstanding for-profit question of whether profit and enterprise growth are mutually exclusive has become salient to nonprofit managers. Building on literatures in both sectors, this study gauges the impact of the growth of unrestricted net assets on the growth of the nonprofit firm. Do increasing growth rates of UNA signal a well-functioning firm or improper time discounting? Using two empirical estimation strategies, we expect that to find that such a trade-off does not exist, and that large size, taxable income, and high levels of non-current assets will hinder nonprofit growth.

*The Role of Social Capital and Human Capital in Bridging Civic Engagement and Economic Opportunity for Low-income Individuals*

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This paper uses a mixed methods research design to examine the relationship between civic engagement and economic outcomes (employment and income) for low-income individuals living in the United States. Data come from a ten-year longitudinal dataset of low-income households (N=1,139) and 31 semi-structured interviews with low-income individuals. The paper is grounded in a theoretical approach that explores the ways access to social and human capital through civic engagement can serve as a pathway toward economic opportunity for low-income individuals.

*The Role of the Nonprofit Sector: Evolving or Evergreen?*

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Multiple theories seek to explain the existence of the nonprofit sector in the United States. Economic theory points to market failures, resource dependency, and, on the supply side, donor motivation. Historians, political scientists, psychologists, social scientists, and scholars within other disciplines have also contributed to the literature on this topic. Using survey data gathered from more than 1,400 nonprofit leaders and 1,500 individuals, this study tests the extent to which select theories align with public perceptions about the purpose of the sector. It also examines how, if at all, evolving economic, political, and social landscapes affect those purposes.

*The Scholarship of Public Administration and Nonprofit/Voluntary Action: Common Themes, Contrasting Arguments, and Future Directions*

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Published scholarship is one avenue for exploring the intersections of public and nonprofit sectors. This paper will examine journal-based scholarship of the two fields over the last twenty-five years, focusing on how each field incorporates the other in research. In spite of their symbiotic relationship, the scholarship in the realm of public administration and nonprofit/voluntary action has presented a rather attenuated conception of the other. The authors assert that the current literature of both fields indicates a direction and emphasis that is incomplete, and a logic that is overwhelmingly instrumental. In the initial review of articles, common themes emerge: a recognition that the sectors serve similar purposes, they draw similarly minded employees, and are joined in a myriad of ways in the delivery of services. The authors compare and contrast topics, themes and arguments to examine the current state of research and suggest future research agendas.

*The Search for the Holy Grail: An Exploration of The Arguments Surrounding Overhead Rates*

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Overhead rates as a surrogate for operational efficiency in nonprofits have been hotly contested. Alternatives are outcome or impact measures that are less uniformly reported, relatively expensive and difficult to implement. This paper will explore literature on overhead rates and present an empirical look at data from the Florida Charities Gift Givers' Guide. One assumption within the literature is inflation of programmatic expenses through self-reported IRS 990 submissions. The Florida data indicate that reporting of overhead rates is within parameters suggested by watchdog organizations. However, the data also illustrate problems with veracity and computational issues when using aggregate average ratios.

*The Selfish Helper: Narcissism and Prosocial Behavior*

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Although much is known about the relationship between narcissism and antisocial behaviors, not much research has examined the relationship between narcissism and prosocial behaviors. The current study addresses this gap in the literature by examining the relationship between narcissism, volunteering behavior, and other types of helping behavior. We find that people scoring high in narcissism are just as likely to volunteer in organizations and report helping for altruistic reasons as those scoring low in narcissism. What distinguishes high narcissists from low narcissists is that they are more likely than low narcissists to have egoistic motives for helping others.

*The Social Entrepreneur's Dilemma:  
Entrepreneurial Strategy-Making and Charter  
School Performance*

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In this proposed study, we introduce and examine “the social entrepreneur’s dilemma”: how a social entrepreneur’s strategic influence that leads to enhanced financial performance tends to negatively affect social performance, or vice versa.

*The Sources of Charities' Income in England  
and Wales: An Organisation-Level Perspective*

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This paper analyses novel data on the funding base of charitable organisations in England and Wales. Using financial data gathered from the accounts of a sample of 7,000 charities in England and Wales, for the first time we describe the distribution of charities according to the composition of their income. Importantly, the results illustrate the diversity of organisations with charitable status. They therefore serve to illustrate the different roles that charities play in a mixed economy. They also provide empirical context for substantive discussions relating to the identity of the charitable sector.

*The Stability of Donors and Giving Over Time*

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Observationally, the share of donors remains remarkably stable year to year (about two-thirds) and the average amount given by donor households is quite stable in inflation-adjusted dollars (~\$2,000). This causes one to wonder if it is the exact same donors giving essentially the same amounts year after year? Using a large-scale panel study, we can answer these questions as well as what factors move households in and out of these categories.

*The Success and Failure of NGO Alliance:  
Empirical Study of Four Chinese Cases*

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NGOs can achieve common goals more easily through building alliance; however, various challenges always lead alliance to failure. What are the phases of alliance development and main challenges in each phase? What are the mechanism and decisive factors for the success of NGO alliance?

By studying four Chinese cases, informal relationship is found crucial in the development of NGO alliance. According to the interaction between two types of governance, formal and informal, four phases of development are identified. Good informal governance and business model are decisive factors for the success of NGO alliance.



*The Trend of Charitable Trust: U.S. and China Compared*

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With a development history of over sixty years in the United States, charitable trust has attracted increasing concerns and generated significant impacts on philanthropy. Today, the concept of charitable trust is also emerging in China's philanthropic sectors. This study reviews the concept, types, and legislative development of charitable trust, and examines the theoretical rationale of the financial management and investment. Illustrated by case studies of charitable trust in the U.S. and China, this study compares the status quo and impacts of charitable trusts in both countries, and discusses relevant policy implications for the U.S., China, and elsewhere.

*The Undiscussables*

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In this paper, we consider the larger environment that influences our ability as individuals or members of organizations to “hear” and even process responses to difference. Critical to the potential success of sector-based diversity efforts is an understanding that (a) there may be a gap between individual and organizational reality and (b) the external context within which both realities reside is a critical third factor. Our findings examine some of the ways that the accumulation of diversity-related individual and organizational undiscussables collectively impacts the nonprofit sector.

*The Use of Sectoral Relationships in Nonprofit Marketing: Examining Communication Practices of Development NGOs*

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Juggling through a competitive environment, nonprofits today face an increasing need to appeal their distinctive features to attract potential donors, members, and volunteers. This paper highlights the importance of strategic marketing, particularly communication strategies in such times. To increase the chances of successful mobilization, nonprofits must carefully choose what information to present and how. Inspired by the conference theme, I examine how reference to nonprofits' relationships with public and private sectors are made and used in their communication practices. The study examines cases of development NGOs in Japan, conducting content and frame analysis of websites, brochures, flyers, and semi-structured interviews.

*The Value of Critical Theory for Social Change Foundations*

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While numerous scholars have criticized foundations (Duran, 2005; Eisenberg, 2005; Hammack & Anheier, 2010; Roelofs, 2005; 2007), critical theory, has rarely been used to discuss social change in the philanthropic sector. More than just insight and reflection critical theory is “social theory with practical intent” (King & Zanetti, 2005, p. 48). This paper explores how critical theory can contribute to social change foundations by applying it to the relationship between foundations and three different actors: institutional actors (government and other foundations); nonprofit actors (grant recipients and partners); and individual actors such as donors and community members.

*The Virtual Civil Society*

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This paper reevaluates the criticisms by social capital advocates that weakening ties are caused by technologies like social media platforms. Using two case studies from the developed world (Australia) and developing world (Kenya), I establish that virtual communities are not only a part of civil society but appear to have many of the same individual benefits for citizen norms and political involvement as traditional civil society activity. Online networking is also more likely to extend networks beyond an individual’s own social or ethnic background. This implies that the benefits of bridging social capital may be relatively greater with virtual networking.

*The Wild West? Accountability and Effectiveness in the Contemporary NGO Sector*

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As the NGO sector experiences a movement from financial compliance-based accountability mechanisms to outcome-based accountability systems, this paper examines the pressures, efforts, challenges, and controversies within the NGO community surrounding the movement toward greater results-based accountability. This paper examines the promises and perils associated with new and evolving performance measurement and accountability initiatives as well as the initiatives transnational NGOs are undertaking internally to improve their accountability and effectiveness. These efforts are linked to critical concerns over the legitimacy and future relevance of NGOs.

*Theoretical Understanding of Church Involvement in Economic Development: Examining the Role of Expectations on Nonprofit Action*

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Why do congregations such as megachurches take on extra-roles in non-mission related activities like economic development? Our study provides answers to this question using theoretical assumptions derived from Frumkin’s (2002) framework for understanding nonprofit and voluntary action, and assumptions of extra-role behavior theory. We show that that congregations participate in economic development in response to both community expectations (demand-side) and contributor motivations (supply-side). Data used are from online surveys and follow-up interviews with megachurch leaders in the Dallas-Fort Worth and Houston-Sugar Land-Baytown Metropolitan Statistical Areas.

*They Are All Organizations The Cultural Roots of Blurring Between the Nonprofit, Business, and Government Sectors*

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We build on the ideas of sociological institutionalism to develop a cultural explanation for the worldwide blurring between traditional sectors of business, government, and charity. We argue that it is increasingly difficult to distinguish between these historically distinct sectors because of the social construction of an overarching frame known in the contemporary world simply as “organization.” In contrast to mainstream theories of power or functionality, our view of formal organizations as a cultural model explains why formal structures spread beyond any known utility, beyond the demands of funders, and across all sorts of social domains.

*This Isn't Your Mother's Charity: Collective Volunteerism in Junior League*

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This phenomenological study examines the essential features of women's experiences as members of a volunteer service association, Junior League. It uses a qualitative method to understand how women make meaning from their membership in an all-female association. The study finds three essential features of membership: joining, volunteering, and leading. The study provides scholars and association practitioners insights into the complex blend of members' personal and professional interests with implications for membership recruitment and retention.

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Tom has worked on an array of activities and research areas since joining NCCS in 1996, including electronic filing of IRS Forms 990, assessing the quality of IRS nonprofit data, understanding nonprofit overhead costs, and improving databases that deal with nonprofit arts organizations. Previously, Tom served as Research Director of Citizens Fund from 1990 to 1994, and as Senior Research Associate at Independent Sector, where his work focused on the impact of federal budget changes on the nonprofit sector. He received a J.D. from Georgetown University.

*Thriving in Overworked Environments; How Do Individuals Stay Energized in a 24/7 Connected World?*

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Using a grounded theory approach through intensive semi-structured interviews, this research study examines how individuals thrive in the workplace (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005) and how thriving is affected by the rapidly growing integration of information communication technology (ICT) into the workplace. We hypothesize that lengthening the workday through ICT connectivity will negatively impact thriving and that this finding will be mediated by the sense of psychological success and the “path with a heart” (Hall, 2004) common in many nonprofit settings.

*Time is on My Side: Do Unemployed Individuals Volunteer More?*

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Unemployment rates rose during the Great Recession with many Americans still being unable to find employment during the jobless recovery period and beyond. Congress and the White House are continuing to explore options for job creation and expanding unemployment benefits, but meanwhile: What are the 10.5 million unemployed individuals doing with their time? Do the unemployed volunteer or do they disengage? The relationship between employment and volunteering will be explored using repeated cross-sectional data of the Volunteer Supplement of the Current Population Survey from 2003 to 2013, which has implications for nonprofit managers in recruiting and retaining dedicated volunteers.

*To Entrepreneur the Social*

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In this paper, the outreach of social entrepreneurship – from beneficiaries to different sectors in society is explored and analysed. The point of departure is that social entrepreneurship currently is seen as a panacea for all sorts of problems and therefore has to be problematized due to wicked challenges. Based on literature on social entrepreneurship, social enterprises, social (as well as political and economic) development, and the organization of (welfare) societies this study highlights cross-sectorial interplay in a time of reconsidering roles in society. Empirically this paper is based on a study of 67 initiatives in Sweden.

*Toward a Theory of Membership Association Finance*

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This paper explores association finance within a cost-benefit framework, informed by the normative theory of revenue and the economic theory of clubs. It argues that a principal function of a voluntary association's governance is to optimize the balance between the collective costs and collective benefits of membership. It utilizes a new data base of membership association finance to identify the sources of revenue for different types of associations and to measure the degree of revenue diversification and degree of dependency on a dominant revenue source.

*Toward a Care-Centered Approach for Nonprofit Management in a Neoliberal Era*

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The nonprofit sector has traditionally played a dual role in society, providing a venue for both civic engagement and care for those who have been neglected by the marketplace and/or the state. As the nonprofit sector becomes increasingly marketized, some scholars are developing “counterdiscourses” which seek to reassert the civic values and role of nonprofits. These counterdiscourses are vital to maintaining civil society; however, they neglect the caring role of the nonprofit sector. This paper seeks to remedy this by developing a counterdiscourse of care for the nonprofit sector, to reassert a nonprofit practice which engages in and values care.

*Toward New Evaluation Frameworks for the Arts; the Quality of Life and the Social Inequality as Promising Indicators*

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This proposal focuses on the evaluation for art organizations based on citizen's viewpoints because it could be more suitable for evaluating the outcomes generated by art organizations, which are characterized by the mission-oriented nature, than the evaluation based on only the information inside each organization. The main concepts mentioned in this research are the quality of life and the social inequality. The systematic literature review is conducted with these concepts. The findings from this research will interconnect separated discussions across different disciplines and give basic knowledge to create new evaluation frameworks for art organizations.

*Transforming the International NGO Sector: Social Media, For-profit Competition, and Stakeholder Demands*

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International NGOs face considerable challenges to their operations due to changing policy environments at the global and domestic levels. This paper elaborates on three central issues transforming the NGO world: the emergence of digitally-based activism, competition from for-profit organizations, and demands of donors and other stakeholders to deliver on promises and document tangible results. Each of these trends already has a major impact on the international NGO sector prompting organizations to consider profound changes. Based on interviews with leaders of major international NGOs, the paper elaborates on their perspectives regarding the core future challenges to the sector.

*Trends and Factors Shaping the Designation of Workplace Giving Benefits: A Panel Study of the Combined Federal Campaign from 2003-2012*

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Although workplace giving campaigns are an important aspect of philanthropy, relatively few scholars have studied the topic. Fewer still have offered much insight into longitudinal trends--especially regarding factors shaping recipient organization designation, including environmental (e.g., regional, state, and community level dynamics) that may be useful. Using a decade of data from one of the world's largest workplace giving initiatives, the Combined Federal Campaign we investigate two questions: 1 how workplace giving patterns have changed over successive campaign years in light of shifting priorities and conceptualizations of giving; and 2 the role that geo-political and other factors play in shaping donor preferences within campaign years.

*Trust in Nonprofits: What Do Local Government Officials Think and Does It Matter?*

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We examine the extent to which local government officials (LGOs) trust nonprofits in their communities. To do so, we rely on the 2012 Intergovernmental Issues in Indiana survey, conducted by the Indiana Advisory Commission on Intergovernmental Relations (IACIR) to assess LGOs' attitudes and perceptions on key community issues. Overall, 86 percent of the 384 respondents say they trust nonprofits always or most of the time (more than they trust other institutions). We explore how trust in nonprofits is related to LGO's own involvement with nonprofits, extent of local government contracting and/or collaborating with nonprofits, and LGO attitudes towards PILOT/SILOT policies.

*Trying to Be a Social entrepreneur: A Theory of Trying Model to Explain Individuals' Pursuit of Social Entrepreneurship*

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Little is known about factors which predict individuals' pursuit of social entrepreneurship. Scholars suggest that Theory of Trying (TT) may provide better link between attitude, intention and action, than the Theory of Planned Behavior or the Theory of Reasoned Action. This research contextualizes Bagozzi's TT to social entrepreneurship. Antecedents of individuals "trying to create a social enterprise" will be tested using structural equation modeling. Results of the study will add to our understanding of the process of individuals' pursuit of social entrepreneurship with direct contribution to social entrepreneurship and entrepreneurship theories.

*Turning the Tables: Nonprofit Organizations Supporting Public Agencies*

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Libraries in Illinois are governed by the Municipal code (1961), the Local Library Act (1965) and the Public Library District Act (1991). Although a taxing body, many libraries have additional resources beyond taxes such as earned revenue and funding from nonprofit organizations that exist solely to raise money for the municipal library. This paper seeks to answer: to what extent are libraries supported by philanthropic dollars versus government revenue; and does location matter? Data will come from an existing survey of public libraries in Illinois as well as a survey of library directors and nonprofit organizations supporting those libraries.

*U.S. Principles and Policy: Enabling, Promoting  
and Protecting the Entrepreneur,  
Philanthropist and Entrepreneur-  
Philanthropist*

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This paper focuses on how core principles in America's Declaration of Independence and the Constitution have shaped opportunity recognition and risk taking characteristics shared by entrepreneurs and certain approaches to philanthropy. The paper explores how treating philanthropic assets as "public money" changes that, and it considers connections to new business forms that combine profit-seeking entrepreneur and social-benefiting philanthropist. By advancing these core American principles, this paper contends that we can expand on centuries-old traditions of hard work, innovation, and creativity that has contributed so much to economic growth, individual opportunity, improved quality of life, and advances in human welfare.

*UK Community Foundations – Quo Vadis?*

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Within the UK, community foundations are portrayed as important players in the changing public, private and third sector nexus. However, with only four published academic studies of UK community foundations, understanding as to whether policy and practice rhetoric reflect developments on the ground is limited. Drawing on a recent survey of English community foundations' understanding of their current and future funding environments, our paper critically examines their strategic directions and development trajectories. We discuss the emerging characterisations of community foundations' multi-facing social action model and question whether traditional conceptualisations of community foundations as community leaders remain applicable.

*Understanding Effective Collaborations of  
Homeless Coalitions in the State of Texas: An  
Application of the Institutional Collective  
Action (ICA) Framework*

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This study explores factors that facilitate effective collaboration of organizations within Homeless Coalitions in Texas. Although collaboration is encouraged and expected by the federal legislation, not all coalitions are effective in achieving the purpose of their collaboration. This research proposes to examine collaboration effectiveness of homeless coalitions and pursues the research question: why and under which circumstances do Homeless Coalitions perform effectively? To answer the question, we use the ICA framework and argue that the involvement of local governments and the existence of a leading actor are important factors that explain variation in the effective operations of collaborative activities.

*Understanding Governance in Multi-organizational Systems*

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Although many have argued that the social problems of today are far more complex than any one organization can address on its own, suggesting the need for collaborative efforts between and among public, nonprofit, and private sector partners; very little is known about how these entities are governed. This paper, framed in the logic of collective action, uses resource dependence, social capital, and policy network theories to develop hypotheses that explain how roles and responsibilities are negotiated; power is shared and distributed; accountability and mutual authority are determined; and how resources and rewards are shared in multi-organizational arrangements.

*Understanding Grantseeking and Grantmaking in Competitive Nonprofit Markets*

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Growth in the nonprofit sector has contributed to increasingly competitive funding environments within the sector, including the markets of nonprofit organizations competing for foundation grants. To expand our current understanding of competitive foundation grantmaking markets, this research employs a parallel survey of nonprofit organizations and foundations to assess the changes in grantmaking practices that accompany increased demand and competition for their grants. This study contributes to our empirical understanding of nonprofit competition and informs policy and practice regarding the effects of nonprofit market factors on charitable outcomes.

*Understanding Organizational Capacity of Grassroots Nonprofits: An Inductive Approach*

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Amid growing needs for services, organizational capacity seeks how to maximize resources and improve outcomes. Existing prescriptions to improve capacity may not be applicable to small community nonprofits. This study relates organizational capacity specifically to grassroots nonprofits. Using an inductive approach, 26 elements have been reinterpreted based on the Organizational Capacity Assessment Tool developed by McKinsey & Company in 2001 from practitioners' perspectives. Regression analysis will determine if there is a relationship between higher capacity and meals served among 261 food pantries and soup kitchens. Predicted findings include lower performing programs prioritize service while higher performing programs prioritize development.

*Understanding Service Contracting and NPOs Development in China*

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Today, the Chinese government and human service NPOs are joining the bandwagon of service contracting with enthusiasm. Despite the fact that this new policy endeavor has attracted much interests in the Chinese nonprofit scholarship, very few empirical studies have been conducted. Drawing from interviews with 13 nonprofit organizations and two government officials, conducted in 2012, along with abundant secondary data, this paper analyzes service contracting practices in Beijing based on two frameworks: transforming the social service delivery system and fostering the development of NPOs with government funding. Potential future directions of service contracting and corresponding outcomes will be discussed.



*Understanding the Complexities and Communicating Impact of Arts-based Social Change Work*

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Arts-based social change work is unique and its impacts are not always well understood. The collective action of creating art that can inspire change at the individual, community, and/or systemic level. Given the broad range of outcomes in these endeavors, however, how can one truly understand their impacts over time? This paper will identify complexities in evaluating arts-based social change work, each illuminated with discussions with four nonprofit organizations and artists. This research seeks to lessen the gap in knowledge between the disparate stakeholders and actors that implement, fund, demand, and recognize the possible outcomes of arts-based social change work.

*Unfriendly Societies: The Know Nothing Party, the AOH, and the Fight for an Authentic American Cultural Identity*

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The Native American Party, or Know-Nothings, organized an anti-Catholic, anti-immigrant campaign in the U.S. from 1845-1860. The Ancient Order of Hibernians organized to combat these sentiments and protect Irish Catholics. These private voluntary associations pursued radically different organizational forms and tactics targeting shaping public policy. While both organizations have been studied in isolation, the relationship between the two organizations remains underdeveloped. This analysis demonstrates how each group competed to propagate its own claims to the authentic cultural history of the United States in their struggles over American policy and America's place in the world in the century before "globalization" began.

*Unintended Consequences: Citizens United, the IRS, and the Debate Surrounding Political Activities by Tax-Exempt Entities*

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The Citizens United ruling served as the trigger for what has become known as "the IRS scandal," where the IRS's Exempt Organizations (EO) Division singled out for detailed scrutiny applications for tax exemption from groups suspected of political orientation. In May, 2013, IRS EO Division Director Lois Lerner publicly acknowledged the program. This public admission and documentation spurred six separate investigations of the IRS and the EO Division. While the IRS has attempted to address the broader issue of political activity by nonprofit organizations, the 2013 proposed regulations affecting political activity by 501(c)(4) social welfare organizations faced unprecedented comment and widespread opposition.

*Universal Pre-K: What Happened When Pew's Money Ran Out?*

*Brenda K. Bushouse, University of Massachusetts*

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This paper (1) assesses the advocacy capacity among nonprofit organizations in states that received Pew funding for pre-kindergarten advocacy and (2) identifies the strategies advocates pursued (e.g., social impact bonds, foundation-school district partnerships) to counter cuts to state pre-k funding during the Great Recession

*Unpacking Collaborative Leadership Among Transnational NGOs*

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Our paper explores nonprofit leadership and collaboration within the context of transnational NGOs. By drawing from statistical analysis of 152 interviews with leaders from U.S.-based, international nonprofits, we identify the characteristics of collaborative leadership and factors that drive nonprofits to partner with other organizations. Findings from this study contribute to a theoretical understanding of nonprofit collaboration and collaboration leadership, within the context of transnational NGOs. Findings can also inform practice, by identifying characteristics of collaborative leadership.

*Using Theory to Understand Evaluation in Foundations*

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This paper uses organizational theory to explore evaluation in foundations. Previous research has used different organizational theories to examine the accountability practices of nonprofit organizations, including: agency theory, institutional theory, resource dependence theory, and stewardship theory. Using data gathered through interviews with program officers at a large foundation and data collected from their evaluators, this paper illustrates how grant-makers experience many of the same accountability problems that nonprofit service providers experience. The findings from this study are important because they help identify strategies to improve evaluation use and practice in foundations.

*Value Creation in Mission-Based Organizations – An Application of Stabell's and Fjeldstad's Value Configuration Analysis to Microfinance Organizations*

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Mission-based organizations such as health, social services, and microfinance organizations (MFOs) have to operate under market conditions today. To survive in an increasingly competitive environment, they must optimize their value creation processes to assure competitive advantage. Value configuration analysis (Stabell & Fjeldstad, 1998) is an appropriate tool for this purpose. However, it is not known whether this approach is also appropriate for mission-based organizations. This paper aims to answer this question by analyzing value creation processes of MFOs. To do so, it tests the applicability of Stabell's and Fjeldstad's theoretical framework, and develops it to fit mission-based organizations, if necessary.

*Volunteering as an Instrument in Various Employment Stages. Combining an Employer and Employee Perspective*

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Institutionalized, or instrumental volunteering becomes very common in contemporary society. In this paper we argue that volunteerism can be instrumental in workplace environments. We suggest that both employers and employees can use volunteerism in the three stages of one career path at organizations: attraction and selection, retention and development and the transition stage. Based upon this notion, we offer a model that explains these relationships and how they relate to each other. We further explain how NPOs can use these insights to develop their volunteer programs as well as the intersectoral relationships with companies.

*Volunteering Through Governments or Government Through Volunteering? A New Theoretical Framework for Understanding Volunteer Work*

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In the presentation, an alternative and critical theoretical framework to capture volunteering through governments targeted at excluded individuals will be covered. Placed against the background of recent social-political developments in modern welfare regimes the concept 'government through volunteering' will be introduced. This concept is inspired by the analytics of governmentality, and redefines 'volunteering through governments' as a governmental technique for the ethical reconstruction of both the community and the excluded individual into self-responsible actors, hereby transforming them into a substitute for a 'withdrawing' welfare state and the reduction in what formerly were considered to be public responsibilities.

*Volunteering Through Work Experience: Role of Workplace Sector on Voluntary Organization Involvement*

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This paper attempts to examine whether workplace experience, in terms of workplace sector and job (or occupation) types has an important impact on volunteerism. Literature in volunteerism has focused on the socio-demographic factors as the antecedents to voluntary activity. This study pays more attention to the role of sector employment, public versus private sector, in determining the level of involvement in voluntary organizational activities and the type and scope of voluntary organization involvement. The study results will suggest that nonprofits should strategically target people of a certain group when constructing a pool of volunteers.

*Volunteers and Vulnerable Populations: What Are Nonprofits Doing to Manage the Risks?*

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The need for appropriate risk management is obvious. The topic is even more crucial when nonprofit volunteers serve vulnerable populations. However, research is limited on the extent of related strategies used in nonprofit volunteer programs. This paper addresses this gap through the examination of risk management strategies specific to volunteers. Using data from case studies as well as publicly available information, the researchers intend to expand existing knowledge about volunteer program risk management and costs of implementation with a focus on whether nonprofits that serve vulnerable populations are more likely to have sufficient risk management processes and tools in place.

*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?

*Walking a Fine Line: The Moral Ambivalence of Intersectoral Collaborations Between Nonprofit and For-Profit Organizations*

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Intersectoral collaborations bring together organizations from different economic sectors and institutional domains. In practice, organizations involved in intersectoral collaborations are often institutionally similar, despite perceived differences among their members. This paper reconceptualizes contemporary intersectoral collaboration as constituted by a tension between normative institutional similarity and cultural-cognitive institutional differences between nonprofit and for-profit organizations. I find that members of the organization experience this tension as moral ambivalence—the necessary coexistence of competing moral bases for action within an organization. Members attempt to reconcile their moral ambivalence by creating pragmatic compromises.

*What Determines Government's Subsidies to International Development Nonprofit Organizations?: The Effect of Managerial Capacity and Accountability on Government Financial Subsidies*

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This study is designed to explore how managerial capacity and accountability of international development nonprofit organizations (NPOs) affect volume of government's subsidy to them. The model particularly proposes that mission, professionalism, financial, and program experience as internal managerial capacity are positively associated with the volume of government subsidies. In addition, such external accountability factors as financial transparency, reputation, network, international affiliation will be also positively associated with the volume of government subsidies. In addition, the model includes potential moderating effect of NPO's network with other related organizations.

*What do We Know about Nonprofit Collaboration? A Comprehensive Meta Review*

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This presentation reports on a comprehensive meta review of the nonprofit collaboration literature. Approximately 1,000 English language research articles that address intra-sectoral and cross-sectoral civil society collaborative activity were identified, coded and analyzed to understand the analytic methods employed, theories applied, and key findings. Our presentation will report on the trends and collective findings accumulated in more than 15 years of empirical research, and offer an emerging research model of nonprofit collaboration that considers prior research.

*What is Philanthropy's Distinctive Role, in View of Its Changing Relationship to Government and the Private Sector?*

*John Slocum, The John D. and Catherine T. MacArthur Foundation*

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This critical review essay examines how changing relationships between philanthropy and government (on one hand) and business (on the other) affect the role of philanthropy in a liberal democracy. Particular emphasis is placed on philanthropy's changing relationship with business, focusing on two overlapping and mutually reinforcing trends: businesses are increasingly taking on philanthropic functions, and philanthropies operate more and more like businesses. As this blurring and blending continues, it calls into question the continued existence of philanthropy as a distinct endeavor. The essay closes with a call for recognizing philanthropy's unique and irreplaceable role in promoting and sustaining specific values.

***What is the Experience of Nonprofit Human Service Organizations in High-Poverty Neighborhoods? A Case Study of Social Entrepreneurship in South LA***

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While no uniform definition for the term social entrepreneurship exists, certain nonprofit human service organizations (NPOs) – can be regarded as a particular type of social entrepreneurship. Although the objective of NPOs is to serve clientele in need of social services, there is a dearth of these organizations in high-poverty neighborhoods. Using qualitative methods, this study examines factors that enable NPOs founded by social entrepreneurs in one high-poverty neighborhood of South LA to survive. Through an institutional theoretical framework with a focus on social capital and legitimacy, two distinct paths of survival emerged.

***What Kind of Regulation do Nonprofit Organizations Want? The Cases of Ecuador and Brazil***

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The research aims in this paper and all papers in this panel is to analyse the rationales for the ebb and flow of strong state regulation of nonprofits and more community-based self-regulation approaches, inquiring whether there is a systematic base to these seemingly conflicting approaches. These issues will be explored by considering the diverse range of catalysts that drive such policy and legal change and range from political, ideological and fiscal-based concerns through to concerns brought to the fore by global events. In doing so, the specific focus of this paper will be upon Ecuador and Brazil.

***What Kind of Revenue Diversification? Balancing Mission-Based Objectives, Market-Based Revenue, and Organizational Stability***

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In this study, we examine how different types of revenue streams influence program stability, workforce stability, and capacity to offer equal access to all. This works draws on Tuckman/Chang's study of revenue diversification and Cooney's linkage of revenue types to examine the effect(s) of earned revenue affect service delivery. Our study attempts to link the pursuit of various types of revenue to program-level outcomes in order to see if earned revenue acts as a complement to or substitute for service delivery. We use fixed effects regression to examine several thousand arts and culture organizations, and find that revenue type matters.

***What Matters in Political Participation? Socio-Economic Status, Civic Organizations, or Mobilization?***

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This paper investigates why people participate in political activities differently using data from the U.S. Citizenship, Involvement, and Democracy Survey in 2006. Both the amount and the types of political participation (including voting, direct, indirect, and online participation) are specified and examined. Three mechanisms through which political participation varies across individuals are highlighted: socio-economic characteristics, organizational involvement in civic associations, and mobilization. The preliminary regression analysis reveals that income does not have telling effect on political participation; education matters. In addition, one's depth of involvement in voluntary organization and his network ties both have significantly positive effect on political participation.

***What Motivates Charitable Giving? Evidence from Laboratory Experiments***

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Existing literature examines various motivations of individual charitable giving by using survey methods. These motivations are largely influenced by personal socio-demographic factors, such as income, age, gender, educational background, and religious belief. Very few attentions, however, have been paid to political and organizational impacts on charitable giving.

In this paper, we will employ laboratory experimental methods to test theories of individual motivations of giving and to examine the impacts of political influence and organizational characteristics on charitable giving.

***What Motivates Japanese Nonprofit Decisions in Latin America?***

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In this study, we seek to identify the criteria Japanese INGOs use to select which country in Latin American to focus their attentions on. We propose that Japanese INGO decisions are a function of donor country business connections and foreign aid agenda as well as recipient country context (i.e., need, underdevelopment, corruption and democracy level). Using data from Japan and 20 LA countries on contextual, macroeconomic and demographic indicators, supplemented with a survey of all Japanese INGOs working in LA, significant factors are: urgent and persistent need, presence of Japanese business, and Japanese foreign aid.

*What Sectoral Leaders and Managers Can  
Learn from Design for Successful Collaboration*

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Collaboration is recognized as a viable strategy for addressing uncertain, complex and wicked problems. However, previous inquiry has not solved an important problem for practitioners – how to overcome imposing challenges for success. This study empirically validates the positive impact of autonomy, boundary spanning, shared vision and the mediating role of a design attitude as key to successful collaboration performance; proposes a theoretical perspective for collaborators to adopt design as an empirically informed pathway for better managing the complexities inherent in collaboration; and is the first to empirically develop and quantitatively validate a design attitude scale for building better collaborations.

*What's Old, What's New and What's in a  
Concept? Tackling Some of the Big Questions of  
Blurred Sector Boundaries and Our Obligations  
to the Communities We Serve*

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As a self-conscious field of inquiry nonprofit theory and management is relatively new, emerging in the last 40 years as practitioners and theorists have sought to understand and communicate its various intricacies and dimensions. With this awareness has come a dramatic growth in nonprofit specializations in public administration programs since the 1980s. Now, with a rising pool of nonprofit theorists reaching critical mass in the U.S. and around the globe, and ready to step into faculty positions thus asserting the sector's essential place in the academy, the boundary blurring conversation has resulted in questions, even among ourselves, about the need for distinct nonprofit specializations. As a launching pad to further the discussion, this paper takes a step backwards in time to frame the public servant ethical obligation statements crafted by Dwight Waldo (1980), incorporate third sector examples into each of these obligations as evidence that sector blurring is not new, and then reflect on discussions since that time about the value of integrating or segregating substantive academic subjects when making MPA program decisions.

*When Directors Don't Lead and Won't Leave*

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This case study of the board of directors of a statewide membership association in the Midwest, USA, uses interviews and analysis of association documents to explore 1) how directors of a statewide nonprofit membership organization understand and describe their responsibilities; 2) the extent to which these directors identify with their roles and with the organization; and 3) the factors these directors cite as influencing their governance-related decisions. From 2009 to 2013, the number of mission-related actions taken by this board declined measurably, while it acted to reduce its size from 238 to 181 directors.



*When Money is Taboo: A Comparative Analysis  
of Nonmonetary Non-Profit Business  
Collaboration in Germany and Taiwan*

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By using non-profit business collaboration in Germany and Taiwan as examples, this paper aims to focus on the non-profit viewpoints and to examine to what extent NPOs react to their weaker position within non-profit business collaboration and to what extent NPOs empower themselves by collaborating with businesses without taking into consideration money. The preliminary result finds that NPOs can also be the giver which may generate different dynamics of collaboration to empower NPOs themselves within the relationship. However, it might prove difficult to evaluate who benefits more or less within a bartering relationship based on a mutual agreement.

*When the State Gives: One Nation, Three  
Sectors, and the Emergence of State-Supported  
Venture Philanthropy*

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This study provides an extensive empirical analysis of an emerging model of government-supported venture philanthropy. This Scottish model, now £50 million and five years in, is built upon familiar (and fuzzy) concepts of multi-sector collaboration, nonprofit sector capacity-building, and claims of leveraged resourcing. However, evidence shows that this model attracts and directs resources from all three sectors to address social issues by building nonprofit capacity — at the organizational and sector levels. This paper examines the evolution, benefits, and challenges of this state-supported, three-sector approach and what it tells us about potential futures for nonprofit action at scale.

*Where Is That?: The Effect of Location on  
Securing Government Funding*

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This paper examines U.S.-based international nonprofit organizations (NPOs) with a focus on organizations that work in more than one region and secure government funding. Based on our earlier finding and building on our existing dataset of 154 U.S.-based international NPOs with in-country programs, focusing on those that have multi-region operations, explore if NPOs are more successful at securing U.S. funding when they operate in areas of U.S. strategic interests

*Which People Donate for Which Causes: How do  
Resources and Personality Characteristics  
Betray your Preferred Charitable Target?*

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This study aims to provide insights into the factors that determine individual's decision to donate to a particular type of charity. Up to know, knowledge on this topic is scant, since the majority of empirical studies on charitable giving have been focusing on total donations to all causes. Against this backdrop, our study draws on theoretical approaches referring to resources (e.g. income) and personality characteristic (e.g. empathic concern) and investigates the relative strength of these factors on the inclination to donate to eight charitable causes. We use data from a quantitative survey in Austria and apply logistic regression analyses.

*Who is 'The' Episodic Volunteer: Predicting Volunteer Behavior*

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Few studies have focused on episodic volunteers and little is known about how those who volunteer episodically differ from those who donate their time more regularly. Scant research investigates how and why they choose this form of sporadic participation and what sustains them in this activity. Based on empirical analysis of large samples of volunteers who participated during an annual one-day volunteering event in the Netherlands, this study provides a comparison of episodic and regular volunteers. Building on our work presented at ARNOVA in 2013, we develop and test a comprehensive model to explain and predict participation between episodic and regular volunteers.

*Who is Served by Sick Human Service Nonprofits? The Difficulties of a Devolved Human Service System*

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Human services are place-based. This paper considers whether financially-distressed human service nonprofits are located in counties with higher levels of need. The paper also indicates how clustering over space leads to biased OLS estimators. We employ five models, three of which are spatial regressions, to illustrate the effects of biased estimators on the interpretation of results. We also find that distressed nonprofits are more likely to be in counties with higher need. The implications are that our devolved system of human service provision is less equitable and effective than projected to be.

*Why Are Civic Organization Excluded in Urban Governance?*

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The exclusion of civic organizations is an enduring problem in urban governance. Based on the network management literature and the urban regime literature, this paper employs the fsQCA method to analyze the complex configurations of factors such as civic organizations' threats to other parties, the existence of government-business coalitions, the organizational capacity of civic organizations that may affect the inclusion and exclusion of civic organizations. The paper contributes to the current literature by developing more generalizable and configurational theories of why civic organizations are included or excluded in urban governance.

*Why do Board Chairs' and CEO's Judgments of Nonprofit Effectiveness Differ? A Multilevel Analysis*

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Nonprofit effectiveness can be seen as social construction. Different stakeholders are likely to have different interests and therefore judge organizational effectiveness differently. However, little is known about why a CEO (agent) and a chairman (principal) of a nonprofit organization differ or agree in their assessments of organizational effectiveness. We explore and test through multilevel analysis how differences in judgments of nonprofit effectiveness can be explained by differences in organizational, managerial, and board chair characteristics. Based on the results, several practical recommendations are made regarding the use of governance processes needed to overcome agency problems.

This paper tests the individual-level and household-level human, social, and cultural capital predictors of the frequency of civic engagement (volunteer, political and organisational involvement) among 4,760 youths aged 10 to 15 years in the UK. Initial social class differences in civic engagement disappear after controlling for cultural capital resources. Self-esteem is positively correlated with organisational involvement but negatively so with political activity. Number of friends is positively associated with volunteering and political activity. Cultural capital resources are the most relevant as aesthetic tastes and parental role modelling both positively predict of all three forms of civic engagement.

*Zombie Philanthropy*

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Zombie gifts of money, time and treasure have not been extensively studied, due to definitional and data availability issues. We use a new strategy to obtain prospective longitudinal data on zombie giving over the transition and subsequent deathcourse. Using fixed effect and 2LSLS estimators, we answer five research questions: How does the mode of zombification affect subsequent giving? What is the geographic distribution of zombie giving? Do zombie giving patterns differ across religious denominations? How does zombie giving evolve over the deathcourse? How does tax policy (particularly abolition of the “death tax”) affect zombie giving?