

ARNOVA's Catalog of Current Research

44th Annual Conference

The Dynamic Landscape of Nonprofit Organization & Voluntary Action:

Innovation, Inspiration, and Creativity Across Boundaries

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The 2015 Catalog of Research includes authors and abstract summaries from ARNOVA's 44th Annual Conference; *The Dynamic Landscape of Nonprofit Organization & Voluntary Action: Innovation, Inspiration, and Creativity Across Boundaries*.

Each year ARNOVA gathers more than 800 of the best scholars, researchers and teachers interested in nonprofits, voluntary action, philanthropy and civil society at its Conference. The panoply of presentations, from these scholars and students examining the realm of voluntary / nonprofit / nongovernmental /civil society organizations and action, offers a wide ranging vista – with some significant detail – of the most pressing subjects, topical emphases and methodologies of the latest research in this field. This catalogue is presented for those interested in questions about and developments in philanthropy, fundraising, nonprofit management, voluntary action, social enterprise and civil society, from the local to the international scale.

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

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

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

Shariq Siddiqui
Executive Director
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“Citizen, Customer, Partner” and the Nonprofit Sector: A New Perspective on Nonprofit Financial Portfolios, Management, and Strategic Planning

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Nonprofit benefits theory finds a nonprofit’s sources of income are predicted by the mix of benefits provided. Therefore, nonprofit leaders and revenue development managers must account for clients and stakeholders when determining organizational financial strategy. In order to strategically engage with clients and stakeholders, nonprofit managers must first identify and understand the roles of each within their organization. This paper will combine benefits theory with the citizen, customer, partner framework to create a typology of client and stakeholder roles. Examples from an in-depth case study are used to support the typology.

“Glacial” Declines and Rising Informal Civic “Helping” Behaviors: Volunteering and Neighborhood Engagement from 9/11 Through the Post Great Recession Years

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One might expect the Great Recession and other climatic, historical events would spark an outpouring of volunteerism and other civic actions. The authors pioneered the most rigorous and robust longitudinal dataset created on volunteering and civic behaviors in the United States through the Current Population Survey (CPS). Their preliminary findings reveal that the post 9/11 years represent the peak of volunteering and volunteer hours per capita; formal volunteering remained relatively unchanged during the Great Recession and then declined while informal civic behaviors spiked with a striking amount of that activity occurring from individuals who are not volunteering with an organization.

“It’s Hard to have a Salad Without a Green”: Exploring Financial Capacity in Sport for Development and Peace Organizations

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The purpose of this paper was to explore the financial capacity of Sport for Development and Peace (SDP) nonprofits based in urban settings in the United States. Interviews with 17 executive directors of domestic SDP nonprofits revealed six elements of financial capacity: financial management, fundraising, financial campaigns, grant funding, special events, and other revenue sources. Interestingly, the financial capacity appeared to vary noticeably depending on the type of sport associated with the SDP organization. These findings along with the connections between financial capacity and other capacity dimensions are critically examined and implications for future nonprofit research are also discussed.

“Sex Worker or Victim of Prostitution”: Advocacy Collaborations Among Nonprofits that Represent Individuals in the Sex Trade

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Interorganizational collaboration is a possible solution to inefficiencies plaguing human service nonprofits (HSNPs). Yet research on HSNP collaboration typically focuses on collaboration for reasons of service provision, neglecting to address another important role in enhancing advocacy efforts. Collaborations for advocacy purposes have the potential to improve representation for marginalized populations, yet little is known about how these collaborations work. To address this gap, I interview leaders of advocacy organizations in Chicago that represent individuals in the sex trade and their HSNP collaborators. This qualitative study looks at reasons for collaboration between HSNPs and advocacy organizations, detailing activities on the ground.

"The Missing Middle: Understanding the Effects of Social Enterprise on Nonprofit Performance"

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"The recent financial recession has seen increased poverty, job loss, and homelessness as well as decreased spending. These factors can lead to tensions across a number of sectors and underscore the need for innovation in all sectors. One area of innovation is the social enterprise.

This study seeks to understand the impact of social enterprises on nonprofit organizations. The research proposes using existing data from Guidestar based on nonprofit IRS Long Form 990 as well as surveys from nonprofit organizations throughout Florida to determine financial and social outcomes of organizations using a social enterprise model and analysis via logistic regression."

2-1-1 and 990: Does It All Add Up?

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Past research has focused on the complex relationship between nonprofits and government, with special attention to the nonprofit sector as a provider of social services. Studies investigate the relationship between nonprofit supply and citizen demand for services, using broadly defined demographic characteristics to approximate citizen demand. However, these methods yield an incomplete picture of citizen needs and uncertainty about the ways in which the nonprofit sector responds, or fails to respond, to them. In this research we examine citizen needs and nonprofit response through an analysis of requests for services to a statewide 2-1-1 information and referral system.

40 Years of Nonprofit Collaboration Research: A Review of the Empirical Map

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This presentation reports on a comprehensive systematic review of the nonprofit collaboration literature. Approximately 350 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 collective findings accumulated in 40 years of empirical research, and offer an emerging research model of nonprofit collaboration that considers prior research.

A Bittersweet Paradox: Compassion Satisfaction and Fatigue Among Red Cross Disaster Response Volunteers

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Volunteers form the backbone of an extensive network of voluntary organizations that are centrally involved in emergency management. Volunteer disaster responders are at an elevated risk of developing stress reactions, such as fatigue and post-traumatic stress disorder. We investigate sources of compassion satisfaction and fatigue among volunteer disaster responders with the American Red Cross. In tension with the ability to help victims as a primary source of satisfaction, we find red tape to induce fatigue. We also find support systems are commonly used to cope with fatigue, but need strengthening to improve volunteer experiences and retention.

A Board Without Officers: Folly or Fantastic?

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The vote of each director of a nonprofit membership organization carries the same weight, regardless of additional officer titles, so this study examines the effects on such an association, its general members, and its directors of having a board of directors but no individual officers. This action research effort includes a nine month trial of an "officer-less board" consisting of 15 directors and an executive vice president (this researcher). The board elected from among its ranks an executive committee, determined a schedule of which director presides at which meeting, and encourages members to contact any director regarding association issues.

*A Dynamic Shift Share and Time Series Analysis of Nonprofit
Regional Employment from 2000 to 2012: The Case of Indiana*

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The nonprofit sector is a significant and resilient employer, as demonstrated by national and regional studies. Paid nonprofit employment has grown consistently since the 1970s – even throughout the Great Recession – however, some regions demonstrated more nonprofit job growth than others. Using longitudinal employment data from Indiana, this paper uses a time series and dynamic shift-share analysis to examine the extent and nature of regional patterns of growth and decline in nonprofit employment in key industries. We also explore the effects of regional characteristics, sector shifts, industry mixes, and various interaction effects on these regional patterns of growth and decline.

A Financial Health Index for Achieving Financial Sustainability

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This paper offers a new approach to measuring organizational financial health based on the financial sustainability model. Usable measures of solvency, liquidity, and financial flexibility are presented. Actual data from a human services nonprofit organization are used to illustrate calculation of these measures. These measures are also combined into a numerical financial health index value (Φ). Top managers and board members may use any one or more of these indicators and this single index value to gauge their organization's financial health relative to the next three years of operations. Managers may choose to remedy poor financial health by targeting improvement in individual measures or categories.

*A Heuristic for Generating Social Innovation: What We Can
Learn from the Midwifery Movement*

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The purpose of this article is to provide a heuristic for understanding how using a social innovation lens can help contribute to addressing complex social problems. The article argues that the social innovation lens is a missing gap in current approaches to social justice, social economy and social change research. The author uses the midwifery movement as both a contemporary and historical example of how social innovation emerges and consequently what we can learn from it. The objective of the paper is to begin an informed conversation around how can begin to have clear approaches to creating the preconditions for social innovation.

A Legal View of the Volunteer-Organization Relationship

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Charitable volunteers can sue and be sued, can discriminate and be discriminated against, and can hurt themselves or others. In each context, the law has developed an ambiguous set of considerations for deciding the viability of the claim and who should be held responsible. Drawing on an analysis of legislation, regulatory guidance, and judicial precedent, this piece explores the linkage between organizational control and volunteer immunity, organizational liability, and volunteer coverage under employee protection laws such as anti-discrimination prohibitions.

*A Meta-Analysis of the Impact of Government Grants on
Private Donations*

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This paper conducts a meta-analysis of the impact of government grants on private donations to nonprofit organizations: whether government funding would leverage or displace private donations. Using a sample of 60 original studies with 637 effect sizes, this study finds a slight but positive correlation between government grants and private donations. In addition, this study demonstrates, through meta-regression, that inclusion of organizational age as a control, nonprofit subsector variation, longitudinal data structure, and endogeneity correction help explain the effect size heterogeneity within and across original studies. The findings have managerial implications for nonprofit organizations.

A New Way to Measure Latent Constructs in Nonprofit Surveys

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Latent constructs are those that measure unobservable characteristics. This study offers a new way to measure these characteristics. Using Item Response Theory this study develops a measure of political ideology among leaders in nonprofit social welfare organizations. Political ideology is a complex construct that may also be of use to scholars seeking to understand the role of personal characteristics of leaders as determinants of policy or organizational outcomes, and can also be used to measure a variety of other constructs that may be difficult to measure, opening up new lines of inquiry for those who study nonprofit organizations.

A Quasi-Experiment of Revenue Diversification and Expenditures Following Uniform Prudent Management of Institutional Funds Act Adoption

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The Uniform Prudent Management of Institutional Funds Act (UPMIFA) significantly altered the financial governance of non-profit organizations (NPO) by granting investment managers greater discretion in portfolio allocation, cost management, and fund expenditures. Given that all states except Pennsylvania adopted UPMIFA from 2007 through 2012, a quasi-experiment on a national panel of the NCCS Core data is proposed to test the effects of this legal framework on revenue diversification and cost management. This initial attempt at rigorously quantifying the effects of UPMIFA serves as a complement to the legal and financial consulting literature regarding NPO conformity with UPMIFA.

A Social Constructivist Approach to Non-Western Perceptions of International Volunteers

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Despite the unseen expansion of volunteers participating in international voluntary service, there has been a one-sided Western research focus on the volunteers. Adopting a social-constructivist approach, this paper aims to present a non-Western interpretation by including the views of the host community. Fieldwork conducted between January and April 2014 in a village in Mexico provided us with new insights. We acknowledge multiple perceptions the host community has of the international volunteers. We reflect these findings by questioning the concept of (international) volunteering in a non-Western context and argue for a more contextual, multiple understanding of volunteering.

A Spatial Evaluation of a Polycentric System of Human Services

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Polycentricity is an old, unfashionable concept that explores the value in messy, and seemingly inefficient governance systems. I argue that our system of human service production is polycentric at its core. In a polycentric system of human services, which communities are able to access services from financially-healthy organizations and which are facing services from resource-poor organizations? This analysis considers access to services for employment services (NTEE Code J) in three metropolitan regions: Indianapolis, Kansas City, and Milwaukee. The results indicate that the polycentric system of employment services in these three cities fundamentally impacts communities of low SES status.

A Structural Equation Model of Nonprofit Board Performance

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This paper presents a structural equation analysis of board characteristics, processes and performance outcomes. The use of a large national dataset (N=1585) of member-serving organizations and a sophisticated methodology produces a clearer picture of the relationship between board structure and board performance compared to past research. The framework of a contextual logic model tests board performance as an outcome that is contingent on the organization's internal and external environment. This approach emphasizes the comparative dimensions of governance such as how board performance varies by tax status, size, sector, industry growth, culture and dynamics, board practices, and staff support.

*A Study of Leaders' Characteristics at Entrepreneurial
Nonprofit Arts and Cultural Organizations*

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Nonprofit arts and culture organizations need to generate more program revenues because donative financing and grants are no longer sufficient (or a predictable source of income) to maintain high quality programming. Arts and culture organizations, therefore, increasingly need to be entrepreneurial to generate additional program revenue which can help maintain, sustain and/or improve quality of program offerings. However, we have limited understanding of the leaders managing arts and cultural organizations. In this study we examine whether the founder status, the educational background, the professional background and the executive clout of the executive director/chief executive officer influences the organizations' entrepreneurial orientation.

*A Systematic Literature Review of Leadership Within Civic
Engagement Organizations*

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Board and executive director leadership is integral to the participatory processes and representative practices of civic engagement organizations. Yet, there has been no systematic review of literature concerning leadership within civic engagement organizations. The purpose of this systematic literature review is to examine and synthesize empirical studies conducted between 2000 and 2015 in the United States regarding the leadership of civic engagement organizations using Garrard's Matrix Method. This paper presents the results of a systematic literature review of current civic engagement leadership studies to illuminate conceptual themes and articulate conclusions and implications for future research.

*A Theory of Everyone: S-Theory as a Comprehensive,
Interdisciplinary, Paradigm for Explaining Human Behavior
Applied to Explaining Volunteering in Russia*

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S-Theory (Synanthrometrics), developed by Smith (2015), is a recent, general theory of human behavior that integrates insights from many socio-behavioral science and biological science academic disciplines, and also voluntaristics (Smith 2013) as an interdisciplinary field. S-Theory has been tested for the first time in survey research on a random, representative, national sample of 2,000 adults in Russia, over-sampling volunteers and examining Total Volunteering (combining formal and informal volunteering) as the Dependent Variable. Stepwise OLS Multiple Regression Analysis showed that the 10 top influences on Volunteering testing S-Theory explained an adjusted R2 of .61.

Accountable NGO Websites. Developing a Template

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This paper develops a template for accountable and transparent websites by surveying a large number of NGO websites using a charity rating tool like <http://goodintents.org/the-charity-rater> and developing criteria that go beyond financial management to include evidence of effective assessment and correction by NGOs. Our survey is based on the Global Reporting Initiative that focuses on rating the sustainability of organizations (<https://www.globalreporting.org/Pages/default.aspx>). We have undertaken this work in support of an African NGO that seeks to do fundraising in the U.S. and Europe. We hope to help them develop a website that conveys accountability, transparency, and a commitment to community sustainability.

*Accounting for the Multiple Dimensions of Government /
Nonprofit Relationships*

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Many typologies of government / nonprofit relationships organisations have been advanced. While useful, typologies are, at best, a stage on the way towards fully-developed theories (Weick 1995). The first step to move beyond mere classification, and towards measurement, is to identify the constructs underlying the typologies (Doty and Glick 1994). This paper advances our understanding of government / nonprofit relationships by identifying the constructs which underpin extant typologies of these relationships, and then extending these constructs with reference to broader research on nonprofits partnerships. A step by step process of moving from constructs to variables to testable theory is advanced.

Acquiring Philanthropic Revenue in Non-Profit Arts Organizations in Québec: Evolving Values, Organizational Change and Learning

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As a qualitative comparative case study examined over time, this research looks at the influence of newly acquired philanthropic revenue in the non-profit arts in Québec, providing insights about organizational learning through negotiation of opposing logics. Newly required by government funders, fundraising is resisted by artists due to perceived influences that may occur through power relationships. However, trusted partnership from an individual board member or executive director blurs the logics and enables gradual change and revenue growth while respecting the artistic identity and processes. Other board roles are gradually introduced after fundraising practices are established.

Action Aid's Internationalization Process in the Context of Emerging Rights Based Approaches to Development

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The last two decades saw the rise of rights-based approaches (RBA) to development amongst nongovernmental (NGO) and international organizations, bridging the sustainable development and human rights sectors. During this time, ActionAid shifted from its origins as a United Kingdom based child sponsorship NGO to a South Africa headquartered coalition focused on rights of the impoverished. This case study traces the history of ActionAid's internationalization process and its relationship to the broader shift toward RBA, in order to gain understanding about how dynamics of transformational change occur in nonprofits, and how these relate to broader sector-wide shifts.

Advancing Public Policy Through Third Sector Research

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Recently, ARNOVA has increased its institutional commitment to advance public policy. Evidence includes recent Symposiums held and reports issued on public policy (ARNOVA 2011; 2011b). ARNOVA's commitment to this priority is apparent with its continuation this year by sponsoring the Fourth Symposium on Public Policy.

This paper will further the effort to advance public policy through third sector research and builds on recent efforts by Guo & Saxton (2010) and Corbett (2011b). This will be accomplished by identifying various complex challenges faced and how they may be addressed, or avoided, through actions taken at researcher, research organization and sector levels.

Advancing the Arts Through Postsecondary Institutions: Understanding the Impacts of Higher Education's Arts Building Boom on the Nonprofit Arts Sector

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This research sheds light on the motivations of administrators at postsecondary institutions supporting the performing arts in a resource-scarce environment. Framed by resource dependency theory, evidence suggests that postsecondary institutions invest in the co-curricular arts to capitalize on and acquire resources, including image and prestige, and to fulfill their service missions. The participation of postsecondary institutions in the arts landscape has financial and decision-making implications for nonprofit arts organizations and university administrators, specifically, that postsecondary institutions are a solution to problems facing arts organizations seeking new models of operation in a resource-scarce climate.

Altruism, Warm Glow, And Generosity: A National Experiment

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In a symbiosis between work from economics and social psychology, a field experiment using a nationally representative sample is conducted to answer one of the most fundamental questions in the science of philanthropy: To what extent does altruism (versus warm glow) influence donations to charity? Using real money and a specific charity, we study to what extent different levels of 'giving by others' influences private giving (crowding out), to what extent inducing empathy and the moral principle of care increase giving and whether these inductions affect altruism and warm glow motivations for giving and hence the level of crowding out.

American Foundations and the Development of Higher Education in Africa

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U.S. foundations have been involved extensively with African universities and higher education networks, some for almost a century. Similarly they have had to deal with issues of legitimacy, ownership and Westernization from the beginning. This paper introduces philanthropic foundations and higher education in Africa. It offers an historical perspective on foundations & the institutionalization of higher education in the U.S. and on the African continent.

AmeriCorps National Service – Assessing the Service Experience of Members and Alumni Outcomes

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AmeriCorps national service programs engage more than 75,000 Americans each year in service. AmeriCorps also seeks to create empowered citizens who will be more civically engaged and work to strengthen their communities. The Member Exit Survey was revised in 2015 to align with a newly-developed member theory of change. The Alumni Outcomes Survey, administered in 2015, is designed to gather data on the experiences of former national service members and assess whether or not they continue to be civically engaged and choose service-oriented careers. This presentation will share findings from both the new member exit survey and the alumni survey.

An Adaptive Business Model for Community Foundation Resilienc

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The U.S. community foundation sector is celebrating its 100th anniversary. These place-based organizations manage approximately \$58 billion of charitable assets among 700+ community foundations. Historically, community foundations were valued for their unique legal structure and charitable purpose to receive, manage, and invest tax-deductible dollars from individuals. Due to market competition from financial institutions, technological innovation, availability of information, and growing awareness of community needs and social causes, the existing business model of community foundations is threatened. The purpose of this research is to present a qualitative, case study of four community foundations that successfully adapted to become community leaders in philanthropy and positive social change.

An Examination of Nonprofit Lobbying Research: Data, Definitions, and Directions for Future Study

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In this study I supplement, and refine, existing lobbying research by combining IRS Form 990 data with a new source: North Carolina Secretary of State data which details all lobbying activity in the State, including information about lobbyists, nonprofit organizations that employ lobbyists, and the policy areas in which lobbyists engage in this activity. I examine several organizational and contextual factors that influence nonprofit lobbying expenses and h-election adoption, and extend our knowledge by analyzing areas new to the literature, including lobbying compensation and the organizational choice to employ in-house versus hired professionals as lobbyists.

An Examination of Transnational Multiparty Collaboration Performance

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The complexities of global business and the need for rapid, effective responses to problems that cross borders and span cultures demand an understanding of why transnational multiparty collaborations have failed and why they have succeeded. This paper summarizes the findings from interviews of members of the Arctic Economic Council on factors that might explain the success of failure of transnational collaborations. It is our hope that this research will provide a way forward for government agencies and non-profits, working together across borders and cultures, to develop collaborative solutions for more effective delivery of economic and infrastructure development.

An Exploration of Church Indebtedness in the United States

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Church borrowing is a controversial topic. Although some people strongly oppose church borrowing, it has become a common practice that churches use debt to fund capital projects and infrastructure. Due to lack of transparency, church finance is an opaque world to the public and there is no empirical study on church indebtedness. This study uses a unique dataset that includes detailed financial information of all United Methodist churches in the United States. Findings from this study provides an overall picture of church indebtedness in the United States, as well as factors that determine a church's dependence on debt.

An Exploratory Study of NPO Fiduciary Investment Policy

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To study the role of the investment policy statement in non-profit financial governance, the NC State University Institute for Nonprofits, in partnership with ClearView Fiduciary Alliance, released an electronic pilot survey with over 20 questions to 470 representative foundations, endowments, and other non-profits in North Carolina. We offer an exploratory study which includes a discussion of the survey instrument, construction of an index of investment policy statement composition and risk attitudes, and an ordered probit regression with fixed effects to assess the determinants of the probability of changes to the investment policy statement.

An Institutional Innovation in Developing Inner-City Businesses: Implementing the Cluster Approach through Social Ventures

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This article sketches policy amplifications on cluster approach implemented by the third sector as an economic developing strategy targeting inner-city based businesses growth. The aim is to explore social ventures' role in fostering sectoral labor and market relationships and cultivating implicit norms within the cluster. Being better equipped with local resources, social ventures spawn and sustain businesses by forging vertical and horizontal business and institution ties and connecting businesses with funding sources. As such, social sector not only accelerates information flows and elicits a conducive environment for institutional innovations but also perpetuates integration of an inner-city economy into regional economy.

Antecedents and Dimensions of Volunteer Performance – What do We Already Know and What's Still to be Learned?

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For most NPOs the efficient placement and deployment of volunteers is crucial for their organizational success. Yet, dimensions of volunteer performance – as the aggregated value of the activities volunteers contribute to the organizational goal accomplishment – and associated antecedents have not been analyzed systematically in scientific research yet. This paper focuses on (nonprofit) management literature to fill this gap by systematically reviewing studies on volunteer performance: Drawing from AMO theory antecedents are categorized; dimensions are classified following the goal attainment and the systems approach distinguishing input, transformation, output and outcome dimensions. An instructive research agenda is generated. Managerial implications are discussed.

Are Donors Myopic or Foresighted and Risk Averse or Risk Loving?: A Study of Preference Heterogeneity and Prosocial Spending

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As fundraising device and method have become more various and been widely facilitated, there are some other hidden determinant factors of giving which are unclear and unrevealed in evidence-based studies. Assumed that donation is considered as a prosocial spending toward future society/generation, this paper looks into the impact of economic preferences on charitable and prosocial behavior. Using a cross-country micro panel data, time discounting and risk aversion are particularly examined, and more empirically robust and robust analysis is carried out. The paper also attempts to compare the impact of those preferences on prosocial behavior between Japan and United States.

Are Fundraising Conversations Different for Organizations Serving Marginalized Populations? Applying Goffman's Ideas of Stigma to Analyze Decisions of Fundraising Communications

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Charitable fundraisers balance the interests of a nonprofit organization, its prospective donors, and its beneficiaries. Donors tend to prefer charities with beneficiaries perceived as being similar to themselves. Individuals in marginalized populations, potentially beneficiaries of a nonprofit, experience diminished social acceptance. Communicating across those interests requires a high degree of social aptitude. How does the marginalization of a beneficiary population affect the choices made by fundraisers in crafting communications with potential donors? Using a case study approach, this paper explores fundraisers' decision making processes and analyzes the communicative results, applying insights drawn from Goffman's observations of social identity and interaction.

Are We Where We Need to Be? Assessing the Relationship between AmeriCorps Grantees and Community Need

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As a place-based program, organizations applying for AmeriCorps funding must demonstrate that their programs address a specific need in their community. This study identified the relationship between indicators of economic, educational, and health needs with the presence of AmeriCorps grants, the first systematic study of this type. Using data from ACS, HRSA, and other sources, we used spatial auto-logistic regression models and controlled for various community factors. In general, the location of AmeriCorps grantees have a moderate alignment with economic and educational need, but are poorly aligned with health needs. Implications for AmeriCorps and other federal grant programs are discussed.

As You Sow, so Shall You Reap? Evaluating if Targeted Financial Capacity-Building Improves Nonprofit Financial Health

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Foundations' capacity-building grant programs are intended to bolster performance and outcomes for their nonprofit grantees. Yet with few outcome evaluations of such programs, we have limited understanding if these capacity-building efforts achieve their intended result. This research project evaluates 10 years of data for one foundation's capacity-building grant program to understand if targeted capacity-building for financial management and development contributes to nonprofit financial efficiency and health. The analysis examines the management-performance link in this context and informs sector leaders who dedicate resources to capacity-building programs about the outcomes of these efforts.

Assessing Collaborative Leadership of Nonprofit Managers and Leaders in the Rural Recidivism Reduction Program in Southeast Ohio

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This paper examines the roles and behaviors of nonprofit leaders and managers in the formation, maintenance and management of community networks aimed at reducing rural recidivism in Southeast Ohio.

Assessing Partnerships among Food Bank Agencies in the USA

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The paper reports on initial results from a multi-faceted research project carried out with a major food bank in the USA. It involves independent data collection and qualitative analysis of a sample of agency partners working with a major food bank. Specific interest is placed upon the partners' perceptions of the food bank's operations and value. Using textual analysis of interview data, a number of themes were identified that illuminated the functioning of the network of partnerships in combating food insecurity.

Assessing the Evolutionary Structure of Social Media Network: Social Media Use, Keywords, and Influential Stakeholders

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This study seeks to understand how social media is used over time by a community network associated with the implementation of federal homeless policy in the U.S. Drawing on previous social media research, longitudinal data from 2009 to 2013 was gathered from the Facebook page of a homeless network in the Dallas Metropolitan Area and the case was analyzed using social network analysis methods. Results indicate that the homeless network tends to use social media to raise awareness of homelessness issues and the structure of the social media network tends to evolve into a set of reciprocal interactions among stakeholders.

Assessing the Impact of Alternative Leadership Aspects on Nonprofit Organizational Effectiveness: The Case of the Greek Nonprofit Sector

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The present study empirically investigates the relationships among certain leadership behaviors, leadership effectiveness, nonprofit leadership brand, and organizational effectiveness in the Greek nonprofit sector. The results of this study indicate that strategic leadership behavior of nonprofit executives is positively related to leadership effectiveness, nonprofit leadership brand, and organizational effectiveness, while transactional leadership is positively related to nonprofit leadership brand and organizational effectiveness. Surprisingly, transformational leadership is positively related only to leadership effectiveness. At the same time, leadership effectiveness of nonprofit executives' leadership behaviors and nonprofit leadership brand are positively related to organizational effectiveness in the Greek nonprofit sector.

At the Annex of Service and Higher Education: A Multidisciplinary Assessment of the Role of Service Learning

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Competency-based learning has received significant political attention- from courses to degree programs centered on this concept. The discourse is fueled by renewed discussion on students' ability to "master of skills" in college. As strategies in teaching, learning, and higher education continue to evolve, we argue that service learning, plays a critical role in this shift to competency-based learning. We conduct interviews with instructors and students in a wide array of academic disciplines, as well as organizational leaders in various industry sectors. Sampling diversity helps capture the range of perspectives around service learning and competency development that emerge in different fields.

At the Intersection: Governance, Collaboration and Engagement in Developing Countries

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In this paper, we study interactions as the operational government level shifts from central to local, where local governments and other local actors mainly NGOs interact. Using Lebanon as a pilot study and relying on field research and secondary data, we seek answers to the following research questions: What is the nature of the relationships that exist between local governments and NGOs? and Do the relationships follow the exchange pattern suggested by theorists, or is the pattern different?

At Which Level We Trust: A Cross-Level Study on the Public's Trust in Nonprofit Brands

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This study analyze nonprofit organizations that are less well-known by the general public. The purpose of this research is to find out, which determinants are most important that less-known organizations increase fundraising success and at the same time can strengthen their brand. Starting on results of a large-scale quantitative study on brand awareness in Germany, a few nonprofit organizations with low brand awareness but high fundraising success were identified. This study goes one step further and conducts in-depth-interviews with managers and stakeholders for each of these NPOs to further explore the determinants that leverage brand and fundraising success.

***Balancing Donor Priorities and the Civil Society Function:
A Challenge for Modern International Volunteer
Cooperation Organizations***

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This paper unpacks the argument that results-based management from donors has driven international volunteer cooperation organizations (IVCOs) to focus their agendas away from their “civil society function” towards a primary “service-delivery function”. The paper reviews 32 published studies, 106 internal IVCO reports, and 14 interview summaries. Findings indicate that IVCOs may have a comparative advantage over other state and market actors. However, they challenge the assumption that IVCOs are fulfilling their civil society function. Questions focus on how IVCOs can balance donor priorities while still maintaining integrity as non-governmental actors, and as a counterbalancing force against powerful state interests.

***Balancing-Acts: Organizational Aspects of Protest
Movements – the Spanish Case***

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Based on qualitative empirical research, the paper will discuss organizational forms of the Spanish protest movement, which started in May 2011 and since then lead to a massive increase in civil society activism, going along with the creation of new and the strengthening of yet existing movement organizations. It will analyse their specific features as well as success-factors and tensions. A focus is being laid on ways of organizing effectively without hierarchical structures and thus enabling both participation and professionalism, on experimentation with (decision)structures, and on creative ways of coping with the fast growth of many of the movement-organizations.

***Best Practices for Managing Nonprofits Co-Located
Together Under One Roof: Content Analysis of a Relevant
List-Serve***

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Nearly 400 multi-tenant nonprofit center buildings now exist across the US and Canada wherein multiple nonprofits are co-located under one roof on a site with some shared services provided. Previous research has shown these innovative centers to be cost-effective and desired by nonprofit tenants. However, little is formally published about the current best practices in their establishment and management. This paper presents analysis, categorization, and summation of the last three years of Q & A content on the Nonprofit Centers Network’s list-serve to find out the best practice recommendations of such sites’ managers. (95 words)

***Beyond Generosity: Using Developmental Theory to
Understand Donors’ Thinking Processes***

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While scholars have used many theories and frameworks to make sense of human variation in giving, the insights of contemporary developmental psychology have rarely been applied. This four-phased, mixed-methods study used contemporary theories of developmental psychology to empirically assess donors’ developmental levels and, then, compare those data with data about giving practices. In all cases, donors’ development levels were related to their thinking processes about charitable giving. In particular, this phenomena was related to the structure of donors’ convictions about philanthropic work and to their expression of empathy toward nonprofit staff, clients, and fellow donors.

***Beyond Total Empiricism: Toward a Critique of
Consensual Definitions of the Third Sector***

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This paper argues the “new consensus definition of the third sector” advanced by the Third Sector Impact project fails to sufficiently problematize the concept of a “consensus definition.” We begin with a broad overview of the trend towards simplification of philanthropic and voluntary action. We then draw on critical theory and Herbert Marcuse’s concept of one-dimensional thought to demonstrate the politics of this form of knowledge production. We conclude by suggesting critical thinking—challenging current discourses and structures rather than defining or counting them—ought to serve as a basis for envisioning alternative futures and understanding philanthropic and voluntary action.

Board of Directors and Innovation in Nonprofit Organizations Model: Preliminary Evidence from Nonprofit Organizations in Developing Countries

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Innovation is critical for nonprofit organizations' effective response to changing environmental conditions. While the board of directors is in a position to facilitate the development of such capacity, theoretical and empirical literature on this link is very limited and originates primarily in developed world countries, limiting its generalizability and usefulness to other national contexts. The author of this presentation explored potential usefulness of a Western conceptual model – Board of directors and innovation in nonprofit organizations (Jaskyte, 2012) to other contexts by providing preliminary empirical evidence for the links presented in the model from nonprofit organizations in three developing countries.

Board Volunteer Social Capital In Grassroots Associations

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Community sport organizations rely extensively on volunteers who work closely together and may generate social capital that is further mobilized to achieve an organization's goals. The two-fold purpose of this study was: (1) to explore the nature and development of social capital among board volunteers in community sport organizations; (2) to determine the conditions that influence the development of intra-organizational social capital and its contribution to individual, group, and organizational performance. Through interviews with volunteer board members, the study reveals multiple forms of social capital generated as a result of relationships with other volunteers.

Boundary Spanning at the Bottom of the Pyramid: A Mixed Methods Study

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Building on the extant literature, we argue that international experience, learning, and social networks are important to the success of boundary spanning activities by volunteers across international borders. Using a sequential, explanatory mixed methods design, we test our hypotheses with a unique sample of 151 boundary spanning activities at the bottom of the pyramid. Our quantitative analysis unexpectedly resulted in mixed support for our hypotheses. To make sense of these results, we conducted a qualitative analysis of narrative accounts written by these boundary spanners and discovered the following themes: making the adjustment, the importance of sensemaking, and support during difficulties.

Breaking Down the Construct of Capacity: Perspectives from Emergency Food Providers

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Cohesively defining capacity because it is abstract is a challenge in the literature. Through 15-20 semi-structured interviews with program coordinators of emergency food programs, this study will analyze program coordinators' definitions to determine how different theories, often utilized in the organizational effectiveness literature, inform capacity definitions. Themes will be analyzed to determine if practitioners primarily rely upon the goal attainment model, the systems resource model or institutional theory as theoretical underpinnings to understand capacity in their work. This study will also demonstrate the construct similarities between effectiveness and capacity and encourage the expansion of the effectiveness theoretical base to capacity.

Bridging and Bonding Logics of Migrant Worker Associations: The Case of Filipino Community Organizations in Israel

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We present an emerging form of grassroots organizations: the migrant worker association. We map and identify key characteristics of these associations using a case study of grassroots Filipino migrant worker organizations in Israel. The paper will offer a definition of migrant worker associations, map the types of organizations active in the Filipino community in Israel, and focus on two key strands of their activity: provision of social, cultural, and welfare services to its members as reflection of bonding social logic, and engagement in advocacy and lobbying efforts to improve human rights and working conditions as bridging social logic.

Bridging Cultures: Nonprofit and Emergency Management Agency Relationships During Disaster Response and Recovery

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To what extent does a focusing event, such as a natural disaster, facilitate rapid cooperation between the nonprofit and emergency management sectors? We examine this question using interviews and survey data from nonprofit organizations that responded after a series of storms devastated much of Central Oklahoma in May 2013. The data suggests that the cultural differences between emergency management agencies and nonprofit organizations is a potentially large barrier to cooperation after a disaster; however, we find that nonprofits with disaster response experience can be a bridge between the two sectors facilitating better communication and more efficient recovery activities.

Bringing Giving Home: Community Level Philanthropic Practice in Maputo, Mozambique

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This paper will critique the state of the study of African philanthropy, and will explore need for further academic research in this area. Scholars have paid close attention to the shifting geography of international aid, but not the dynamics at work at the community level. Fewer than ten studies exist on philanthropy or assistance in Africa, making it difficult to glean lessons about the social and financial capital that already exist. This analysis seeks to expand boundaries of the discourse, as well as glean lessons from the assumptions scholars make about responsibility and senses of responsibility in the developing world.

Bringing Nonprofits to the Collaborative Table: An Assessment of Nonprofit Resource Contribution and Mission Alignment in Interorganizational Public Health Networks

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Given the complexity of today's social and political dilemmas, a common method of program and policy implementation is surfacing in the form of interorganizational goal-directed networks. This paper applies the "Core Dimensions of Connectivity" theory to analyze how the increasing inclusion of nonprofit organizations in public health goal-directed interorganizational networks is associated with goal achievement. Specifically, variables were analyzed in relation to outcomes in 177 public health goal-directed networks to understand how organizations from the nonprofit sector collaborate with public and private agencies. The findings indicate that significant differences in resource contributions and perceptions of mission alignment exist across sectors.

Building Capacity in Nonprofit Boards: Learning from Board Self Assessments

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This study reports on board member evaluations of their individual and collective participation in the governance process as well as a retrospective analysis of what was learned through an assessment process undertaken to inform decision making and build capacity at both the board and organizational level. BoardSource supplied self-assessment data for more than 400 nonprofit boards. Additionally follow-up interviews were done with a small sub-section of that group to learn more about the ways in which self-assessment influenced organizational effectiveness or provided a context in which to discuss opportunities and challenges.

Building Community: The Characteristics of America's Most Civic Cities

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A tremendous amount is known about individual civic and political participation. Those who participate are more educated, more affluent and easier to mobilize. Yet, the social value of participation lies not in its individual impact but in democratically meaningful units such as local governments. Little is known about why some communities display vibrant patterns of participation while others are characterized by disengagement. This paper furthers this understanding by examining what corporate, political and nonprofit leaders in 10 America's cities see as fostering their civic life.

***Building Global Civil Society in a Time of Nationalism:
Philanthropic Foundations in Interwar Europe***

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The study investigates the nationalist goals of internationalism and transnational civil society in Europe in the late 1920s and early 1930s. Through the examples of the Gustav Stresemann Memorial Foundation and the New Commonwealth Institute, the author points to the tensions between nationalist goals and transnational cooperative endeavors and argues that German cultural and political elites used internationalism to reestablish Germany's status in the international community. The study thus uses comparative as well as historical methods to inform today's debate on the role of civil society and citizenship in a globalized world.

***Business Models of Social Entrepreneurial Organizations:
Typology***

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Business model helps to understand the logic of unique ways for an organization to create value and serve as a blueprint for implementing strategy. The aim of the paper is to present and discuss a typology of business models used by social entrepreneurial organizations. The business model constructs and indicators are defined through analysis of existing literature and investigation of business plans of social entrepreneurial organizations in Russian context. The research will contribute to the development of the theoretical foundations of social entrepreneurship revealing the types of business models used by social entrepreneurs.

***Calculating the Impact of Mission on Revenue Structure:
Insights from the Affordable Housing Subsector***

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The benefits theory of nonprofit finance postulates that a nonprofit's revenue streams stem from the nature of the goods and services it provides. It has been used to test the impact of mission on revenue structure, but much of that empirical work has been criticized for failing to adequately capture mission. This study analyzes organizational mission statements from housing nonprofits in 26 states to calculate the "benefits mix formula". Using three years of pooled financial data for those organizations to calculate the dependent variables, the study tests whether the "benefits mix formula" accurately predicts an organization's revenue structure.

***Can Educational Assignments Help Improve the Impact of
B-Corporations?***

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Business students are often tasked with applying knowledge/skills to real life conditions – but what do such occasional projects actually change? This paper proposes to investigate whether the impact of 11-16 local/domestic B-Corporations was improved due to implementation of action plans designed by foreign undergraduate students. Via interviews and comparison of B Impact Assessment scores, the researcher aims to produce a measurement, mostly qualitative, of what action plan outcomes existed after 1, 6 and 12 months – thus providing initial insights regarding how academic assignments can make a difference to the reality of B-Corporations.

***Can Nonprofits Innovate to Lead a Movement for
Economic Justice?***

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How do nonprofits innovate to integrate community organizing into their traditional work? Some studies suggest beliefs and values of different strategies hinder integration while others find they can be used effectively like tools. I draw on ethnographic and interview data to compare and attempts at integrating charity and community organizing in a social services agency. I find that beliefs and values come from experience. People with experiences of multiple strategies are more willing to innovate. Then, the structure of teams and availability of resources facilitates trials. I suggest nonprofits seeking innovation use experiences of trials to update beliefs and values akin to the scientific method.

Capacity and Mission Fulfillment in Grassroots Nonprofit Organizations: Perspectives from Emergency Food Providers

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Scholars generally agree that capacity influences mission fulfillment in nonprofit organizations, but research challenges include understanding how this occurs. This study will advance the use of meals-served data to systematically evaluate how capacity contributes to mission fulfillment. Since New York State is the only state to collect information on the number of meals served in emergency food programs, this provides a unique dependent variable to evaluate how capacity influences program outputs. Further, 15-20 in-depth qualitative interviews will allow for practitioner perspectives to expand upon the empirical evidence on how capacity helps or hinders mission fulfillment in this mixed methods approach.

Capacity and Performance in Public and Nonprofit Organizations: Propositions from the Literature

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This theoretical paper asks the question: to what extent can understanding different theoretical perspectives on capacity provide insight to understanding organizational capacity and its relationship with organizational outputs? Three perspectives on capacity are advanced: the external lens, the internal lens, and the adaptive lens. Based on these understandings of capacity, propositions are developed for future research. The author argues that a more integrative and theoretical examination of capacity is required to understand what capacity is and how it connects with other important theoretical concepts about how public and nonprofit organizations work.

Capital Campaigns and Competition for Donations among Arts Organizations

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Despite their relative size, very few studies investigate capital campaigns among nonprofit organizations. As part of a larger project, this paper investigates the impact of these campaigns on contributions to other nonprofits within the same geographic area. We draw on organizational ecology in order to develop expectations related to this research question, which we test in an analysis of contributions to 165 arts organizations spread across 5 cities in which another arts related nonprofit conducted a major capital campaign between 1989 and 2012.

Career Success of Underrepresented Minority Groups

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This study examines the impact of individual experiences on the career success of underrepresented minorities, concentrating on the transition from college to career. In contrast to previous research, the focus is on individuals' own definitions of career success. The study is based on intensive, phenomenological interviews with 40 college graduates, with a comparative analysis of nonprofit and for-profit employees. The research investigates education, transition to workforce, and diversity experiences as determinants of career success, in order to enhance theory for understanding, predicting and facilitating minorities' career success and organizational contributions.

CEO Compensation: From The Insider's Point Of View

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Interest in CEO compensation has been on the rise in the nonprofit sector with the emergence of charity watchdogs such as Charity Navigator and Guidestar. However, most of the literature has given attention to overhead ratios rather than CEO compensation. Little attention has been given to the views of insiders of the organization on CEO compensation even though excessive CEO compensation may have a negative effect on employee motivation. With a sample of 906 nonprofit finance professionals, this study seeks to help fill this gap in the literature by empirically examining nonprofit finance professionals' perceptions of executive compensation.

Changes in the Determinants of Participation and Time Use on Volunteering from 1993 to 2012 in Denmark

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Like other Western countries Denmark has in the last decades experienced changes in socio-economic conditions, e.g. rising educational levels, as well as cultural changes towards individualization and reflexivity. Arguably, such transformations can change both the level and the nature of volunteering. The purpose of this paper is to empirically investigate whether key determinants of volunteering have changed in relative importance for participation and time use on volunteering in the period from 1993-2012. We focus on socio-economic factors, i.e. education, labor market position, work hours, and degree of urbanization, and individualization and reflexivity measured as looser attachment to voluntary associations.

Charitable Giving and Civicness in a Universal Welfare State – Findings from Sweden

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Civicness is defined in the national context, according to Social Origins Theory. This paper will show how the specific national context of Sweden shapes and defines charitable giving as an act of civicness. How do we understand charitable giving as an act of civicness in a universal welfare state, such as Sweden? The answer to this question will be provided through an analysis of an extensive study of civic participation carried out nationwide in Sweden in 2014. One of the main findings is that Swedes consider giving to be a civic activity unrelated to the welfare state.

Charitable Giving by State: New Methods and Measures for Geographic Giving Relative to Income

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This paper (1) evaluates existing indices ranking geographic areas on their relative level of charitable giving, and (2) presents a more accurate set of rankings based on a more valid research methodology. A major problem with current state comparisons is using household gross income as a measure of capacity to give. This leads to incorrect comparisons and invalid implications unless substantial geographic differences in tax burden and cost of living are taken into account, as we do here. Our more precise methodology has stunning implications for research validity and for the veracity of the conclusions we impart to the public.

Charitable Giving of the Wealthy

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This paper analyzes the relationships between wealth, realized capital income, and charitable giving. The paper uses Statistics of Income Division of the Internal Revenue Service data to link giving in life between 2002 and 2006 and charitable bequests on the estate tax return from 2007 for decedents based on net worth. The top wealth holders give a greater share of their income through their estate during their final years of life, and charitable bequests are a greater portion of their estates, than those with less wealth?

Charity Law, Fundraising and Donations: Organizational Level Correlates in The Netherlands

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We explore how fundraising by cultural nonprofit organizations and giving in the Netherlands changed after a charity law reform enhancing the deductibility of donations and the freedom for organizations to earn commercial income. Results from two surveys among High Net Worth individuals ($n \approx 1,300$) show that cultural nonprofits received a larger share of total giving in 2013 than in 2011 from a larger proportion of donors. New data from a survey among a large sample ($n \approx 1,500$) of cultural nonprofits will show how fundraising and sales activities depend on the organizational capacity of cultural nonprofits.

Chinese Foundations: Institutional Factors, Funding Behavior & Future Capacity

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Philanthropy has exploded in China in recent years as a promising area to fill the gap between extant societal problems and government's ability to address them. Although growing, the philanthropic sector's development suffers from a challenging regulatory environment, insufficient capacity and internal governance of nonprofits, and lack of trust within and across sectors. Hence, understanding the role and institutionalization of Chinese foundations is critical. This empirical study investigates Chinese foundations' relationship between organizational and management characteristics and their grantmaking activities, using a comprehensive national data set, supplemented by expert interviews. Results pose significant areas for technical assistance and policy reform.

Civic Engagement, Inequality, and Economic Mobility: Trends from 2001-2011

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While economic mobility has stalled for many households in the United States, little is known about the ways participation in civic engagement activities may influence economic mobility. This paper uses data from the Panel Study of Income Dynamics (PSID) to examine the relationship between civic engagement, inequality, and economic mobility from 2001 to 2011.

Civil Society and Fatherhood in the Borderlands: Promoting Active Fathers in Northwestern Russia

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In this paper Russian "daddy-schools" are studied as cases of social activism connected to the borderlands between civil society, the state and the family, through their ambition to encourage a more active fatherhood.

Questions asked concern how Russian CSOs operate in the borderlands between different societal spheres and how daddy-schools frame their operations to gain legitimacy and influence.

Preliminary analyses show that the daddy-schools have had policy-impact via good relations with the state-machinery. This supports previous findings of CSOs gaining influence by framing their issues to legitimize them as service-providers, which can provide opportunities to also fill an advocacy-role.

Civil Society and Local Citizen Engagement in West Africa

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Civil society may have the potential to enhance citizen engagement, especially at the local level (Yang and Callahan 2007; Denhardt and Denhardt 2007; Woolum 2000). Yet to facilitate local citizen engagement, civil society must have the ability to act in a manner that strengthens linkages between civil society, citizens, and the state. This study explores the potential for civil society to enhance local participation in West Africa by examining variations in the activities of nonprofits—specifically variations in the density of civil society—that may affect the ability of civil society organizations to impact citizen involvement (Holzner 2010).

Clergy Compensation: Determinants and Differences

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Executive compensation remains a salient topic as a result of the attention given to issues of wage inequality, gender equity, and governmental oversight relating to the salaries of corporate CEO's. In spite of numerous studies regarding executive pay, relatively few examine the wages of clergy. This paper uses census data from 1980, 1990, 2000 and the American Communities Survey 2008-2013 to identify the differences and test for the determinants of clergy compensation. The study provides insights useful to policymakers, church officials, and other stakeholders.

Co-coordinated Volunteer Programs at U.S. National Parks: A Multi-Case Study of Volunteer Partnerships

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This multicase study examines co-coordinated volunteer program partnerships between National Park Service sites and nonprofit partners. National parks face shortfalls and reductions. Many parks have nonprofit partners that traditionally focused on fundraising; 14 nonprofits evolved to co-manage volunteer programming with NPS sites. Research questions examined how partners collaborate, structures of their volunteer programs, their adherence to tenets of volunteer program management, and their similarities and differences. Each partnerships resulted in substantial growth of volunteer programming. While the partnerships have similarities, they also have distinctive elements related to their volunteer programs being co-coordinated as well as due to unique features, needs, and opportunities at each park.

Co-Creation of Value: A Longitudinal Analysis of Cross-Sector Collaborations

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Nonprofit organizations are increasingly expected to provide more services with less governmental support, and are subsequently moving toward co-creation of services through cross-sector collaborations. By adapting the Collaborative Value Creation Framework, we conduct a longitudinal analysis of a youth serving nonprofit that has developed several partnerships to remain sustainable and achieve its mission. We examine the process of collaborations, identify best practices in value co-creation, and examine the generalizability of its collaborative practices. The study will advance understanding of cross-collaboration and contribute to the limited literature on the subject.

Communities of Practice and Social Learning: An Analysis of the NGO Sector in China

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Communities of practice represent an important resource for the creation and sharing of institutional-specific knowledge. Drawing upon detailed interviews with Chinese NGOs, this article explores the development of communities of practice, and the strength of ties within this network. It will argue that communities of practice have become intricately linked to understanding the process of social learning, the organizational survival and growth of Chinese NGOs. This is particularly significant for the relatively new social service NGO sector in China, operating in an authoritarian institutional environment.

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

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In response to the urgent need for new, more effective governance models that can respond to community needs, an innovative approach, Community Engagement Governance™ has been developed and piloted with diverse organizations and networks around the U.S. Community Engagement Governance™ is a new framework in which governance responsibility is shared across the organizational system or network, sharing governance among the key stakeholders, including its constituents, community stakeholders, staff, and board(s). Using a qualitative analysis, new findings from Phase II of this action research study will address benefits and challenges using this approach, discuss practice implications, and identify further research directions.

Community Foundations in Mexico: The Challenge of Institutionalizing Philanthropy

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In the wake of the celebration of the centennial of the creation of the community foundation model in the US, it is an opportune moment to see how that model is faring elsewhere. Community foundations (CFs) in Mexico face a challenging context: how are Mexico's CFs faring? The hypothesis to be tested is that they have made progress, but such progress is highly uneven: those CFs with strong links to the business sector and a secure stream of funding have continued to grow, while those that are relying on local fundraising strategies have experienced little growth during a difficult time.

Community Impacts on Nonprofit Income Portfolios: Are Population Characteristics Related to Nonprofit Revenue Diversification?

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Revenue diversification of income portfolios, or relying on multiple sources of revenue, is a financial strategy that is popular in nonprofit literature. However, studies tend to focus on the effects of revenue diversification and there is little research on the determinants of the ability to diversify revenue. This study utilizes Geographic Information Systems and statistical analyses to examine whether population demographics, including population growth, per capita income, nonprofit density, proportion of adults with a college degree or higher, proportion of white residents, and unemployment rate, impact nonprofit revenue diversification in Georgia from 2006 to 2012.

Community Spirit: The Role of Communitas in Engaging Volunteers

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The proposed research seeks to explore the interplay between brand image, communitas and volunteer work engagement towards arriving at a deeper understanding of the importance of fostering a community spirit within voluntary organisations and communicating it with volunteers. Using a quantitative approach, the proposed research applies the concept of communitas to voluntary organisations for the first time, and represents an original contribution to the field, likely demonstrative of the importance of community, not merely in society, but in organisations working for societal good as well.

Community-Focused Public Outreach and the Sustainability of Arts Organizations in the Detroit Metropolitan Area

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This paper employs a best-practice research approach, and seeks to identify and analyze examples of organizational innovations developed within the cultural sector. We seek to explore the relationship between innovative community-focused outreach strategies and organizational sustainability by focusing on two elements of community-focused innovation: 1) innovative public outreach strategies, with a particular emphasis on projects that specifically target younger generations; and 2) innovative partnerships that arts organizations develop within and outside of the cultural sector in order to enhance their public outreach. This paper focuses on cultural organizations located in the Detroit Tri-County Area and Washtenaw County.

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.

Comparing Russian Speakers' Perceptions of Civic Activities and Leadership in Finland and the United States

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This paper uses a sociolinguistic framework to present findings from a comparative, cross-cultural study focused on differences and similarities between the perceptions and experiences of Russian-speaking civic activists and community leaders who arrived in Finland or the USA after 1990. This particular paper presents the results of discourse analyses of articles related to civic activism and community leadership in two monthly periodicals published in the Russian language—one in the USA and the other in Finland—during the last ten years. Among other things, the study explores whether the receiving culture impacts immigrants' perceptions of civic activism and leadership.

Competing for Resources and Meeting Demands: How Nonprofits in Georgia Suburbs Fare Against Those in the Urban Center

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In attempting to integrate economics with nonprofit studies, scholars define “markets.” Rarely do we study the dynamics within the market. Based on conversations with local nonprofit leaders, we learned that select nonprofit industries in the suburbs feel in direct competition with organizations in the urban center for revenue streams. We begin to explore the basis for this feeling, and using Georgia as a case study, analyze the distribution of resources per person in need between urban centers and the suburbs. Our findings are currently descriptive but provide a basis for continued research, theoretical advancements, and policy implications.

Competing or Transformative Logics: When God Needs to Survive

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This study explores how multiple strong co-existing institutional logics interact in a Chinese Baptist Church. The church demonstrates both a logic of religion and a logic of service. This study generates managerial implications for organizational actors to manage multiple institutional logics and contributes to the theoretical understanding to multiple institutional logics and organizational hybridity. The preliminary finding suggests that, both logics although can be competing forces, they often transform and reinforce each other. This finding is in contrast to the existing literature, which often emphasize multiple logics within in one organization tends to be “competing,” “conflicting,” or “challenging” each other.

Conflicting Logics: How Hybrid Organizations Resolve Tensions

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This paper explores the issue of conflicting institutional logics adding to the theory of hybridity in organizations. Framed within a typology of hybrids based on the way in which organizations combine institutional logics, the aim of this paper is to examine the way organizations deal with the existence and the reconciliation of plural institutional logics, especially in cases where the logics and the relationships between them are changing.

Constructing and Reconstructing Nonprofit Sector History: Post-Socialist Narratives

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What scholarly and political narratives have been constructed to account for the rapid rise of nonprofit sectors in Eastern Europe? How are nonprofit sectors and their trajectories narrated in the global versus local scholarship, and how are these narratives driven by theoretical or political agendas? This work reviews the literature that touches on and interprets the pre-1990s history of post-socialist nonprofit sectors in Eastern Europe. This study builds on the narrative (Czarniawska, 1997; Czarniawska-Joerges, 1998) and historical approaches (Chandler, Suddaby, & Durand, 2014; Suddaby, Foster, & Trank, 2010) to organizational studies to analyze the silences and emphases in these historical accounts of nonprofit sector emergence.

Context Versus Culture in the Decision to Volunteer

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Understanding volunteer motivations is critical to actors interested in engaging and maximizing the value that volunteers bring to communities. One such actor are the nonprofit organizations that develop strategies for recruitment, assign volunteers to relevant tasks, and design policies oriented to improve the satisfaction of these workers. If better understood, volunteer can be more effectively mobilized. This paper seeks to add to our understanding of the decision to volunteer in three ways. One, it explores a difference between what we call socio-demographic or context forces and personal values that encourage or inhibit volunteerism.

Corporate Foundations in Mexico: An Exploratory Study

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Despite the fact that the corporate foundations sector is growing in Mexico, knowledge about the sector is still incipient. In this paper we offer the most comprehensive and up-to-date characterization of the Mexican corporate foundations sector available. We provide our main findings on three dimensions of analysis: the foundation-society and the foundation-corporation relationships and the role foundations play in the corporate social responsibility strategy of the corporation. We also provide a basic taxonomy of these entities and compare and contrast the Mexican sector to other countries in the Latin American and North American regions hoping to spark North-South cooperation and exchange on the matter.

Creating the Nonprofit Executive Directors of the Future: The Impact of Managerial Coaching

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The impact of nonprofit executive director coaching behavior on assistant director performance and career related outcomes was examined in this study. Although the importance of managerial coaching has been increasingly emphasized in management literature, no studies of managerial coaching in the nonprofit organization context were identified. The population of this study consisted of 787 nonprofit assistant directors chosen randomly from a large nonprofit professional association membership list. Structural equation modeling was used to explore assistant director role clarity, career commitment, satisfaction, and performance. Study findings suggest the impact executive directors may have on the success of nonprofit assistant directors.

Crisis on the Border: Strategic Capacity Building in Nonprofit Immigration Organizations

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Nonprofit organizations play a crucial role in the delivery of social services worldwide. Unfortunately, the existing literature tends to describe government-nonprofit relationships in contracting as one of government control of implementation, and the resource dependence of nonprofit organizations. Developing a framework we call strategic capacity building, we instead argue that nonprofit providers have an impact on policy implementation through the incentives they have to build capacity in such a way as to affect policy options and outcomes. Using a mixed methods approach, we study nonprofit organizations engaged in providing services to immigrant children along the U.S. – Mexico border.

***Cross-Sector Business Model Innovations for Multimodal
Mobility Services – A Conceptual Framework of
Challenges in the Collaboration Process***

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Multimodal mobility – the integration of public and shared private transport – is increasingly seen as a means to achieve a more sustainable transport system. To implement such solutions, actors from different sectors need to collaborate and develop joint business model innovations. These include public transport companies in municipal ownership, private transport companies, and as well non-profits that often provide car or bike sharing. A conceptual framework is developed on how challenges in these collaborations can be systematically analyzed, and first empirical results for Germany are presented.

***Cross-Sector Collaboration and Watershed Protection:
Organizational Motivation and the Role of Nonprofits***

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Collaboration is increasingly the arrangement of choice, as nonprofit organizations seek to enlist partners in the public, private, and nonprofit sectors to address watershed protection. Drawing on concepts found in the literature on motivation, we seek to determine whether motivations to join collaborative efforts differ for organizations in different sectors. We test this theory by examining the motivations for joining a cross-sectoral watershed protection collaborative located in southeastern Virginia. Our findings will both extend our understanding of both cross-sector collaboration and organizational motivation; and provide nonprofit practitioners with a set of tools to better leverage the power of collaboration.

Cy-Près on Shifting Sands

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The charitable cy-près doctrine has undergone a sustained evolution in England and Wales. That process of evolution has left the law both unsettled and incoherent. This takes both a practical and a conceptual form. At the practical level, two more or less distinct systems of law co-exist, operated separately by the courts and Charity Commission. At the conceptual level, divergent views as to the nature of charitable donation sit uneasily side-by-side.

***Debunking One Myth About Nonprofit Performance
Measurement: Nonprofit Arts Donors Do Not Care About
Performance Results***

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Nonprofit are facing increasing external pressure to demonstrate the effectiveness of their programs. However, we know little about the relationship between nonprofit performance outcomes and donations. Do individual donors value an organization's measures of success, and use that information in their giving decisions? We answer this question with a sample of arts and cultural nonprofits covered in the Cultural Data Project. We find that performance outcomes have no significant impact on contributions. In other words, better performance outcomes do not necessarily encourage more individual giving. Instead, donations are largely driven by how much and how efficiently organizations spend on fundraising.

***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 and followed 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.

Demographic Variations in Perceptions of Informal Volunteering and Philanthropic Behaviors

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A small subset of the volunteerism literature focuses on informal volunteering behaviors; even less attention has been paid to differences in how those behaviors are perceived, and how idiosyncratic variation may influence the self-reporting of formal and informal volunteering as well as philanthropic and civic behaviors. Using data from two different surveys, this research will examine individual perceptions of informal volunteering, helping, and giving behaviors, and participation in those behaviors. Demographic and regional differences will be examined, and special attention will be paid to the implications of these findings as it relates to research methodology, reliability, and validity.

Demystifying the IRS 501(h) Election: A Closer Look at Nonprofit Advocacy Organizations and Lobbying Expenditures

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Many nonprofit executives continue to believe that any participation in lobbying activities will jeopardize their organization's tax-exempt status. This study seeks to demystify some of the confusion of the Internal Revenue Service's 501(h) Election by exploring the relationships between organizational characteristics, revenue sources, and lobbying expenditure differences between 501(c)3 advocacy organizations that opt for the h-elective and those that do not. The study looks specifically at 501(c)3 organizations reporting lobbying expenditures on the IRS Form 990 tax return. Data for the study comes from the National Center for Charitable Statistics' 1998-2003 datasets.

Design Thinking for the Development of Hands-Skills Based Sustainable Rural Enterprises in India

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This research pertains to the descriptive and exploratory questions – what, how and why – of the application of Design Thinking to develop sustainable rural enterprises in India. Although the practice of Design Thinking for social innovation is gaining popularity, literature is scant, and the results are inconsistent. Together with Jiyo, an Indian culture and creative enterprise leading change in several Indian villages, we are conducting sequential mixed methods research. This first study uses semi-structured interviews, focus groups, and participant-observation to a) illuminate the design practices chosen and implemented, b) the developmental outcomes, and c) contribute to Design Thinking theory development.

Designing an Organizational Capacity Model for Senior Corps Grantees

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The unit of analysis in many models of organizational capacity is the single organization. We argue for the application of a capacity model across a grant portfolio in order to align grantees with the goals of the grant-making entity. This paper presents the results from a three-step process based on methods in human capital competency modeling, used to identify the capabilities needed by high performing grantees of the Senior Corps program. The importance of involving program staff in the modeling process is highlighted, as well as potential applications for the model in the future grant making processes and program operations.

Designing the Collaboration Blueprint: Mutually Beneficial Exploration as a Key Antecedent

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A change in the nature of problems has caused a pivotal shift. Contemporary problems are now indivisible, wicked, open ended and unstable messes or meta-problems, suggesting the increased difficulty of problem solving (or solution finding) exceeds the ability of lone organizations. The growing need for collaborative problem solving cannot be overstated and while a viable strategy, scholars note collaboration is difficult. Building from literature, qualitative and quantitative research, this study examines mutuality as a critical antecedent of successful collaboration performance and the importance of active listening in team interaction. These findings identify a starting point for successful collaboration.

***Determinants of Internal Organizational Governance
Practices: Evidence from Civil Society Organizations in
Thailand***

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Civil Society Organizations (CSOs) of Thailand in the recent times have been questioned for their capabilities in 'giving voice to the poor'. They have been charged of being technically incapable, lacking the accountability, transparency, opportunities for internal participation, evaluations and self-regulations, and heavily politicized in nature. In this scenario, this study aims to explore nature of organizational governance as practiced by CSOs and factors influencing the internal organizational governance of the CSOs. This cross-sectional study will be conducted among 115 randomly sampled CSOs. A regression analysis will be done to identify the factors influencing the governance of the CSOs.

***Developing a Taxonomy of Foundation-Funded Nonprofit
Capacity Building Programs to Further Research on
These Programs' Effects***

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Although foundations have increasingly paid attention to supporting the effectiveness of nonprofit organizations through "nonprofit capacity building," meant by this term remains unclear. This paper draws on quantitative and qualitative analysis of a database that was built for the purpose of this study and which contains 365 descriptions of foundation-funded nonprofit capacity building program in the United States. The results of this analysis yield an empirically-grounded taxonomy of foundation-funded nonprofit capacity building programs which can inform future research seeking to understand the linkages between the design of such programs and their effects.

***Disaster Response Across Boundaries: Local Inclusion
and the Motives of Aid***

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Developing countries experience a number of chronic problems like poverty and political instability. As a result, they are extremely vulnerable to the acute threat of disasters. An ever-growing community of international public and nonprofit organizations specializes in development assistance and provides disaster relief. Nevertheless, it remains unclear whether the international community really helps developing regions become more resilient after disaster. Based on a systematic literature review, we develop a framework to assess the motives that drive the international community of public and nonprofit organizations.

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

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Since the mid-1990s, 45 countries have adopted laws restricting the flow of foreign aid to domestically operating non-governmental organizations. Do donors punish countries that are seeking to crackdown on NGOs by withholding aid? In this paper, we offer an empirical test of this argument by examining a panel of OECD DAC countries for the years 1993 to 2012. We find support for the argument that the adoption of a restrictive NGO finance law is associated with reduced flows of foreign aid.

***Do Donors Raise Their Donations When They are Aware
of Decreasing Government Subsidies? A Survey
Experiment***

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Are private donors willing to replace cuts in government funding? In previous crowding-out experiments, participants often have full information on the level and change in artificial government subsidies. The current survey experiment examines giving behavior to an existing charitable organization in the Netherlands, testing the effects of providing information about a real change in government funding. When people are aware that the organization lost subsidies they are more likely to donate but do not change their level of giving. These results suggest that donors are not as responsive to changes in subsidies as often argued by scholars and policy makers.

Do Formal Social Services Crowd Out Other Approaches To Meeting Needs? A Study of the Sugamo Neighborhood in Tokyo

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This paper reports on a study of the Sugamo business district of Tokyo, which caters to senior customers. Businesses in this district have developed some supports as customer services that are more typically offered by formal funded social services in many countries. Japan has strong social benefits but weak social services, in contradistinction to the U.S. that has strong social services and moderate social benefits. I argue that when strong social services exist, they “crowd-out” other solutions to social problems, including from businesses that serve in-need populations. The paper explores this issue and possible solutions.

Do Nonprofits Smooth Expenditures Over Time? A Rationale Toward Explaining the Growth in Program Service Revenues and Revenue Diversification

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Scholars frequently study the relationship between fundraising and (Marudas and Jacobs 2009; Marudas, Hahn, and Jacobs 2012; Karlan and List 2006; Okten and Weisbrod 2000). and attempt to determine the optimal level of fundraising. Not yet investigated is whether fundraising by an organization creates spillovers –positive or negative – for other nonprofits. In this paper, we build a theory using models and assumptions from game theory regarding advertising/marketing behavior, and employ econometric techniques on nonprofit financial data. Preliminary results from children’s hospitals indicate positive spillover effects for some organizations.

Does It Matter Where the Money Comes From? A Nonprofit Application of Mental Accounting Theory

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The purpose of this study is to provide psychological pathways through which a nonprofit’s funding structure affects individuals’ portfolio decisions on unexpected gains. While much of the nonprofit literature discusses spending and saving behaviors of nonprofit organizations, a little is known on a link between financial allocation and sources of funding. I examine whether individuals in nonprofit organizations of different funding structure (contributions-based nonprofits vs. commercial nonprofits) construct a different portfolio when they receive windfalls. I suggest that nonprofit leaders in contribution-based organizations are more likely to allocate budget on program-related portfolio. Commercial nonprofits, on the other hand, are more likely to use budget on investment portfolio compared to their counterparts. Online lab experiment is conducted on MPA and MBA graduate students in Syracuse University to examine resource allocation behaviors. This study offers contribution to literature by suggesting a link between funding sources and portfolio allocation, two heretofore unconnected areas of research in nonprofit management.

Does Non-political Participation Affect Political Participation? Evidence from a National Survey in China

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In general, civic engagement includes two types of participation: political and non-political. Previous studies on civic engagement mainly focus on political participation and few attention has been paid to attention to citizens’ engagement in non-political activities. Although much research have examined the relationship between non-political participation and political participation, whether individuals’ non-political actions affect their political behaviors is still in debate. Using a dataset from a national representative survey in China, this study examines if urban citizens’ non-political participation has any positive impact on their political involvement in the context of China.

Does Philanthropy have a Role in Social Impact Evaluations? The State-of-the-Art of Italian Foundations’ Frameworks and Methods to Measure Impact

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Impact evaluation is a mantra of nonprofit management studies, in the US as well as in Europe and Italy. Foundations in Italy have grown by 154.7% from 2001 to 2011 and Italy scores at the first place among European foundations for the total asset size of foundations. Despite the relevance of the sector, a notable knowledge gap exists on the extent to which Italian foundations’ perform impact evaluation. This proposal aims at drawing a map of the different impact evaluation frameworks and methods used by Italian foundations, through a desk-based analysis and in-depth interviews to foundations’ managers and CEOs.

Does Student Major Matter? An Analysis of Perceptions of the Sector

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Service-learning is designed to match community need with academic learning outcomes. Research has shown that the quality of the relationship between the students enrolled in a service-learning course and the nonprofit organization to be the most practically significant factor in predicting the quality of the students' experience. This paper builds upon that work and investigates the effect that the student's academic major and motivation have on service-learning. We examine the results from a cross-sectional study of 663 service-learning students and the relationship between the nonprofits' management attributes and students' perception of the sector through the lens of different academic disciplines.

Does the Multigenerational Workplace Limit the Future of Nonprofit Leadership? Self-Efficacy Based Intergenerational Interactions Can Assist the Succession Gap

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As the generation of Baby Boomers retire, a leadership deficit is anticipated in the nonprofit sector. Many scholars and practitioners recommend different management approaches for the generational cohorts. Is that the only option? We qualitatively examined intergenerational alternatives to bias-based interventions. Our findings suggest receiving both feedback and mentorship will reinforce self-efficacy and are salient job and career enhancing approaches for all generational cohorts. The results of this study can assist nonprofit leaders in implementing effective strategies to develop and retain Gen Y, Gen X and Baby Boomer leaders as the nonprofit landscape evolves.

Dominant Paradigms in Voluntary Action: What Does the British Evidence Suggest?

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According to Rochester et al (2010) the "dominant" paradigm in the analysis of voluntary action presents volunteering as an altruistic act, considers only a restricted range of settings in which voluntary action can take place, focusses on volunteering that is managed through large, professionally structured organisations, and constructs volunteers as an unpaid element of the workforce, who are to be managed. Using surveys of organisations, administrative returns for charitable organisations,, and survey data on individuals, this paper considers the validity of the "dominant paradigm" as a framework for analysing voluntary action.

Donating Responsibility? – The Politicisation of Charity Law in the UK

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Recent UK charity law reform has highlighted an on-going issue: the increasing politicisation of charity law. Thus, regional and central governments have attempted to use charity law to avoid legislating on contentious social policy issues, such as the tension between private education and equality. Most have failed in reaching a lasting consensus.

The paper combines legal and public policy analyses based on legislation, case law, and interview data from 1993 to 2014 to a) discuss in which policy areas charity law has been used to avoid political decision-making, and b) to evaluate the consequences for UK charities.

Donor Support for Social Cause: A Survey Experiment on the Effects of Organizational Form and Financing Strategy

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The proposed study uses an experimental design to test the effects of three prominent trends in the social sector on individual contributions to nonprofit organizations. Specifically, we test individuals' allocation decisions when a nonprofit with no earned revenue competes for individual contributions with (1) a nonprofit social enterprise which uses commercial activity to accomplish mission-related goals, (2) a for-profit social enterprise, and (3) an organization that is soliciting Social Impact Bond financing.

Effectiveness of Collective Impact Initiatives from the Partner/Network Perspective

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This research focuses on the perceived effectiveness of collective impact programs through the views of its partners. While network literature suggests frameworks to evaluate efficiency of community cross-sector partnerships, collective impact literature focuses on implementation and organizational effectiveness not analysis from the partner or network level. A case study of two collective impact programs at one nonprofit provided data to utilize csQCA for analysis of the impact of conditions on partner satisfaction and involvement. Results of this study could illuminate the effectiveness of the sampled initiatives from the partner, not origination, perspective beginning to fill gaps in the collective impact scholarship.

Elevating the Role of Local Stakeholders in Publically Funded Programs to Increase Evaluation Use

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Social problems are continually emerging onto the political landscape, accompanied by demands that these identified concerns receive programmatic attention (Ross, Freeman, and Lipsey, 1999). All too often, however, social interventions yield minimal gains and assign the evaluation field to measure the efforts made to ameliorate these budding social problems. The local stakeholders who routinely conduct these required evaluations, pay little attention to using the findings (Morino, 2011). Thus, this study seeks to discover the ways in which local stakeholders of publically funded programs make meaning of evaluation and how those meanings inform their choices to use or not use the findings.

Employee Engagement and Nonprofit Organizational Performance: An Examination of a High Involvement Work Practice

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Scholars maintain that HRM practices that leverage human capital are critical for keeping an organization performing at a high level. These HRM practices, known as high performance work systems or high involvement work practices, have been widely studied in the for-profit world, but have only recently begun to gain attention in nonprofit research. In this paper, we examine one such practice, employee involvement in decision-making. Drawing on a 2011 survey of nonprofit hospital CEOs, we examine the following research questions: Do nonprofit hospitals with CEOs who engage employees in decision-making demonstrate higher organizational performance? Does this vary across employee types?

Employee Engagement in the Nonprofit Sector: An Examination of the Antecedents and Consequences

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The nonprofit sector has been experiencing a crisis of employee disengagement and, as a result, employee turnover. Employee turnover can be costly for nonprofits, when they are resource-scare organizations. In addition, nonprofit scholars and practitioners have dedicated limited attention to this important subject. Even among those who investigated employee engagement in the nonprofit sector, the concept of employee engagement in the nonprofit sector is still not well understood. Therefore, the purpose of this study is to examine the relevant antecedents and consequences of employee engagement in the nonprofit sector and develop a theoretical and conceptual model.

Entrepreneurship in Non-Market Settings: Public, Social, Institutional. Elaborating the Ostroms' Perspective

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This paper reconstructs the neglected contribution of Vincent and Elinor Ostrom to the study of entrepreneurship in non-market settings (public, social, institutional entrepreneurship). It further elaborates it by articulating its underlying theoretical assumptions with a special emphasis on its implications for the ways one understands the relationship between entrepreneurship and governance systems including a robust non-profit, voluntary sector. The result is a fresh concept of public entrepreneurship, described via notions such as competitive governance, polycentricism and collective action, and a nuanced understanding of its role in the complex competitive ecology of government, for profit and voluntary and non-profit institutions

Entry Thresholds and Competitive Behavior Among Nonprofit Firms

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This paper attempts to describe the competitive behavior of charitable nonprofit firms when prices and output are difficult to observe. The paper exploits cross-sectional variation in market size to estimate the number of nonprofits that can be supported within a market. We find that our sample markets generally reach competitive levels once three or more firms are observed. The paper offers several possible interpretations of these findings and future directions for our research.

Equipping Future Nonprofit Professionals with Digital Literacies for the 21st Century

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The purpose of this paper is to demonstrate how to enhance the digital literacies of students by describing and evaluating a course that included digital technologies. The course focused on communication, marketing, and digital activism in the nonprofit and voluntary sector. The evaluation used a newly developed instrument for self-reported media literacy levels (Literat, 2014). Data was gathered over three semesters and findings indicate that through participation in the course, students experienced growth in digital literacies across all domains. Educators can help prepare future professionals by equipping them with the necessary digital literacies to ensure they become competent professional practitioners.

Escaping From the Survival Trap: Why Will Nonprofits Prioritize Efficiency?

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This study challenges the idea of the convergence of equity and efficiency by presenting a survival trap model that better captures the real nonprofit organizational behavior. Nonprofits prioritize efficiency when they try to escape from the survival trap, which is determined by financial fragility and by the birth, death, transmission, recovery, and productivity rates of projects. The survival trap model shows a nonlinear relationship between equity and efficiency. A case study of a nonprofit think tank is used to illustrate the application of the survival trap model. Potential limitations and implications have also been discussed.

Examining Nonprofit/For-Profit Competition Through the Case of a Spay-Neuter Clinic

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In 2009, Gulf Coast Shelter opened a spay/neuter clinic. As the number of surgeries done by the new clinic increased, the shelter's relationship with area veterinarians deteriorated with the vets accusing the clinic of stealing their clients. By 2011, the relationship had come to an impasse with the veterinarians announcing that they would no longer work with the shelter. Drawing on the literature on nonprofit/for-profit competition and five years of interview data, this presentation will examine the factors that led to the impasse and possible reasons why other avenues of interaction such as continued collaboration did not occur.

Examining Opportunities for Members' Participation in Membership Association

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As one of the most important stakeholders of NGOs, members' participation inside their membership associations can enhance effectiveness, accountability, and legitimacy of these organizations. Previous literature has mostly looked at either staff participation inside these organizations or clientele participation from outside the organizations. In this paper, we empirically test the determinants of members' participation in membership associations, using a cross-sectional data from NGOs in Lebanon's civil society sector. Our primary findings suggest that funding from the public sector and the gender of president in NGOs are significantly associated with members' participation.

Examining Relationships Between Overhead Expenses and Financial Capacity in Nonprofit Organizations

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In recent years, the impact of the Great Recession and pressures from watchdogs have challenged nonprofit managers to expand revenues while economizing on overhead expenditures. This paper evaluates the effects of efficiency measures for overhead on financial capacity growth for a national sample of social service nonprofits. Results add to the limited existing literature about overhead and financial capacity.

Examining Social Enterprise Impact Using the Capability Approach

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The capabilities approach is a theoretical framework for assessing concepts such as quality of life, life-satisfaction, and multidimensional poverty. It asserts that human beings should be able to do and be all they are capable of doing and becoming. Prior research suggests social enterprises are a medium through which human capabilities can be expanded, ultimately creating social value. Using Martha C. Nussbaum's list of core human capabilities, this paper outlines a guide for operationalizing the capability approach in effort to measure social value in social enterprises.

Examining The Educative Aims and Practices of Decision-Makers in Sport for Development and Peace Organizations

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The purpose of this paper was to explore the educative aims and practices of decision-makers in Sport for Development and Peace (SDP) nonprofit organizations. The researchers conducted in-depth interviews with directors of 17 domestic SDP nonprofits across the United States. Prominent themes emerged on educational values, programming models, outcomes, as well as partnerships with educational institutions and education-focused nonprofits. These findings help stimulate a critical dialogue on the educational aims and practices of decision-makers in SDP organizations. This paper further examines subsequent practical and theoretical implications.

Examining the Level of Advocacy in the Nonprofit Arts and Cultural Sector

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Putnam and Feldstein (2003) argue that arts organizations have great capacity to bring together people and open up public conversations about important issues. Sievers (2009) argues that arts organizations “advance pluralism, promote voluntary action, accommodate diversity, and champion individual visions of the public good”. Nonetheless, we have limited understanding what factors encourage or discourage nonprofit arts organizations from being actively engaged in advocacy. Based on the results of a national survey of arts nonprofits, we explore the effect of network diversity, peer pressures, financial capacity, and sources of revenue on the level of organizational engagement in advocacy.

Executive Director Participation in Fundraising: An Exploratory Study

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An increasing number of nonprofits are relying on fundraising to advance their mission and, increasingly, nonprofit staff leaders are being called upon to participate in these fundraising activities. Much research has been done on the ways in which nonprofit board members are active in fundraising activities, but this study is one of the first to examine how executive directors engage in fundraising activities. Using data from 228 surveys of nonprofit executive directors in Michigan, the researchers present a compelling portrait of the time executive directors are devoting to fundraising and the types of activities in which they engage.

Experts, Epistemic Communities and the Indian Philanthropic Sector

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Indian philanthropy is at a crossroads. While the domestic philanthropic sector has grown alongside India's rapidly-expanding economy, it remains challenged by persistent issues surrounding coordination, communication and accountability. This paper profiles and explores the role of experts in the Indian philanthropic sector in tackling these issues. Specifically, it explores the extent of an epistemic community in the Indian philanthropic sector through the analysis of organization documents and semi-structured interviews with experts and other key informants in India's philanthropic sector. Finally, it concludes with discussing implications for interested practitioners and researchers.

Exploring Antecedents and Outcomes of Charity Trust

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This paper reports a study of the key determinants of public trust in charitable organizations, using survey data commissioned by the Australian Nonprofits and Charities Commission. Data analysis used partial least squares structural equation modelling. We examined both antecedents of trust, and the influence of trust on charitable donation intentions. We found that people tend to trust organizations with which they are familiar, and they tend to trust organizations that are transparent in their reporting. Organizational size, importance, reputation, and national significance were also antecedents of trust. People are more likely to volunteer or donate to charities they trust.

Exploring Donor-Defined Effectiveness Within Higher Education Philanthropy

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Nonprofit organizations define effectiveness based on traditional financial metrics. What is often not included in this definition of effectiveness is whether the donor views his or her charitable donation as effective or if the donated funds accomplished the purpose with which the gift was made. This study explores how donors define effectiveness and how the donor ascribes meaning to their charitable gifts.

Exploring Social Responsibility in Nonprofit Sport Organizations: The Impact of Competitive Pressures on Strategy and Structure

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Community sport organizations are a prevalent type of grassroots nonprofit recognized for their role in promoting sport participation. Early evidence suggests that the volunteer leaders of these organizations view their role in the community more broadly and are beginning to engage in activities outside of their sport delivery mandate in order to promote community cohesion, environmental stewardship, and philanthropic engagement. Drawing from social responsibility and institutional theory, the current research addresses two questions: (1) What are the norms, values, and pressures that influence social responsibility in community sport organizations?; and (2) What role does social responsibility play in their strategic and structural differentiation?

Exploring the Impact of CEO Tenure and Effective Board Performance on Organizational Change and Oversight

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Applying structural equation modeling to a sample of nonprofit CEOs (BoardSource Governance Index 2014), we explore the impact of CEO tenure and board performance on organizational change and legal/financial/ethical oversight. Preliminary results determined that 1) positive organizational change is positively impacted by board performance and negatively impacted by CEO tenure, 2) negative organizational change is positively impacted by CEO tenure, and 3) board oversight is positively impacted by board performance and CEO tenure. Additionally, CEO tenure strengthens the negative relationship between board performance and negative organizational change. This study elucidates the impact CEO tenure and board performance on organizational outcomes.

Exploring the Roles of Neighborhood Association Toward Democratic Urban Governance

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Neighborhood associations serve residents in metropolitan areas as mediators and conduits to local government officials. In theory, they ensure that public administrators are responsive and needed public services are available (McCabe 2011; van Houwelingen 2012). In Seoul, South Korea, local ordinances encouraging active neighborhood associations have recently been enacted but little is known about their accomplishments in advocacy. This research uses 2015 survey and interview data from local government officials and board members of neighborhood associations to shed light on their activities and roles. Our findings suggest that although some advocacy is occurring, there are improvements needed to strengthen them.

Exploring the Social Dynamics of Implementing Social Service Integration in Hong Kong

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The delivery of social services to low-income families who may be struggling with a variety of challenges often requires a high level of coordination from service providers in different fields. Classical studies on the political machines and urban bureaucracy show lights on how politics and professional service delivery entangling together and further affect the provision of social service in the urban community. This paper investigates how political machines and urban bureaucracy would influence the social dynamic of social service provision from a network approach.

Facilitating Community Change through Federal Grants and Nonprofit Intermediaries

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The concentration of poverty in urban neighborhoods is a serious problem; over time most poor neighborhoods tend to decline further. Some neighborhoods, however, have been revitalized. We are interested in the role of nonprofit intermediaries in these circumstances. We examine the question by building a broad model of the stability of poor neighborhoods in the 100 largest urban areas between 2000 and 2010. We will use community characteristics to predict which neighborhoods are expected to improve. We then consider the effects of several federal programs and the intermediary role that nonprofits play in these programs.

Facilitating Innovation in Childhood Education and Development: Efforts of a Rural Community Foundation to Increase Collaboration and Support Innovation

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Funders may be able to encourage innovation by providing slack resources to support across boundary collaboration. Understanding the factors that inhibit collaboration may be necessary to target funder support. The questions guiding this research are what factors impact the extent of across boundary collaboration and how might understanding those factors be necessary if funders will have any success in encouraging innovation? We examine these questions through a study of nonprofit and public organizations involved in childhood education and development in a rural region and the efforts of a community foundation to target support to increase collaboration and fund innovative initiatives.

Factors Affecting Nonprofit Professional Solicitation Returns in North Carolina

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Use of professional solicitors by nonprofits is often viewed poorly by donors and state agencies regulating nonprofits, due to decreased donations reaching the nonprofits and the potential for misreporting of solicitation and fundraising expenses by nonprofits. The percentage of fundraising dollars returned to nonprofits is highly variable, previous research shows this ranging from 0% to 47%. By analyzing three different years of nonprofit professional solicitation contracts collected by the North Carolina Secretary of State, along with organizational characteristics of the nonprofits and professional solicitors, this study attempts to identify factors that influence the percentage of fundraising dollars returned to nonprofits.

Feeling the Pressure: Do National, Regional, or Local Level Forces Shape the Work of U.S. Historic Preservation Nonprofits?

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This paper contributes to the understanding of U.S. historic preservation nonprofits by examining the degree to which patterns in mission and organizational design are explained by national, regional, and local pressures. Historic preservation plays an important cultural role, and nonprofit organizations contribute strongly to the field, but it is unclear how the activities of these nonprofits are shaped. This study uses a comparative case study based on data from structured telephone interviews with 96 National Trust for Historic Preservation Partner organizations in 44 states, combined with data from follow-up interviews with 73 of these organizations.

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

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

Financing Intermediaries for Nonprofit and Other Mission-based Organizations

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Nonprofit organizations face multiple financial instabilities such as cash flow and liquidity problems that affect the performance and long-term viability of the organization. Nonprofits often do not have access to loans from traditional lending intermediaries to finance operations. While traditional lending intermediaries exist (i.e., PRI and CDFIs in the U.S.), there is an emerging group of financing intermediaries who are filling this financing gap. Using interviews and archival documents the purpose of this paper is to survey the history, organizational forms, and structure of this emerging, but little known financing intermediaries.

Finding Nonprofit Value in a For-Profit World

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What is the process by which corporate philanthropists determine which social problems are of value to them? How does value transpose between the corporate and nonprofit sector? Through analyzing interviews and fieldwork with corporate contributions professionals and leaders at nonprofits seeking corporate funding in the city of Chicago, this project theorizes the evaluative practices of corporate funders. Given that social service delivery has trended towards nonprofit provision, and nonprofits have trended towards increasing reliance on private philanthropy, these are key decisions and relationships to interrogate as they impact what social problems are addressed and how such initiatives are approached.

Food for Thought : The Predictive Qualities of Social Impact Assessment on Sustainability

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This paper examines how Social Impact Assessment can be used to understand perspectives of multiple stakeholders, their respective needs and the scope for responding to those requirements as a way to influence the implementation of a food dehydration project. While this project envisions value addition at every level in the food supply value chain, it is unknown whether the community for whom the project is designed will share these same thoughts. This is where the process of Social Impact Assessment can help inform both the project team and the community impacted in a way that enhances chances of project success.

Fostering Nonprofit Intrapreneurship and Innovative Social Services. Action Research in a German Faith-Based Nonprofit Organization

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The paper describes the current collaboration of a German University of Applied Sciences with a faith-based nonprofit organization in running a social innovation lab. The goal of the lab is to foster social intrapreneurship in a traditional mid-size nonprofit social service provider. Participatory observation in the lab, qualitative interviews with nonprofit managers and a quantitative survey of all staff members show accomplishments and risks of running social innovation labs.

Foundation Financing of Nonprofit Start-Ups

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The current literature highlights the uncertainty, resource hurdles, and liabilities associated with being a new organization. However, there are few empirical studies focusing on how nonprofit start-ups are funded and by whom. The purpose of this paper is to empirically examine one facet of this question by examining the extent to which foundations provide funding to new and young nonprofit organizations. The proposed study will collect data on all foundation grants made to organizations in 20 U.S. metropolitan areas from 2005 to 2014 and pair those data with all Form 990 data on nonprofits in those cities across those years.

Foundation Sunset: Does Removing Perpetuity from the Equation Matter?

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Most private foundations are perpetual endowments. The merits and dangers of perpetuity, however, have been a longstanding subject of debate. We ask about the significance of removing perpetuity from the equation. Findings, based on multiple original data sources, indicate the answer is not straightforward, raise questions about the assertions of critics and supporters alike, and call for a re-framing of the issue in relation to a broader conceptualization of the relation to norms and understandings about philanthropy, foundations and donors.

Free Gifts Also Matter: Effects of Giving on Happiness, Social Connection, and Donations

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People feel happier and closer to others when spending money on experiential gifts rather than material gifts. However, no research has examined whether spending money on gifts is necessary for these benefits. This study examines whether people who share free experiential gifts also feel happier and closer to others than people who give free material gifts. If so, we predict that people sharing no-cost experiential gifts may also tend to give more charitable donations than people sharing no-cost material gifts. In this presentation, we will report on the results of this study.

From Mandatory to Voluntary: A Study of Nonprofit Information Sharing in Public-Nonprofit Collaboration

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This study is designed to gain an in-depth understanding of information sharing in public-nonprofit collaboration, with a primary focus on the behaviors of nonprofit organizations. The central premise is that, nonprofit organizations have information advantages that are embedded in their local knowledge of the community and their expertise of social service delivery. If such information is well communicated to and utilized by government, can improve collaboration decision making and performance. This study employs a mixed methods design to investigate nonprofits' voluntary information-sharing behavior, as well as the motivational factors that drive such voluntary information sharing.

From Passion to Action: The Relationship Between Leadership, Organizational Culture and Policy Advocacy Activities in Nonprofit Human Service Organizations

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This presentation reports on a study exploring the relationships between organizational characteristics, leader characteristics and the advocacy activities of nonprofits. The sample (n=801), are executive directors from Community Action Agencies (CAA). A central part of the CAA mission is citizen empowerment and civic engagement. Little is understood about how these organizations energize and mobilize their constituents. An online survey was used to collect data regarding leaders social change orientation, policy advocacy activities and culture of their organizations. Path models will be presented suggesting the mediating function of a leaders' social change orientation on the advocacy activities of an organization.

Fundamental Variation and Dimensions of Employee Engagement in Nonprofit Organizations

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The paper explores the core variations in employee engagement in nonprofit organizations. Specifically, the paper examines three questions: 1) are nonprofit employees engaged? 2) Who is engaged? 3) What is the relationship between employee characteristics and engagement in nonprofit organizations? Using empirically validated multidimensional measures of employee engagement (Rich, Lepine, & Crawford, 2010; Saks, 2006), the paper provides important insight on the relationship between the basic characteristics of nonprofit employees, their level and dimensions of engagement. The findings suggest that while nonprofit employees may have a high level of engagement, certain types of engagement are surprisingly much lower than the others among the employees.

Fundraisers: Their Careers, Stories, Concerns, and Accomplishments

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Who are American fundraisers today? How and why do individuals become fundraisers? And, what is the state of fundraisers in the various nonprofit subsectors? Launched earlier this year, *Fundraisers: Their Careers, Stories, Concerns, and Accomplishments*, is an update to the twenty-two year old study of the same name. This new research provides fresh insight into fundraisers' career paths, challenges, successes, and the overall growth of the field. The presenters will share early results of their international study while offering suggestions for strengthening the profession.

Gender Pay Equity in Human Service Industries: Does Nonprofit Status Matter?

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Using one-year cross-sectional data, existing literature tends to conclude that gender pay differential is generally smaller in the nonprofit than in the for-profit sector. Researchers also have noted that gender pay gap varies across industries and occupations. Using 1990 and 2000 Census data as well as the three-year combined ACS 2011 data, this paper examines the 20-year long historical trend of gender wage equity across different sectors (i.e. nonprofit, for-profit, and government). Parametric fix of standard errors method will be used to deal with the clustering effect of occupation and industry.

Getting to the Roots of Homelessness: Breaking Through to a More Holistic, Client-Focused Advocacy Agenda

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Advocacy is viewed as an integral part of the function of human service organizations, which represent many of our most disenfranchised groups. Yet the advocacy road for these organizations is fraught with complexities, often leading to adulterated or nonexistent advocacy activities. This paper first examines the complicated array of legal, professional, and cultural barriers to advocacy. The author then critically analyzes, through a case study, the factors that dictate when organizations will engage in advocacy. The paper concludes with a discussion of how organizations can break through the barriers to create comprehensive solutions to address the root causes of homelessness.

Global Religions and the Political Voice of Faith-Based NGOs

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How do advocacy agendas differ among the members of faith-based international development and relief NGO (FBO) "families"? Studies of secular international NGO families have noted important variations among national affiliates, and this paper explores these differences among public policy agendas and messages of Catholic, Reform Jewish, Evangelical and Mainline Protestant FBOs of different countries. We find that advocacy agendas of the national affiliates – US, UK, German and Japanese -- vary dramatically. By viewing FBOs through three analytic lenses – as transnational political actors, as religious actors, and as organizations – we gain new insights into religious and faith-based political voices.

Good Enough for Government Work: When Should Federal Agencies Hire Nonprofits?

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Annually, United States federal agencies issue procurement contracts worth five hundred billion dollars. Less than four percent were awarded to nonprofit organizations. This paper advances our understanding by analyzing data from the Federal Procurement Data System. We isolate federal programs that may choose between nonprofit and for profit contractors. We then test the dominant theory of the nonprofit organizational form - the non-contractible quality hypothesis. Surprisingly, our findings indicate negligible support for the theory. Federal agencies are more likely to adjust the contract form (fixed-price versus cost-plus) than the contractor (for profit versus nonprofit) when the contacting environment is uncertain.

Governance Mechanisms, Dynamics and Configurations in Quebec NPOs in Sound Organizational and Cultural Health

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This study aims to further the understanding of the governance mechanisms, dynamics and configurations in cultural organizations that donor agencies consider to be in good organizational financial health. Based on interviews with 11 cultural NPOs in Quebec, this study shows that the majority of these organizations have mostly informal governance mechanisms. The degree to which the governance mechanisms are formalized seems to influence the dynamic between the board of directors and the executive director and, in turn, the governance configuration is shaped by this dynamic.

Government - Nonprofit Relations: An Examination of Management Reported Challenges and Government Funding

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Over the past 30 years, the nonprofit sector has become more dependent on government funding, which leads some to argue that nonprofit organizations risk becoming more beholden to government agents. When nonprofit and government definitions differ, problems can arise. This paper examines problems reported by nonprofit managers when government reporting requirements differ from the organization using data from the Urban Institute's 2012 National Survey of Nonprofit Government Contracting and Grants. Findings have implications for nonprofit managers in developing and managing their funding relationships.

Government Adaptation in Post-Mubarak Egypt: Effects on NGO' Roles in Democracy Promotion

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This article examines the Egyptian government's evolving policy toward Egypt's NGO sector and its effects on organizations' efforts to support democratic political reform. Immediately following the 2011 revolution that overthrew President Hosni Mubarak, it appeared that local NGOs would lead civil society's political reform efforts. By the summer of 2014, however, NGOs were predicting the looming "death of civil society" in Egypt. Drawing upon data from over 90 interviews, this article analyzes the ways in which authoritarian adaptation, through both discourse and policy toward the NGO sector, constrained NGOs' capacities to advance political reform efforts.

Government Through Volunteering: A Critical Analysis of the Social-Political Significance of Government Initiated and Monitored Conditional Volunteering

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Recently new expressions of volunteering have been signaled. One of these expressions concerns conditional volunteering initiated and monitored by government. Here volunteering is transformed into a governmental technique (GT) for steering the conduct of 'problematic individuals' in 'desirable' directions. Through critical frame analysis of prescriptive texts of one purposefully sampled public institution which employs conditional volunteering as a GT, the social-political significance of government through volunteering is investigated. Insight is gained in what conditional volunteering entails as a GT, and the (unconscious) politics this implies is revealed by exploring the practice's underlying premises and silences and the implications this has.

Government-Nonprofit Funding Agreements: Importance of Contract or Grant Type for Payment Reliability

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While the literature on the government-nonprofit funding relationship is growing, little attention has been paid to contract details and design, even though the funding agreement itself lays the foundation for the boundary spanning relationship. This paper answers the call of researchers to pay attention to funding agreements by examining how the type of funding agreement and the type of government partner may influence the reliability of government payments drawing upon data from Urban Institute's 2010 National Survey of Nonprofit Government Contracting and Grants. Findings have implications for nonprofit and public managers in developing and managing their funding relationships.

Grasping the Unfathomable – A Conceptual Proposition on the Measurement of Social Impact

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This article develops a new conceptual approach to measuring social impact. It suggests that impact is best measured by accounting for the targeted formation of ‘durable capital as-sets.’ Social, political and cultural capital are proposed as proxies for social impact as a contribution to social productivity, in parallel to the significance of economic capital to economic productivity. The capital-based approach helps circumvent the attribution problem arising in complex societal realities. It is compared to alternative approaches—(1) the production of merit goods; (2) cost-benefit analysis; (3) the capability approach; and (4) life-satisfaction measures—and some insights on its empirical application are provided.

Grassroots Entrepreneurs: Homemade Strategies for Social Change

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Nonprofit human service organizations (NPOs) play a significant role in local human service delivery to families and individuals who are in need. There is a dearth of these organizations in Los Angeles’ poor neighborhoods. Through a case-study design I explore the mechanisms and dynamics of establishing NPOs from the perspective of nine founders (19 total interviews) in a purposively selected neighborhood. Through qualitative methods and a theoretical framework of institutional theory with a focus on social capital and legitimacy, as well as resource dependence focusing on political economy, distinct attributes of “grassroots entrepreneurship” emerged.

Group Structures and Multi-Level Governance in Nonprofit Housing Associations: Can They be Sustained?

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Nonprofit housing associations in the UK can increasingly be characterised as social enterprises combining both commercial and charitable logics. Group structures and multi-level governance have been an important emergent organizational form. Earlier research highlighted the tendency for this form to be unstable with frequent governance and management challenges leading to a common progression from loose alliances to merger and full integration. This paper draws on a longitudinal ‘critical’ case study of a housing group to explore how organizations can manage these challenges and whether it is possible to sustain group structures or whether further consolidation is more likely.

Helping, Holding Steady, or Harming? What is the Impact of North American Cross-Border Philanthropy on Arabs in Israel’s Ethnic Democracy?

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Philanthropy scholars include enthusiasts who celebrate charity’s beneficent impacts and critics who view philanthropy as cultural hegemony. This cross-border philanthropy case explores organizational behaviors, mixed motivations and results of a North American Jewish funding consortium, using resource dependency and resource mobilization theories to assess power relationships, conflictual dynamics and perverse outcomes. Closing the gap in the literature that fails to address philanthropic actors as an organizational field, this paper assesses the degree to which alignment, impact, policy outcomes, and philanthropic behavior helps, holds steady (maintaining the status quo in Israel’s ethnic democracy and Arabs’ diminished status), or harms Israeli Arabs.

Hidden History: Exploring the Embedded Nature of Philanthropy in a Welfare State Through a Case Study of a Modern University

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The UK is a ‘welfare state’ with high levels of taxation and low levels of private philanthropy relative to the USA. This paper explores the ‘hidden’ nature of much UK philanthropic activity, using an extensive case study of an institution widely (though wrongly) regarded as solely funded by the state. The research employs the concept of embedded philanthropy (Karlström et al., 2009) to illustrate a critical case study of the University of Kent’s role within its local community, and how this is crucial to garner both initial and long-standing philanthropic support.

Hours Aren't Enough: New Methodologies for the Valuation of Student-Community Engagement

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Research on student-community engagement tends to view this activity primarily from the vantage point of students and educational institutions. Nevertheless, at least one other major actor is involved in this activity: the community. We address this gap by developing new methodologies based on labor/inputs-based and project/outputs-based accounting that integrate the community perspective in valuing student engagement. Through presentation of extended examples of engaged learning projects at the individual, small group, and class levels, we show that these methodologies can be applied in institutions of higher learning to consider the value of student engagement to the community.

Housing Advocates and Their Strategic Actions to Influence Policy

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State retrenchment, public input requirements, and local budgetary constraints make advocacy organization's (AOs) work vital to the adoption and implementation of local plans. The strategies these organizations employ to influence policies have gone understudied. The current study fills this gap through a case study of how AOs exert influence on planning for affordable housing in four cities in Los Angeles County. Data were collected through interviews with AO leaders and city officials, AO documents, and local Housing Elements. The findings suggest that AO strategies are chosen based on its pool of resources independent of the political opportunities the group perceives.

How and to What Extent Accounting Information Systems Contributes to Strategic Decision Making in Higher Education

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Organizations are using advances in computer processing of information to make better informed decisions more efficiently. Despite the opportunities this data provides; organizations face challenges when managing the risks and potentially lose productivity with ineffective data management (AICPA, 2013). These challenges are compounded by the fact that data is increasing at an estimated rate of 50% per year (AICPA, 2013). These challenges add to the complexity of the strategic planning process. Institutions of higher learning would benefit from considering how Accounting Information Systems can impact organizational strategy by becoming more dynamic and creating new uses for information.

How Do International NGOs Prioritize Locations?

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This paper builds on previous research addressing the external factors driving NGO location, exploring the internal dynamics of US-based international development NGOs, asking how they prioritize programs (and thus location) internally.

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

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

How Macro-Level Variables Explain Cross-Country Differences in People's Inclination to Give

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This paper explores cross-country variations in charitable giving and looks at the question how welfare state policies shape as well as constrain private philanthropy. Hypotheses are drawn from crowding-out theory and considerations about the influence of a welfare regime's welfare-mix. We add to the on-going discussion concerning the crowding-out hypothesis with empirical evidence by looking at particular charitable subsectors people donate to across countries. Using Eurobarometer data and data from the Johns Hopkins Comparative Nonprofit Sector Project, we find evidence for a crowding-in effect rather than a crowding-out of private donations. Moreover, giving behaviour differs between welfare regimes.

How Social Media and Crowdfunding Transform Nonprofit Organizational Operations and Organizational Identity

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In the past several years, adoption of social media like Facebook, Twitter, Kickstarter, and Crowdrise has surged prolifically. Though there are benefits to using social media, nonprofit organizations struggle to adapt to the use of these technological platforms due to significant resource limitations like time, staffing, budget, or skill set. The purpose of this study is to examine how the adoption of social media transforms organizational operations. Additionally, this study aims to address the impact of social media use on organizational identity. This study uses mixed research methods in the form of a survey and subsequent interviews.

How to Flourish in Mainland China for International Charities

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Entering China and flourishing is very difficult for international charities. But two international charities have been successful in China. Tzu Chi is a global religious charity from Taiwan and has established branch offices in 27 provinces with over 5 millions members in China. Lions is also a great global charity from the U.S. with 6600 members and 195 teams in China. I hypothesize that their values, vision, strategy policies, and organization structure adapt social environment. This critical research focus is on interaction of organizational adaptation and environmental determinism and diffusion process.

How Well Does Organizational Theory Explain Neighborhood and Homeowner Association Effectiveness

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This research employs organizational theories and a recent dataset of over 325 Charlotte (NC) and Phoenix-regional (AZ) neighborhood based organizations to evaluate possible strategies involving neighborhood organizations as effective service delivery provision units in response to local government budget cuts. The paper addresses the usefulness of traditional organizational theory for explaining operational behaviors of these small informal organizations operated by community volunteers.

Ice, Ice, Maybe? An Analysis of Viral Fundraising and Charity Brand Awareness, Donor Perceptions, and Intention to Donate.

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This study examines the impact of exposure to and participation in a wildly popular U.S. based viral fundraising campaign. To explore the impact of the viral fundraising strategy, a survey of students, faculty, and staff at a Mid-Atlantic university was employed. Variables examined include charity brand awareness, social media intensity, intention to donate, emotional uplift, social influence, demonstrable utility, commitment, identity salience, promoting, and pressure. We present the findings of this study in the context of the literature on viral fundraising, charitable giving motivations, and social media involvement along with recommendations for both theory development and nonprofit practice.

Identification and Remittances: Does Integration Hinder Immigrant Giving to the Country of Origin?

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What motivates immigrants to remit money to people in their home country? This paper explores the notion that private transfers to relatives and non-relatives in the country of origin depend on immigrants' assimilation in the country of residence, which in turn depends on the time that has passed since the moment of migrating. Data from the 2012 waves of the German Socio-Economic Panel (GSOEP) and the Giving in the Netherlands Immigrant Survey (GINIS) are used to estimate the correlates of the occurrence and amount remitted by different migrant groups in Germany and the Netherlands.

Identifying Potential Volunteers: Introducing the Convertibles

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This paper reports on a study which seeks to identify how to increase volunteer participation by converting non-volunteers to the benefits of volunteering. The project uses the concept of volunteerability – an individual's propensity to volunteer based on their willingness, capability and availability – to identify 'convertibles'. Convertibles are conceptualised as a group of individuals with a high propensity to volunteer but who do not currently volunteer. Data collected from an exploratory study based on 12 focus groups with current, non-active and non-volunteers identifies what factors lead to individuals having a high level of volunteerability and what factors inhibit volunteer participation.

Ignoring Affiliation Skews Research Results

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Affiliation has operational significance across the full range of charities, from religion and social services to universities and hospitals. Organizational ecology theory underlines the operational importance of affiliated organizations having an easier path to establishment and higher level of survival. However, empirical understanding of affiliation is far from complete. This study uses data from IRS Business Master Files to identify affiliate networks, which are then verified and expanded through contact with charities. This information will help identify the magnitude of affiliated networks and allow understanding of errors in studies using 990 data without accounting for affiliation.

Immanuel Kant and Social Enterprise: Resolving Ethical Dilemmas in Social Enterprise

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Public service ethics scholars have argued that combining internal and external ethical sources helps public managers resolve ethical dilemmas (see e.g. Zajac 1996). In this paper, we argue that reference to ethical sources that are goal-oriented and value-oriented create even more effective resolutions, especially when complementing business ethics in social enterprise. Combining the internal/external with the value-based/goal-based spectrum of ethical sources to create four categories, we propose that SEO managers will have a higher likelihood of resolving ethical dilemmas successfully when they reference ethical sources from multiple categories in our framework.

Income, Wealth, and Generosity in the U.S. Philanthropy Panel Study

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We present new estimates of the relationship between donations as a percent of income and income to see whether the U-shape found by previous researchers is an artifact of omitted variable bias. First, we estimate the shape by applying fixed-effect Tobit-like estimators to data from the 2001 through 2009 waves of the Panel Study of Income Dynamics and the Philanthropy Panel Study. We then examine whether the shape differs across types of giving or types of donors. Finally, we decompose generosity into permanent and transitory components and examine the shape of each.

Influence and Impact of Nonprofit Inter-Organizational Collaboration in the Delivery of Homeless and Housing Services

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Although nonprofit organizations have become key players in the delivery of human services, little empirical attention has been paid to the delivery of human services within local nonprofit networks. Using social network data and a logistic regression model, 200 dyadic relationships between nonprofit housing and homeless organizations in Albany will be analyzed. The purpose of this research is to explain why local nonprofit organizations collaborate, b) describe the types of collaborative arrangements they make, and c) test a set of hypotheses of the factors associated with the types and outcomes of collaboration in the delivery of housing services in Albany, NY.

Information Asymmetry in Peer-to-Peer Lending Platform: Differences Between For-Profit and Nonprofit Ownership - Case Study of Prosper and Kiva

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Peer-to-peer lending (P2P) platforms have been growing to help people gain financial access online, which are established to solve information asymmetry problem between lenders and borrowers. Previous empirical researches have been focusing on how borrowers' characteristics and linguistic feature in the loan listing affect lenders' decision making by using available dataset from the platforms. This study is to explore how forprofit and nonprofit platforms solve principal (lender)-agent (borrower) problem in the online P2P lending platform. We will investigate trust, reputation, monitoring, management philosophy, and culture by analyzing loan data from Kiva.org and Prosper.com along with blogging, news, and online documents.

Information Flows on Social Media: How Nonprofit Organizations Used Government Information on Twitter During the 2014 Ebola Epidemic

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A growing body of research examines how nonprofit organizations use social media, to achieve a number of goals. However, less is known about how organizations disseminate information via social media from sources such as governmental agencies and international organizations, which are often key information providers and resources. This research analyzes the information flows via Twitter from the Center for Disease Control and Prevention to nonprofit organizations during the height of the Ebola outbreak in West Africa from March to December 2014. Through connecting nonprofits' tweets back to the CDC, we can map information flows and explore the evolution of content.

Innovative Changes in Nonprofit Course Pedagogy to Foster and Improve Student Learning and Retention

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Experiments on pedagogical techniques to foster student retention through increased quality of student/faculty interaction were conducted in both online and face-to-face classes using nonequivalent control group and static group comparison designs. In two topically different online courses that required participation in group telephone calls, results indicated significant decreases in the number of students dropping, withdrawing, or failing. In the face-to-face courses, students experienced significantly increased course satisfaction and self-reported motivation after participating in an activity designed to increase retention and student success. Incorporating these pedagogical techniques are realistic changes that professors can make in their courses to foster greater retention.

Inspiring Charity CEOs to Improve Fundraising Outcomes: A 'Community of Practice' Pilot to Open Professional, Organisational and National Boundaries

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This paper reports research that quests for a novel solution to endemic issues facing fundraising organisations. It draws from and extends the literature bases around nonprofit capacity building, fundraising effectiveness and communities of practice. The study set out to examine how the fundraising outcomes of organisations might be lifted by building the fundraising capacity and understanding of their CEOs. A key finding one year into the two-year study is that the resulting community of practice (COP) of fundraising CEOs appears to be an effective tool with long-term and replicable potential. Messages are emerging for theory and practice.

Institutional Character: Workforce Values in International Aid

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It is well documented that the nonprofit sector is professionalizing. On an institutional level, these trends are associated with an embrace of professional associations, the import of scientific methods of analysis, and widespread use of management models from the business sector. Within organizations, these logics are both demonstrated and enacted through the use of full-time paid staff with specialized, formal training. I study the work values of international aid workers and institutional character of the industry using in-depth interviews, survey data, and comparative organizational case studies across three international NGOs, strategically selected to represent variance in professionalization.

Institutional Incentives and Entrepreneurial Decision-Making: Nonprofit Vs. For-Profit Social Entrepreneurship

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In this paper, we examine how the legal-institutional environment impacts organizational form among social entrepreneurs. Using an original survey of L3C organizations in nine states, we assess managerial perceptions of the work these organizations are engaged in as it relates to entrepreneurial discovery and the perceived double bottom-line. We also provide a conceptual model explaining how an institutional framework of entrepreneurship theoretically differentiates between the different institutional environments in which entrepreneurial discovery occurs.

Institutional Regret: It's About Money, Money, and Money

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About one in 6 social entrepreneurs regrets their initial sector choice. Though sector choice theory is improving, we have less understanding of how social entrepreneurs view these choices in hindsight. This paper examines institutional regret and demonstrates that despite diverse factors influencing sector choice, only three factors matter for predicting the later preferences of entrepreneurs: General funding and support, the availability of grants, and salary. In other words, money, money and money. Using semi-structured interview (n=46) and quantitative survey methodologies (n=117), this paper examines institutional regret and what it tells us about the real differences between the sectors.

Integrating the Expressive and Instrumental Roles of Performance Measurement

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In this paper we theorize about the generation of both expressive and instrumental organizational value and its assessment for enabling accountability towards various stakeholders. Doing this, we elaborate on the instrumental and expressive roles of performance measurement, as well as the tensions and complementarities between them, in order to develop a more complete and holistic basis for assessing organizational performance, and thus also for enabling accountability.

*Interaction of Education and Income in Affecting
Volunteerism: Reformulation of Socioeconomic Theory*

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Education and income are the two consistent predictors of volunteerism. These inform the socioeconomic theory that suggest people with higher social status are more likely to volunteer than lower status people. However, social status differences are not clear cut today. There are considerable amount of people with high education-low income and low income-high education. This study tests how the combinations of low income-low education, low income-high education, high income-low education affect volunteerism. The findings suggest the reformulation of socioeconomic theory of volunteerism. Implications are discussed at the end.

International Field Offices of U.S. Foundations

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International field offices have become a distinctive part of the operations of large U.S.-based private foundations over the past hundred years. Despite the increasing availability of information on thematic and quantitative trends in international grantmaking, there has been little systematic attention to the operational aspects of foundations' international activities. Using internal foundation documents and interviews, this paper provides descriptive statistics of the geographic distribution of field offices over time, presents a framework for analyzing the role of field offices in international grantmaking, and generates new hypotheses for understanding where, when, and why U.S. foundations have opened and closed field offices.

Intersectoral P[Art]nerships

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Intersectoral partnerships are increasingly common. Their diversity is meant to benefit organizations by increasing resources and innovation. Under some conditions this is the case. Conversely, other conditions give rise to challenges. This study includes five comparative case studies of community arts projects, and follows the evolution of their intersectoral partnerships over time. A social network analysis is conducted to explain how partnerships compare to other relationships such as funding and collaboration. Contributions are made to the intersectoral partnership literature by delineating the roles, benefits and challenges associated with nonprofit, government and business involvement.

*Is Altruism (Always) Good for Society? The Problem of
Particularistic Giving in a Diverse Society*

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Altruistic giving is regarded as worth encouragement by law and public policy through subsidies and tax benefits. However, altruism is rarely directed at people in general; often it targets people with an identity shared by the giving individual. Given budget constraints, most individuals give to individuals/organizations who share their identity. In culturally, ethnically and otherwise diverse societies this inadvertently encourages splintering and polarization and conflict rather than "live united" (United Way's slogan). A careful consideration should be given to policies that encourage further splintering through a reevaluation of the concept of public benefit in law and practice.

*Is Bigger Better for Fundraising? The Costs and Benefits
of Organizational Consolidation in the Combined Federal
Campaign*

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This paper examines the effect of mergers on fundraising costs and giving patterns using the Combined Federal Campaign—the nation's largest workplace giving campaign. The consequences of CFC consolidations potentially provide insight about how (institutional) development structures and philanthropic performance are related. Preliminary findings suggest several things. First, just prior to merger, merging campaigns raised about 35-40 percent less money and had 10-15 percent lower participation than non-merging campaigns. Second, the average cost of fundraising decreases following mergers, although the efficiency gains appear to be larger pre-2008 than post-2008. Finally, merging appears to increase donor participation and average gift size.

Is Collaborative Social Change Possible? Divergent Strategies Among Foundations, Institutions, and Organizations in Efforts to Reform Chicago's Public Housing

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Collaborative public-private partnerships have the potential to address complex social problems. However, little is empirically known about strategies used in facilitating system-wide changes. I pose the question: How do organizations shape the implementation of public housing policy reforms? First, I contextualize these reforms within literature that considers the privatization of the U.S. Welfare State. I use the case of Chicago's key initiatives led by foundations, institutions, and organizations that seek to influence housing reforms. Finally, I present three models of collaborative social change---collective impact, collaborative governance, and community organizing---to answer the question of how organizations transform policy reforms.

Is Employee Workplace Philanthropy Fostered by an Employer's Example? Assessing Employee Giving and Volunteering in a Multi-National Corporation

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We examine employee perceptions of company-sponsored philanthropic opportunities and leadership, employee giving and volunteering inside and outside the workplace, and employee roles in relation to these perceptions and behaviors. Our analysis relies on an employee survey on giving, volunteering, and corporate charitable practices from U.S. locations of a multi-national medical company (n=550). As corporate philanthropy becomes increasingly ubiquitous, and concerns about effectiveness and "sincerity" remain relevant, companies, and those who study them, would benefit from deeper understandings of employee perceptions in this area. Simultaneously, for nonprofits that rely on company-sponsored workplace giving efforts, information from this study could be invaluable.

Job Demands and Job Control's Additive Effects on the Well-Being of Nonprofit Employees: Is Instrumental Feedback a Mediating Variable?

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

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

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Nonprofit human service agencies are universally acknowledged as demanding occupational environments. Organizational scholars assert that strengthening employee well-being in strenuous workplace settings necessitates job control. Consistent with this idea, Karasek's additive model asserts that job demands and job control jointly impact employee strain and motivation. Empirical tests have yielded inconsistent findings. This study sought to clarify mixed research evidence using a sample of 628 nonprofit human service employees in NYC. Two types of mediational analyses confirmed instrumental feedback's intervening role. Study data challenge the predictive validity and practice utility of the Karasek's seminal additive model in nonprofit human service agencies.

***Leadership and Collaboration in International
Nongovernmental Organizations***

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Through the quantitative and qualitative analysis of semi-structured interviews with 152 leaders of U.S.-based international NGOs, we examine the characteristics of nonprofit collaborative leadership. Specifically, we identify the similarities and differences of their leadership approaches in respect to the types of collaborative structures they form with other organizations, the types of organizational partners they select, and their views and perceptions towards working with other NGOs, for-profit firms and governmental entities.

***Leadership Believability and Advancement: College
President Characteristics and Fundraising Effectiveness***

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Stakeholders of nonprofit organizations like to know that their leadership “gets it.” Believability and credibility are often hallmarks of effective leadership. But do these leadership characteristics correlate to effective fundraising in the nonprofit higher education sector? In this study we explore the relationship between the believability and credibility characteristics of Presidents of top small liberal arts colleges with their ability to head effective institutional advancement endeavors.

***Lessons from Constructing a Sector-Wide Innovation
Strategy for the Social Services in Singapore***

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What are the strategic, institutional and organizational conditions required for creating a conducive research and development (R&D) ecosystem capable of generating innovations and productivity gains for the social services? This paper analyzes the R&D done by nonprofits and government agencies in the Singapore social service sector as well as their newly developed innovation strategy to provide some insights to this question. Besides a R&D agenda calibrated to be responsive to the evolving needs of the sector, a successful innovation strategy also needs to concentrate on capability building and the crucial role of brokerage between diverse partners and ‘assets classes’.

***Making Money at the Expense of the Poor? An
Investigation of Individuals’ Preferences to Impact Invest
Versus Donate***

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Impact investing has been discussed lately as a novel approach to help address the world’s social and environmental challenges. Bringing together philanthropic objectives and financial decision-making, impact investors explicitly aim to generate a social and/or environmental impact while also yielding a financial return. Yet, the values, norms, and motives associated with philanthropy might be at odds with those of financial investing. Consequently, individuals could deem it inappropriate to invest in social problem-solving. This article aims to shed light on this question. Using an experimental set-up, we study the willingness of 872 individuals to impact invest compared with their willingness to donate.

***Making Public Policy Toward the Nonprofit Sector: How
Broad “Sector” Interests Are Advanced – Or Not – in the
Policy Process***

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The nonprofit sector, as a sector, has a significant stake in federal tax, spending, and regulatory decisions. For example, federal tax policy determines the kinds of organizations that can claim tax-exempt status and the deductibility of contributions to nonprofits. In this context, this paper will examine how the nonprofit sector mobilizes to advance its interests in the policymaking process, and the record of policy outcomes on sector issues. Work-to-date suggests that the nonprofit sector has fared only modestly in the policy process. If this finding holds, the paper will consider reasons for this limited success and discuss recommendations for reform.

Managerial Development for Leadership in Nonprofit Organizations: Empirical Evidence on Managerial Performance and Revenue Diversification in Faith-Based and Community-Based Organizations

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This paper examines the relationship between the leadership development for nonprofit executive directors and the selected organizational outcomes. Using the data from a survey of faith-based and community-based organizations across the U.S., this study examines the extent to which nonprofit organizations implement leadership development in terms of management abilities, fundraising abilities, and service abilities. This study also tests the relationship between the extent of the leadership development and the various dimensions of organizational performance, including managerial performance, service delivery management, financial management, and employees' performance review, and revenue diversification.

Managing Dialectic Tensions Within the Volunteer Experience

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Research on volunteers and volunteering is becoming increasingly more theoretically sophisticated and methodologically rigorous. Wilson (2012) claims that the first stage (antecedents of volunteering) has attracted the most attention; we know many things about why people volunteer and who volunteers. The last stage (consequences of volunteering) has increased in popularity of late, offering many incentives for nonprofits. However, there is a limited understanding of how the social context of volunteer work influences satisfaction and commitment; this middle stage (the experience of volunteering) is largely neglected by researchers. This paper focuses on dialectic theory and volunteer interviews to gain insight.

Managing Multiple Stakeholders in the Nonprofit Setting

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Recent research has explored how nonprofit organizations are influenced by multiple stakeholders in a diverse manner. Sometimes, the needs of these stakeholders conflict with each other or with the needs of the agencies clients. This paper looks at how nonprofits manage conflict with donors without compromising agency mission through stakeholder theory and principal-agent models.

Managing Top Talent: The Role of Relational Capacity and Teamwork

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This study is aimed at helping top talent (physician scientists) thrive in nonprofit Academic Medical Centers (AMCs). A moderated mediation structural equation modeling framework is employed to measure causal relationships for relational capacity on thriving as mediated by teamwork. Preliminary results indicate that relational capacity and teamwork are valid and reliable constructs impacting physician scientist success. There are positive connections between relational capacity and thriving as well as between teamwork and thriving with teamwork serving as a significant mediating variable. Finally, interesting group differences emerge by both gender and degree type that warrant further examination by AMC management.

Mapping the Research Field of Nonprofit and Philanthropy

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Along with the rapid development of the research field of nonprofit and philanthropy, scholars began to try to model the knowledge produced in this area – an attempt which is critical for this new field toward a more sophisticated discipline. However, studies alike are still scarce and limited. By employing research methods of science mapping, this paper will answer: 1) What are the main research topics in this field? 2) Which studies support the knowledge cohesion of this field? 3) Which studies have made groundbreaking contribution? 4) What are the research trends?

Marketing for Arts Organizations from the U.K. National Survey: Focus on Happiness and Social Inequality

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This presentation aims to lead the audiences' attention to importance of marketing approaches in NPOs' mission achievements, focusing on marketing for arts organizations. I examine how social inequality can influence one's happiness through artistic activity patterns. I analyze a large-scale national survey in the U.K. "Taking Part: The National Survey of Culture, Leisure and Sports". This work aims to contribute to helping arts organizations to establish more evidence-based strategies by adopting marketing approach and develop evaluation methods, and researchers to extending existing findings in cultural sociology and happiness studies by integrating personal, organizational, and social perspectives.

Maximization of Social Value Through Impact Investments

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We analyze a sample of 400 U.S. private foundations that fund social enterprises from 2010 to 2012 to estimate a model of social impact investment, measured by IRS 990-PF forms and data from the Foundation Center database. We propose that multi-stakeholder engagement is a primary driver of social impact investment given its potential to foster the social value creation, particularly aimed to better the lives of demographic groups of economic disadvantage. The results indicate the most significant areas of funding of enabling social enterprise infrastructure (e.g., affordable space, access to capital, the development of entrepreneurship skills, markets, and networks).

Measurement of Public Attention Cycles and a Test of the Effect on Post-Disaster Giving

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Following a disaster, it is not uncommon to witness an outpouring of generosity. In studying this phenomenon, previous literature has taken for granted a potentially key intermediate variable between disasters and donations: public attention. Using data from Google Trends and the National Center on Charitable Statistics, our analysis employs econometric models to study the impact of attention cycles on charitable giving, specifically in the case of contributions to nonprofits following the terrorist attacks of September 11th, 2001. Our analysis both strengthens our theoretical understanding of the dynamic between disasters and donations and provides practically useful information for nonprofit managers.

Measuring Nonprofits Role in Addressing Poverty: The Creation of the 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.

Measuring Social Value: Potential Applications of the Capabilities Approach

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While debate around the exact definition of social entrepreneurship exists the core of the definition revolves around its outcome: social value creation. There is a growing need for social value measurement in order to assess the performance of social entrepreneurs. Although social value measurement tools exist, they tend to measure social value creation at one level and focus on quantifying costs and benefits. We introduce capability approach as a framework to capture both social and individual factors, while examining the operationalization of the capability approach. This study provides concise guidelines for measuring social value in the context of social entrepreneurship.

Measuring the Benefits and Costs of Nonprofit Self-Regulation: the Case of the Cultural Data project

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The growing use of self-regulation by nonprofit organizations is based on the promise of benefits that come as a reward for improved accountability and compliance. While this promise finds theoretical support in nonprofit literature, it has yet to be empirically verified. The proposed study aims to address this knowledge gap by examining the implications of self-regulation for organizational performance using the benefit-cost approach. The data for this study comes from the Cultural Data Project (CDP). CDP is one example of regulatory interventions that seek to improve financial transparency and disclosure practices of nonprofit organizations.

Measuring the Effectiveness of U.S. Homeless Networks: Exploring Factors of Effective Cross-Sector Collaboration

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This study seeks to understand factors that facilitate effective collaboration of networks functioning within the context of a federal homeless policy—the HEARTH Act of 2009. While the federal legislation encourages networked collaboration to address the incidence of homelessness, not all networks are effective in achieving their intended purpose. We analyze a nationwide sample of homeless networks and model the effect of institutional, resource dependency, and network factors on two levels of network effectiveness—network and community—using multiple hierarchical regression modeling. Preliminary results indicate that variation in network effectiveness is explained by multidimensional factors.

Measuring the Enabling Environment for Philanthropy: Results from the Index of Philanthropic Freedom

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This paper presents the findings of The Index of Philanthropic Freedom, which measures and ranks 63 countries on their enabling environments for philanthropy. Country experts administered questionnaires ranking countries on ease of Civil Society Organizations' (CSOs) registration and operations; level of tax incentives; and, ease of cross-border financial flows. Additional narratives illustrate common challenges to philanthropic giving, including foreign agent laws, capital/currency controls, and Illicit Financial Flows legislation. Given the role that philanthropy plays in the growth of civil society, the findings suggest that changes in legal/regulatory policies can help increase philanthropy and strengthen civil society.

Measuring the Social Return on Investment (SROI) of a Work Integration 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 psycho-socially, 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 Unmeasurable – Approaches Towards Impact-Assessment of the Third Sector

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The paper presents a review of scientific literature as well as of official European reports and policy documents on impact measurement methodologies and results. The information was generated within the European FP7-project "The Contribution of the Third Sector to Europe's Socio-Economic Development", lead by Bernard Enjolras, including 12 universities. We will give an overview about the existing knowledge on impact and suggest a set of impact indicators that have been elaborated in stakeholder groups and expert dialogues for the following theory-based impact domains: well-being and quality of life; innovation; civic engagement, empowerment, advocacy and community building; economy and human resources.

***Measuring to Improve Vs. Measuring to Prove:
Understanding Evaluation and Performance
Measurement in Social Enterprise***

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There is growing interest in the phenomenon of social enterprise around the world, and one of the key topics of discussion is the issue of measuring the social value created by these organizations. However, there is limited academic research on the evaluation and performance measurement practices of social enterprises. Given their dual priorities, what motivates social enterprises to measure their impact? This research examines the internal and external antecedents of these measurement practices using a novel dataset of 2014 early stage social enterprises, through the lens of organizational theory.

Media Framing of Elite Philanthropy

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This paper presents a new theoretical model for framing analysis of elite philanthropy in media coverage. The model combines and integrates theories from the fields of communication and philanthropy. It includes main communication components: type of media outlet; and media frames and philanthropy components: type of philanthropic actor; type of philanthropy; and philanthropy processes. The integration yielded a model which describes and explains the dominant frame of elite philanthropy coverage. The model was tested on coverage of major elite philanthropists in Israel between 2005-2009. The findings have significant implications for the study of elite philanthropists' media coverage and public image.

***Megachurch Involvement in Economic Development:
Theoretical Guidance for Organizational Decision-
Making***

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Why are congregations such as megachurches taking on roles in non-mission related activities like economic development? Our study answers this question using Frumkin's (2002) framework for understanding the nonprofit sector, a review of the extra-role behavior organizational literature, and online surveys and telephone interviews with 42 megachurch leaders in the Dallas-Fort Worth and Houston-Sugar Land-Baytown Metropolitan Statistical Areas from 2012-2015. Our findings show that theories of supply-side behavior rather than consumer demand explain these activities. The findings have implications for nonprofit practitioners and faith-based organizations that grapple with mission creep and meeting needs that exist outside of their primary goals.

***Membership Identity, Giving and Communal
Relationships***

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This paper studies Identity-Based Motivation (IBM) in charitable giving. It firstly investigates how membership identity salience influences the monetary amount of one-time giving (Study 1: field experiment, n=406), and how Membership Identity Esteem mediates a relationship between frequency of giving and the nature of the relationship between a donor and a charity: in terms of the communal strength of that relationship (Study 2: field survey, n=1466). This theoretical and empirical advancement suggests that strengthening the association between giving and membership identity may not only increase giving but may increase the strength of commitment to the needs of the organisation by donors.

***Membership Management Practices in Three Brazilian
Associations: Insights from an Institutional Work
Approach***

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The main goal of the paper is to identify and analyze membership management practices in three Brazilian associations. The analysis is based on institutional work concepts (Lawrence & Suddaby, 2006). This research is an exploratory investigation of multiple case studies. Data comes from interviews, document analysis and participant observation. Academic contributions include furthering our understanding of the management of voluntary associations, as well as pointing out some strengths and challenges of using institutional work as an analytical tool. The main contribution for members and managers of associations is highlighting the importance of the routine efforts of membership management.

Ménage À Trois: The Paradox of the UN-NGO Partnership

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The bipartite partnership between the UN and NGOs cannot be fully explained by examining these two actors alone. This study article provides a clue to solve this puzzle by recognizing that the UN-NGO partnership is essentially a triangular relationship with a hidden actor – the government. Does this hidden link between the government and NGOs affect the partnership between the UN and NGOs? And if so, how? This study attempts to answer these questions by contemplating the motivations of NGOs to pursue a partnership mix between the government and the UN.

Millennial Fervor for Social Enterprise: Life, Death, and Performance Patterns of Nonprofit Entrants

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Surviving the early stages of enterprise life is never certain. New entrants compete for revenue and attention, with varying levels of success. Established competitors create high barriers to new entrants. This study examines the track record of survival and attainment of scale among nonprofits founded since December 1999. The study is motivated by specific research questions: What is the success of early stage nonprofits in competition for market share (measured in revenues)? Which nonprofit subsectors are struggling, and which are thriving? Where in the country, and in what kinds of communities, are nonprofits more or less likely to emerge?

Mission-First Social Enterprises: An Analysis of How Three Nonprofit Organizations Avoided Mission Drift After Establishing For-Profit Social Enterprises

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Today, the lines that separate the business, government, and nonprofit sectors are blurring. One example of this blurring phenomenon is the increased pressure nonprofit organizations face to develop profit-generating social enterprises. Nonprofit organizations that develop and run for-profit social enterprises, however, run the risk of increasing the likelihood of mission drift. This paper describes three quite different nonprofit organizations that have organized and now run for-profit social enterprises while staying focused on their third sector missions. The paper explores tensions that arose when social enterprises were established and the strategies the organizations put in place to avoid mission-drift.

Mission, Market, and Multiple Identities: The Decision-Making Processes Driving Mission-Driven Organizations to Pursue Market-Driven Revenue

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This purpose of this multi-case study seeks to answer the following questions: why do nonprofit organizations choose to pursue earned revenue in the marketplace (rather than, for example, donated revenue)? Furthermore, why do some organizations decide to pursue earned revenue that is fully connected to their mission-driven activities, while other organizations pursue earned revenue that is not connected to their mission? This study is qualitative and exploratory in nature.

Modeling Key Aspects of a Social Innovation Orientated Organizational Culture in Social Service Nonprofits: Leadership Characteristics and Interpersonal Dynamics

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This research operationalizes a model of a socially innovative organizational culture within direct social service nonprofits. It presents a model of the constructs supporting the presence of a socially innovative organizational culture based on the empirical findings from survey data from a random sample (n=165) of nonprofits in Pennsylvania, United States. Exploratory principal factor analysis was used to uncover the underlying structure of the varying facets of a socially innovative organizational culture among study respondents. Results highlight the importance of staff engagement, staff development, board involvement, and executive leadership in aiding the development of a socially innovative organizational culture.

Modeling Which Inputs Drive Improvement in Nonprofit Capabilities: Regression Models on the Impact of Philanthropic Funding, Support Services, and Networking

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Philanthropic foundations spend billions of dollars per year on “capacity building” for nonprofits and social enterprises. However, we have very little systematic understanding of what inputs drive improvement in nonprofits— this gap a key missing piece in foundation management.

This first attempt shows that not only is such modeling possible, but also that it provides critical information to foundations. We present a series of regression models—built on data from 95 charities and their CEOs—that indicate the impact of financial support, non-financial services, and networking on the capabilities of those nonprofits.

Models of Student Volunteering in Australia: Analysis of a National Matrix

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This paper identifies the different models of student volunteer programs in universities in Australia using a matrix constructed from the publicly available websites of all Australian universities. In addition to identifying the models, the matrix also revealed trends in student volunteering, particularly the way that Australian universities are packaging student volunteering as part of their service learning, leadership or employability agendas.

More Tales from the Grave, the Dissolution of Nonprofit Organizations in Mexico 2005-2013

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The purpose of this research aims to investigate the causes of dissolution of nonprofit organizations in Mexico. The work uses proposed of three organizational perspectives that are organizational ecology theory, resource dependence theory and the new institutionalism. The methodology used is mixed with quantitative analysis of the demographics of the NPO and qualitative analysis with in depth interviews with members of dissolved organizations. It concludes with a comparison of the results of similar research in the United States and Spain.

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.

***Motivations and Mechanisms for Philanthropy in a Syrian
Diaspora Network***

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This paper will present preliminary qualitative data from interviews with members of a Syrian diaspora network engaged in giving and receiving philanthropy. The interviews aim to explore a number of aspects of diaspora philanthropy, including personal motivations for becoming involved in philanthropic activity, mechanisms for diaspora engagement inside Syria and the region, mechanisms for sending money and resources, diaspora members' expectations of accountability and assessment, recipients' perception of diaspora members' knowledge and motivations, and links between philanthropy and individuals' perceptions of the broad political goals of the Syrian diaspora.

***Multi-Disciplinary and Cross-Institutional Engaged
Department Initiative***

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This paper will report preliminary findings of a multi-disciplinary, cross-institutional community engagement collaboration between seven academic departments at three local institutions of higher education. These departments were funded by a local community foundation to plan, establish, implement, and evaluate community based teaching, learning, and research. A multi-disciplinary and cross-institutional research team is studying the departments' efforts around the topics of (1) student persistence in community-engaged courses, (2) student attitudes towards civic engagement, (3) course planning outcomes and achievement, and (4) the mutuality of planning efforts and level of reciprocity by community organizations and university departments during the engaged department initiative.

***Multilevel Effects of Transformational Leadership on
Performance: Exploring Differential Mediating and
Moderating Mechanisms***

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Transformational leadership has evolved to one of the most prominent leadership styles within the nonprofit sector. However, insights in regards to both mediators and moderators of transformational leadership and performance at multiple levels of analysis are still limited. Therefore, we introduce the concept of transactive memory system – a shared system of team members for learning, storing, and retrieving information – as a particularly relevant mechanism through which transformational leaders can improve the performance of their teams. In order to do so, the authors collect and simultaneously test data from both the individual and team level of analysis.

***Multiple Accountabilities and Their Interactions: Moving
From Typology to Theory***

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This paper examines accountability relationships in a public-nonprofit education reform partnership, contributing to the literature in two primary ways. First, it identifies which accountability typologies from the literature are borne out in this complex cross-sectoral service delivery arrangement. However, to make progress in developing a theory of accountability, we need to move beyond typologies. To that end, this paper posits that not only do multiple types of accountability exist simultaneously in a given relationship but that those types of accountability interact with each other. Understanding these interactions and their resulting effects yields insight into the operational complexity of accountability.

***Navigating Overlapping and Multiple Accountabilities in
Multiscalar Conservation Networks: Lessons from the
Collaborative Forest Landscape Restoration Program***

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This paper examines the interplay between formal and informal accountability in emergent intersectoral networks through a study of the Collaborative Forest Landscape Restoration Program (CFLRP), which aims to increase the pace and scale of forest restoration. CFLRP participants, representing nonprofit, private, and public organizations, have developed collaborative networks operating at two scales: landscape scale multistakeholder collaboratives and cross-collaborative networks. Network participants operate in governmental/regulatory contexts with formal monitoring and accountability systems that can inhibit their informal accountability to each other. Within this context, we examine how network participants maintain informal accountability to realize the benefits of network activity.

Networking and Diversity Management as Factors Affecting Successful Social Enterprise

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This study examined networking and diversity management as factors affecting successful social enterprise. Semi-structural interviews with a sample of fourteen CEOs and workers in social enterprises in Los Angeles were conducted. Thematic analysis was performed. The findings revealed both CEOs and workers identified networking is a core component to create successful social enterprise. Considerable networking efforts were implemented and its positive impact was found. All respondents recognized the need to improve diversity in their organizations, while some did not implement diversity in top management team and board. This study suggests strategies to reinforce networking and diversity management for social entrepreneurs.

Networks, Coopetition, and Innovative Behavior in the Nonprofit Sector: What Really Applies to Nonprofit Organizations?

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We evaluate nonprofit organizations in the victim service sector in Germany to determine how various aspects of coopetition influence the innovative behavior of these organizations. Using a multi-method approach, we assess their innovative behavior and determine the relationships between network structures, coopetition, and innovative behavior. After qualitatively assessing the sector, a quantitative survey, including a network survey section is conducted. We then match the survey and network data of 111 responding organizations to complete our dataset. Our findings indicate that caution may be recommended when considering results of business research regarding innovative behavior in the context of the nonprofit sector.

New Insights into Sectoral Boundary Spanning in Different Contexts: Modifying a Macro-Institutional Framework for Social Enterprise Country Models

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This paper modifies Kerlin's (2013) macro-institutional framework for conceptualizing social enterprise to better capture the nuanced and dynamic nature of social enterprise country models. Social enterprises, though spanning the boundaries between the nonprofit and business sectors in their immediate organizations, are also shaped by sector-spanning institutions in their different contexts. New qualitative information from four forthcoming country-level studies that apply and critique Kerlin's framework identify differing norms, pressures, and logics of these institutions in different settings. These insights inform an expansion of Kerlin's (2013) macro-institutional framework and thus improved guidance for the support, development, and transfer of social enterprise.

New Technology and Old Theology: The Role of Social Media in the #BlackLivesMatter Movement and the Church it Left Behind

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This paper explores how new technologies/social media (i.e. Facebook, Twitter, Instagram and YouTube) catapulted the #BlackLivesMatter hashtag into a national 'movement'. This Millennial-led movement fueled by an unprecedented use of social media, introduced a new form of grassroots community organizing that were not dependent upon preexisting religious institutions and communication infrastructures. Using a comparative framework, this paper seeks to examine how social media is changing the landscape of grassroots organizing within minority communities, and note what lessons can be gleaned by religious communities, from this expansive and ever-changing enterprise.

Next Generation Philanthropy – The Emergence of Social Investment

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As a new generation of philanthropy emerges, social investment is increasingly considered a complementary financing mechanism for nonprofit organizations next to donations. However, little is known about why private individuals decide to make a social investment and who is primarily interested in it. By means of a large-scale survey (n=1,000), this study empirically compares the motives and profiles of individuals who make a social investment compared to those making donations and traditional investments. Based on the results, nonprofit organizations will be able to better target individuals for different financing requests, particularly for social investments.

Nonprofit Collaboration at the Street-Level: Meeting Client Needs Despite Policy and Resource Constraints

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Drawing from semi-structured interviews of 25 program directors in nonprofit and public organizations whose services focus either on primarily meeting the child care needs of parents or the education and training needs of parents, this study examines the practices of nonprofit leaders to make sense of multiple stakeholder requirements to provide integrated services at the street-level of administration.

Nonprofit Education and Service Learning: Strategic Partnerships Between Universities and Nonprofit Organizations

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Service learning projects between university students and nonprofit organizations are the platform for the new age of social responsibility. This strategic partnership provides students with real world experience while providing organizations a fresh perspective on strategic communication strategies tailored to their specific needs. This session will describe a number of service learning success stories, describe the various models that exist in higher education today, identify how faculty can successfully locate organizations to work with, and will offer time for attendees to share best practices with community partners.

Nonprofit Entrepreneurship: An Exploratory Study of Emerging Organizations

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Scholars who study entrepreneurship observe that existing research is largely focused on for profit start-ups rather than nonprofit or public sector organizations (Aldrich & Ruef 2006) and that there is an over-emphasis on the individual entrepreneur or founder as the unit of analysis (Starr & Fondas 2010). This study addresses these issues by exploring entrepreneurship exposure, experience and activity associated with eight emerging nonprofit organizations (“NPOs”) in Atlantic County, NJ using data from forty-one qualitative interviews of both founders and early participants, document review and participant observation.

Nonprofit Executive Time Allocation Patterns: What do Executives do?

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There are multiple arguments about why it is important to understand how executives allocate their time (Mintzberg, 2013). The amount of time an executive has to work is finite, yet in many cases the work is infinite. Effective executives understand how to allocate time to tasks in a way which yields the best results for themselves and their organizations. The goal of the project is to understand how nonprofit leaders allocate their work time. The project will compile survey responses from nonprofit executives to develop a profile of executive time allocation.

Nonprofit First Partnerships and Grant Makers: Friend or Foe?

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To reach their-own mission fulfillment goals, grant makers need partners and often require the same of their grantees. Ironically, these practices typically create the conditions for contrived and superficial partnership arrangements. This paper, based upon IRB approved research will examine seventeen partnership cases initiated by grant makers specifically examining the costs and risks of collaboration in related to nonprofit executives sense of fair play and equity. It will suggest a framework based upon experiences of the field and aided by existing scholarly literature to find the best ways to make the process of nonprofit-first partnership positive and replicable.

Nonprofit Fiscal Sponsors: Who Are They and What Do They Do?

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Fiscal sponsorship has long been considered an alternative mode of starting new nonprofits, seeding social movements, and delivering public services yet remains scarcely researched. The purpose of this paper is to review, assess, and report on key characteristics of over 200 fiscal sponsors in 33 states in order to begin to understand these particular nonprofit agents.

Nonprofit Funding and the Business Cycle: A Revenue Portfolio Approach

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We explore the impact of the economic cycle on nonprofit funding portfolios using IRS 990 data for a 21-year panel of more than 5,000 nonprofit organizations. We analyze nonprofit funding portfolios with particular attention to donated income, earned income, investment income, and government grants. First, we identify the impact of several economic cycles on our panel. Next, we examine the relative composition of nonprofit funding models during each economic expansion and contraction. Finally, we identify the growth-and-volatility efficiency frontier for nonprofit revenues. By doing so, we hope to identify normative guidelines for stabilizing nonprofit revenues in a volatile economy.

Nonprofit Inclusion and Voice in Collaborative Governance Networks

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Growth in contracting between government and nonprofit service providers has led to multiple accountability and coordination concerns. To address these concerns, government agencies have developed a variety of collaborative governance structures intended to increase sharing of responsibility and incorporate nonprofit providers as stakeholders in funding and policy decision-making. Using a qualitative comparative case study design, this research investigates the degree to which a specific collaborative governance model—HUD mandated Continuums of Care—is able to (1) meaningfully incorporate nonprofit providers in decision making, (2) provide effective outlets for their advocacy and (3) promote two way communication and learning.

Nonprofit Leadership and Cross-Sector Collaboration: A Mixed Methods Study of Grant and Contract Complexity

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This study assesses nonprofit leadership behaviors and collaborative relationships between government and nonprofit partners through grant and contracting arrangements using an exploratory sequential mixed methods approach and participatory theoretical perspective. Qualitative data collected from interviews with members of state task forces on collaborative contracting has informed the creation of a quantitative survey instrument being distributed to approximately 250 nonprofit leaders. Scale items created from interview data regarding grant and contract starting conditions, institutional design, and collaborative process (Ansell & Gash 2008) will allow for testing whether a statistical relationship exists with either levels of funding or successful project outcomes.

Nonprofit Organization Involvement in the Certification Industry

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The certification industry is heavily dominated by nonprofits yet there has been little attention to it by nonprofit scholars. Using a database of over 2000 certifications, 500 certification providers, and 500 occupational categories, this paper test hypotheses related to 1) legal classification of providers and other organizational characteristics, 2) density of certifications and providers in occupational domains, and 3) certification program features. Findings have implications for program providers, regulators, and other stakeholders. In particular for ARNOVA, findings raise questions about the role of nonprofit professional membership associations in shaping occupations and inform organizational theories applied to an under-studied nonprofit context.

Nonprofit Organizations in Urban Public Policy - The Case of Detroit

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Traditional theories of urban governance have focused on the roles played by the business community and local government, oftentimes marginalizing the contributions of the nonprofit sector. However, the active participation of nonprofits and the philanthropic sector may be a critical factor in achieving desirable policy outcomes. In a project that examined Detroit from 2000-2010, the often-intertwined and overlapping roles of the business community, local government and the philanthropic and nonprofit sectors were examined. Results demonstrate that projects that actively involved nonprofits in the planning and implementation enjoyed a higher degree of success than those that relied upon traditional coalitions.

Nonprofit Organizations' Revenues After September 11: An Application of the Benefits Theory of Nonprofit Finance

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The paper builds on previous research that identified significant changes in the revenues of nonprofit organizations after 9/11 (Guerrero & Purtell, 2011) and relies on the benefits theory of non-profit finance (Wilsker & Young, 2010) to explain why some nonprofit organizations experienced more significant revenue disruptions than others after the September 11 attacks. The analysis proposed consists of two steps: First, I construct risk as the deviation of actual revenues of individual nonprofit organizations after the attacks from the expected revenues. Second, I regress risk in variables that capture different features of the revenue structure of nonprofit organizations.

Nonprofit Policy Advocacy Under Authoritarianism

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This paper examines the political, institutional, and organizational factors that affect Chinese NGOs' advocacy investment and tactical choices. Preliminary data analyses from a nationwide survey and semi-structured interviews show that public funding is significantly positive across the three models. Public funding does not suppress advocacy but encourages it. Foundations have a significantly negative impact on NGOs' advocacy investment and the use of direct tactics. This refers back to the elite theory, which proposes that foundations use programmatic grants to channel what they believe is correct and important. Collaboration is positively significant. Lastly, Party-state connections and professionalism are not significant.

Nonprofit Use of Social Media in Times of Disasters: Mobilizing the Public Towards Voluntary Actions

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Disasters are times when nonprofit organizations face the need to mobilize resources as quickly as possible. Nonprofits often seek for innovative and creative ways to send out information to encourage the people to make donations and/or to volunteer. Given its characteristics to instantly spread information to masses of people, social media are considered perfect communication channels in emergencies. Despite the envisioned use, however, little has been documented about such use. Using an original survey data collected from nonprofits that responded to the 2011 Japan disaster, we examine the effectiveness of social media in mobilizing the public towards voluntary actions.

Nonprofits and Political Work: A Joint Consideration of the Political Activities, Programs, and Organizational Characteristics of Social Service Nonprofits

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Nonprofit social service agencies have become central components of the safety net and to efforts to strengthen marginalized communities, making it important to understand the political activities of nonprofit social service providers and factors associated with organizational decisions to engage in political activity. Using unique survey data in seven urban and rural communities, we examine the organizational and local contextual factors associated with nonprofit social service organization self-reported efforts to communicate with elected officials and administrative agencies, pursue public education and advocacy work, and engage in activities intended to educate or mobilize voters.

Nonprofits in Changing Neighborhoods: The Responses of Nonprofits to Gentrification

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This presentation will discuss a qualitative study on how gentrification, will affect nonprofits working at the community level and how nonprofits will then adapt or adjust in response to gentrification. Using a study of nonprofits in one neighborhood, I will discuss how different organizational theories such as resource dependency and institutional logics help explain variation between different types of nonprofit responses. I then focus on a specific type of nonprofit, place-based nonprofits, and discuss their responses and the challenges they face organizing at the neighborhood level but in a neoliberal political and economic environment.

Noshing into Your Nonprofit's Bake Sale Profits: A Content Analysis on State Nonprofit Sales Tax Policies

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After enduring recessions, several states have considered collecting additional taxes from the nonprofit sector. While previous research has focused on income and property taxes, this paper considers sales taxes. The first iteration of this research used an empirical multinomial logistic model, and found evidence that utilitarian concerns, expressive interests, and political context influence state nonprofit sales tax policies. These findings also raised additional questions about the scope and formation of these laws. This paper seeks to answer those questions through content analysis and qualitative comparative analysis to construct a deeper understanding of nonprofit state sales tax policies and intersectoral relations.

NPO Financial Statement Quality: An Empirical Analysis Based on Benford's Law

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To assess the accuracy of the figures reported in NPOs' financial statements, I perform a digital analysis on Belgian non-profit organizations' financial statements for accounting years 2007 up to 2012. Specifically, I compare observed frequencies for digits in the second-from-the-left position with expected frequencies based on Benford's Law. Results based on the full sample indicate that observed frequencies strongly conform to Benford's Law (and thus suggest a high degree of accuracy). Considering different sub-samples, I note that observed deviations from Benford's Law are largest for the smallest non-profits and those non-profits that rely most heavily on grants and/or donations.

On the Ethics and Values of Philanthropy

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Proper consideration of the ethics and values of philanthropy is impeded by a number of obstacles: the general outlook of moral relativism, which sees ethics as irrelevant; the neglect of issues of philanthropy in ethical theory; and the inordinate focus of applied ethics in philanthropy on the donor and the fundraiser. In this paper, I comprehensively examine the major ethical theories in the Western philosophical tradition as they relate to philanthropy, and then analyse the applied ethics of philanthropy in the light of those theories.

One Size Does Not Fit All: Different Types of Sustainability for Public Network Management

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The topic of sustainability has become increasingly important to explain contemporary organizations across public, non-profit and private sectors. Trends of coproduction, privatization, and partnerships between three sectors facilitated public networks as a new form or organization. However, there is little attention on sustainability of public networks. From an empirical study on a public network, this study suggests a framework of "sustainable public network management" that not only examines types of sustainability of networks, but also provides implications about sustainability management of public networks.

Open Data, Grantmaking Data and the Funding Base of the Third Sector: Early Lessons from the UK

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In the UK a number of foundations have released data on their awards, while the government has mandated the release of procurement data from public authorities. This allows work to be done on the distribution of funding to nonprofit organisations which will clarify the nature of their income sources. We provide evidence from initial UK efforts to capture and classify such data, in which we have linked information on several hundred thousand grants and contracts to our own extensive databases on charities and other nonprofit organisations. Our conclusions relate to the potential of and pitfalls associated with such linkage.

Organizational Assistance of Indigenous Artists: Findings from the Pacific Northwest Coast

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American and Canadian third-sector organizations work to assist Indigenous artists of the Pacific Northwest Coast in many ways: culturally, economically, educationally, and logistically. These forms of assistance and the relationship between artists and organizations are the focus of the present research. This paper will present findings of the field research that I carried out as part of my PhD project such as the actual services offered to Indigenous artists, the organizations' differing approaches to assisting the artists, and the use of tools such as surveys to estimate the artists' satisfaction with the offered assistance.

Organizational Change in Childcare Nonprofits: Multilevel Dynamics Explored

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Today's nonprofit organizations have to deal with a constantly changing environment due to outside influences. Nonprofit employees are tasked with the implementation of such changes, which might negatively affect their job satisfaction. Drawing on multilevel data from 133 organizations and their employees (n=1021), this paper explores the effects of a large-scale policy change in the German childcare sector. Findings indicate that the relationship between employees' meaning of work and job satisfaction was (partially) mediated by attitudes towards change content. This study contributes to the literature on organizational change and helps to ensure a successful management and implementation of change.

Organizations and Survey Research: Implementing Response Enhancing Strategies and Conducting Nonresponse Analyses

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Understanding the dynamic landscape of nonprofit organizations and voluntary action involves having high quality survey data; yet, declining response rates are threatening the quality of data being collected. This article describes several response enhancing strategies and explains how they were implemented in a national study of community organizations that achieved a 94 percent response rate. Data from this study are used to examine the relationship between survey response patterns and nonresponse bias by conducting nonresponse analyses on several individual and organizational characteristics. This study has implications for survey researchers, scholars who analyze survey data, and those who review their research.

Orienteering for Strategy: The Community and Stakeholder Landscape and Its Effect on Strategic Planning

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While only half of nonprofits have written strategic plans, nearly all of them report significant challenges with their strategic planning activities. Aside from the final strategic plan document, the process of planning alone can yield significant integrative activities across diverse constituents. Yet, we know little about how organizational abilities to manage such stakeholder relationships can influence challenges that come with strategic planning. This research takes a "capacity building" approach to investigate what behaviors and capabilities contribute to problems with strategic planning. The result is a more dynamic model that documents how these challenges interact with each other.

Overcoming Barriers to Volunteer: An Insight in the Reasons Not to Volunteer and Their Relatedness to Earlier Volunteering

Research on volunteering has mainly focused on the explanatory demographics and functional motives to volunteer, but little is known on the reasons that people have not to volunteer. However, these reasons need more academic attention, as they form the barriers that people impede to volunteer. Therefore, we examine for a sample of 1248 respondents their reasons not to volunteer. We apply an exploratory factor analysis and analyze each factor in depth based on a series of regression analyses. This allows us to get an insight in the distinct reasons not to volunteer for various groups in society.

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Packing and Unpacking Philanthropy (Part Two): How Moving Affects Donations

In this paper, we seek to understand how geographic moves affect financial donations to nonprofits. Newcomers' timing for engaging with local organizations depends largely upon the pathway they use to become engaged—through institutions, individuals or personal interests. We compare the transfer of monetary donations in a new community to the transfer of volunteering behaviors. In comparison to volunteering (which is largely tied to location), donations tend to be “sticky,” meaning that a person often continues to donate to nonprofits in areas of prior residence. The transfer of donations is a slower process than the transfer of volunteering behaviors.

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Parsing Ideology from Partisanship: The Role of Personal Ideological Preferences in Nonprofit Voter Mobilization Efforts

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

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Pay-What-You-Want Pricing for Goods With Embedded Social Value

Product pricing has always been critical for for-profit enterprises. In today's world of social enterprises the operational boundaries between for-profit and nonprofit social enterprises are becoming blurred, as nonprofit organizations add revenue-generating operations to their sources of funding. Now optimal pricing strategies are crucial for both groups. For markets where the social nature of the product provides part of its value, pricing is particularly challenging. The experimental design of this pay-what-you-want project provides valuable insight into consumers' perceptions of value and into what factors impact pricing when consumers set their own price.

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Pension Funding and Management in the Third Sector

This paper is the first snapshot and empirical analysis of not-for-profit charities' defined benefit pension plans – analyzing which types of not-for-profits use them, what the trends in funded ratios are, and which theories best predict and explain their funding and management. Defined benefit pension plans are important for a large segment of the not-for-profit labor market, covering between 17 to 23 percent of the estimated national not-for-profit workforce and between 32 to 38 percent of the nonprofit health workforce.

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Perceptions of Religious Relationships and Giving

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This paper presents the results of a multi-stage research project that examines individual perceptions of their relationship with Jesus Christ and their giving to faith-based organizations. The study examines how an individual's faith may both be expressed by, and developed through, their generosity toward others. The results, utilizing actual giving data, suggest that priming donors to consider how they know their friends, rather than care for family and friends, significantly increases their donation. We further explore the reasons why this might be the case to develop a deeper understanding of faith based giving.

Perspectives of Nonprofit Board Chairs: How They Prepare and Perceive their Role in Relation to the Board, Community, and CEO

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Although there is a significant amount of prescriptive literature on board chair roles and responsibilities, few studies focus on how board chairs perceive and prepare for their leadership role. This study, conducted by a research team of the Alliance for Nonprofit Management's Governance Affinity Group, examined: 1)how board chairs perceived their roles relative to the board, organization, community, and CEO; 2)how they prepared for their board chair role, and; 3)what they found helpful in assuming the board chair role. With 635 completed surveys, this is one of the few studies that obtains information about board chairs, directly from board chairs.

Philanthropic Support for Public Parks and Recreation: Trends and Taxonomies

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This paper will present a descriptive and trend analysis of some 2,000 U.S. tax-exempt entities created to support government services in parks and recreation. A taxonomy of their services and activities will be offered. This is a new area of civil society research, built at the intersection of the public and private sectors. Our paper discussion not only will offer new data, but will also suggest that theories addressing the coproduction of public services should be expanded to address the impact that these permanent philanthropic institutions (e.g., parks foundations) have on public policy, tax policy, and social equity.

Philanthropy Tackling Poverty? A Map of BRICS Grant-Making Foundations and Their Contribution to Social Innovation

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Grant-making foundations in Western economies have demonstrated to be well positioned to respond to social needs by producing social innovation. However, a notable gap of knowledge exists on other areas of the world. Brazil, Russia, India, China and South Africa (BRICS) represent favorable study settings due to their growing population and wealth, which may potentially favor the growth of private philanthropic foundations. Through a literature review on BRICS countries' philanthropy and a desk-based analysis on BRICS grant-making foundations' databases, the research aims at offering the first comprehensive overview of BRICS foundations and their contribution to foster social innovation.

Pilot Study: The Impact of Multiple Boards in Nonprofit Organizations

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The presence of additional boards in a nonprofit organization has largely been ignored in nonprofit governance research. The inclusion of additional boards in the study of nonprofit governance may help researchers to more fully understand governance processes. The purpose of this research is to compare the roles of additional boards such as advisory boards to the role of the board of directors and explore the relationships that may exist between them.

Playing the Walnut Shell Game: Administering Conflicting Policy Narratives

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Policy narratives guide public approaches to solving social problems. Narratives on any given issue often conflict in their solutions to problems faced by the public which can result in implementation barriers. To examine the roles of the narrative in the policy process at implementation, interviews are conducted with managers at domestic violence advocacy organizations receiving government funding from multiple sources. I ask, how do public and nonprofit managers implement policy using multiple funding streams with conflicting purposes? The findings and analysis identify the problems central to the conflicting narratives and situate them in the narrative policy framework.

Policy Advocacy Meets the Efficiency Crusade: How Nongovernmental Organizations Respond to the Nonprofit Starvation Cycle

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The “nonprofit starvation cycle” refers to the tendency of nongovernmental organizations (NGOs) to continually reduce their overhead costs in an attempt to meet donors’ perceived needs. This dynamic impedes NGOs’ ability to more effectively meet outcomes since it implies underinvesting in research, strategic planning, and monitoring and evaluation. This paper asks: are advocacy-oriented NGOs affected by the nonprofit starvation cycle? Do they successfully resist upward accountability pressures, instead balancing accountability to different constituencies, i.e., donors and beneficiaries, and if so, how?

Political Skill of Voluntary Board Members in the Nonprofit Milieu: A Resource Dependency Perspective

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This paper examines the impact of political behavior and political skill on the development of social capital in the nonprofit setting using a resource dependency lens. Board members’ political skill was used to assess the antecedents of political behavior, the resulting social capital development, and the advancement of organizational resources. The public purpose and outcomes of nonprofits are hypothesized to create an antecedent to political will, extrinsic motivation. The moderating effect of political skill on political behavior and social capital expenditures is hypothesized. A model employing a feedback-channel between outputs of social capital expenditures and political will antecedents is proposed.

Predicting Financial Distress of Nonprofit Organizations

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Nonprofit organizations are often viewed as vulnerable and a high risk for failure given tight operating margins, competition from the private sector, and over reliance on unpredictable public sector grants and contracts. This research asks how can nonprofit financial managers predict financial distress? This research examines financial ratios for a sample of 501(c)3 nonprofit organizations from the U.S. National Center for Charitable Statistics for the years 2008-2012 to develop a financial distress score for nonprofit organizations. Multiple discriminant analysis (MDA) is used to determine which ratios are the best predictors of financial distress.

Preventing Governance Failures and Mitigating Government Intrusion into Nonprofit Board Governance

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Failures in Nonprofit (NP) governance undermine public confidence and increase public pressures on, and scrutiny by, state and federal governments (AG Legislation 2013; Perry 2013). This results in aggressive state actions, like New York's well intended legislation, and aggressive settlements in New York, California and Colorado.

While such actions promote accountability and transparency, they intrude deeply into NP governance (Corbett 2014b, p. 16). This paper examines legislative and settlement provisions imposed to determine what governance steps boards could proactively take to prevent or pre-empt such regulatory intrusions, while enabling government to fulfill its obligation to protect the public welfare.

Problems with Government Funding: Exploring the Government-Nonprofit Relationship

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Over the past 30 years, the nonprofit sector has become more dependent on government funding, which leads some to argue that nonprofit organizations risk becoming more beholden to government agents. More than one-half of nonprofit organizations receiving government funding report problems with government agencies (Pettijohn et al 2013). Using data from two Urban Institute's surveys of nonprofit organizations regarding their government contracts and grants, this paper will explore problems nonprofits reported with government agencies. Findings have implications for nonprofit managers in developing and managing their funding relationships.

Producing Better Mileage: Advancing the Design and Usefulness of Hybrid Vehicles for Social Business Ventures

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About half of U.S. states have authorized "hybrid" forms that blend aspects of traditional for-profit ventures with characteristics of traditional non-profit entities. This article analyzes theoretical, academic, practical, legal, and regulatory questions about whether existing hybrids achieve objectives proffered for the forms, including relative to modified business forms. Finding the current fleet a useful start but leaving gaps, this article proposes a new form and approaches for general regulatory oversight, taxation, and securities regulation. In essence the authors propose a next iteration hybrid—a "Social Primacy Company"—designed to provide clarity about priorities and accountability.

Products of Their Environments? Examining Differences in Capacities Between Latin American and US NGOs

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Capacity building has always been an important topic in nonprofit research. However, the factors that influence nonprofit capacities across the world are not well known. This study takes a macroscopic perspective to understanding variations in nonprofit capacities by examining how nonprofit environments or 'regimes,' as articulated by Salamon and Anheier (1998) in their social origins theory, influence nonprofit capacities. Using discriminant analysis, this study investigates differences in professional capacities between 127 US-based and 75 Latin-America-based nonprofits. The results suggests that out of the 8 professional capacities considered, US-based and Latin-America-based nonprofits differ primarily in terms of their strategic planning capacity.

Professional Development for Nonprofit Leaders in Rural Alaska: Perceptions, Access, Utilization, and Needs

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This project explored the nature of professional development for fundraising professionals in the rural area of the Kenai Peninsula of Alaska. Surveys and semi-structured interviews identified perceptions of professional development opportunities, utilization, barriers to access that impact participation, and specific training topics of interest.

The data illustrate a limited awareness of existing resources, dissatisfaction in web-based training, and limitations in time and resources necessary to travel for professional development opportunities. The applicability of content to rural Alaskan communities and facilitator experience with Alaskan or rural nonprofits were noted as primary concerns when considering participation in professional development.

***Professional Identity Work by Social Entrepreneurs:
Linking Institutional and Micro Level Understandings of
Social Entrepreneurship***

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The paper links two central groups of actors in the field of social entrepreneurship: intermediary organizations and social entrepreneurs. Through semistructured interviews with 25 social entrepreneurs I will focus on how social entrepreneurs discursively negotiate their professional identities as social entrepreneurs and how in this process they appropriate institutional notions as brought forward by intermediary organizations. The concept of identity work, which links institutional and micro-level identities, serves as the theoretical backbone. A nuanced systematization of different paths of becoming a social entrepreneur and the discursive positionings that take place in this process are the main contribution of this work.

***Professionalization and Partnerships with Businesses as
Drivers of Nonprofit Transparency***

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This research analyzes the influence of professionalization and business-nonprofit partnerships (BNPPs) on nonprofit transparency. First, we conceptualize transparency as one of the critical dimensions of accountability and explain how it has become a key goal for nonprofit organizations (NPOs). Second, we discuss professionalization and BNPPs as strategies directly connected to the main challenges (and controversies) they face. Third, we propose a set of hypotheses linking those strategies to transparency. Their influence will be measured through an empirical research based on a survey to a representative sample of 325 NPOs. Regression models will be used to test the hypotheses.

***Project Design, Implementation and Impact Evaluation:
The Challenges of a Social Enterprise Project in the
Yucatan***

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This article is a compilation of survey data, independent research and impact evaluations on the development of microcredit revolving funds for the creation of small business operations in highly impoverished and marginalized communities of the Yucatan Peninsula. The article gathers testimony of dozens of families that have had access to at least three different sources of micro finance services in the region: Government revolving funds, a private microfinance institution and a small non-profit foundation. The study highlights achievements and shortcomings of each of these programs, evaluating the impact they have on efforts to eradicate poverty and sponsor small business operations.

***Public Confidence in Nonprofits: Developing a CHAID
Predictive Model***

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Past studies show that confidence in nonprofits is correlated with an individual's propensity to volunteer and/or donate to nonprofits (Light, 2003). Understanding who these individuals are will help nonprofits advocacy, recruitment, and marketing strategies to build volunteerism and revenue generation. This study will use Chi-square Automatic Interaction Detection (CHAID) analysis to explore longitudinal data from San Diego County in order to build a personal and demographic profile for predicting 1) overall confidence in nonprofits, as well as confidence in nonprofits to 2) act on the public's behalf, 3) provide quality services, 4) operate effectively, and 5) spend money wisely.

Public Sector Volunteer Management Challenges

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Public sector volunteerism is popular. A national survey of U.S citizens revealed that over 23 million people volunteer with government agencies. At the county level, this has resulted in an estimated \$1.8 billion worth of services. The use of volunteers in cities and counties is second only to when government seeks alternative modes of service delivery through contracting with the nonprofit sector. Even with the increase in public sector volunteerism, extant literature indicates high levels of dissatisfaction. Local governments often create volunteer programs offering and carrying out services demanded by their citizens. However, the management of these programs may be challenging.

*Public Values of Food Banks from the Perspective of
Volunteers: The Case of St. Mary's Food Bank*

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Volunteers play a crucial role in understanding what their nonprofit organizations have accomplished. This study intends to integrate volunteerism, public values, and food bank literature to explore the public values that a food bank has achieved from the perspective of volunteers. Specifically, this study will focus on the case of St. Mary's Food Bank (SMFB). In order to gain a comprehensive understanding, this study will employ mixed-methods to collect quantitative and qualitative data. The anticipated results will be the identification of public values achieved by SMFB and the gap between SMFB's mission and volunteers' perception based on their practices.

*Putting Civic Participation in Context: Examining the
Effects of Congregational Structure and Culture*

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Research indicates that people who participate in religious activities on a regular basis are more likely to be civically engaged than others. Yet few studies have explored the effects that varying congregational contexts have on civic behavior. In an era when both religious culture and demographics are changing rapidly, understanding how such contexts impact community involvement will be valuable for predicting future patterns of civic engagement. I utilize data drawn from the 2001 U.S. Congregational Life Survey to investigate the relationship between congregational contexts and individual civic engagement. I identify several characteristics significantly related to civic engagement.

*Re-Engineering a Mission Statement Using Appreciative
Inquiry: A Case Study of Remissioning in a Regional
Nonprofit*

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A mission statement assists an organization in how it strategizes, how it responds to its external stakeholders, and how it manages change (Drucker, 1993). Current research posits that nonprofits have to re-examine their role and their relevance in the sectors that they serve (McDonald, 2007; Dart 2004). This case study examines a 're-missioning' exercise undertaken by a regional nonprofit. It demonstrates the use of appreciative inquiry (AI) towards a successful outcome. This underscores the relevance of AI and how utilization of AI principles of Discovery, Dream, Design and Destiny, led to mutual consensus and a timely acceptance of the re-engineered mission.

*Reexamining the Relationship Between Government and
Civic Organizations in Beijing, China*

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This paper examines the complex relationships between government and civic organizations in urban neighborhoods in Beijing. We argue that current theoretical frameworks on the government-civic organization relationship in China, such as contingent symbiosis and consultative authoritarianism, do not properly consider the role of business in moderating government-civic organization relationship. Based on fieldwork on the homeowners' right-protection movement in Beijing, we developed a new framework based on two dimensions: civic capacity and the involvement of business interests. We thus create a two-by-two typology and identify four ideal types of relationships between government and civic organizations: confrontational, cooperative, government-business dominated and chaotic.

Reforming Fundraising Policy and Law in China

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For 50 years nonprofits were banned from soliciting charitable contributions in China. In 2010 some local ordinances began to allow some types of nonprofits to fundraise. This study compared 13 of these new local ordinances on dimensions of fundraising organizations, government roles, licensing and reporting procedures, and punishment for violations. Nineteen nonprofit and government leaders also were interviewed for their views on the impacts of two new local ordinances in Shanghai and Guangzhou. Based on preliminary results, recommendations for future research and policy improvements are presented.

*Regional Cultures of Philanthropy? An Empirical Study
Using Panel Data from the Combined Federal Campaign*

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Since the 1990's, a stream of research finds some support for a theory of regional political subcultures developed by Elazar (1994). Less well-known is a theory of regional philanthropic subcultures developed by Schneider (1996). This paper uses data from the Office of Personnel Management and the Combined Federal Campaign (CFC) to empirically examine the theory of regional philanthropic subcultures. Random effects models are specified to examine the effects of subcultures on a number of workplace giving outcomes. Preliminary results suggest that regional philanthropic culture may provide additional explanatory power to models of workplace giving behavior in some cases.

*Regional Environmental Governance in the Pacific: The
Emergence of Discursive Networks*

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In Pacific Island nations, global climate change is generating rapid environmental degradation. Numerous decision-making bodies have made calls for international cooperation in governance to mitigate these changes. Transnational environmental governance networks are emerging to answer that call that include the Pacific Island nations, NGOs, INGOs, and states that are external to the region. These decision-making bodies face unique problems of collective action due to historical influences on governance. I argue that a greater understanding of narrative and commitment can illuminate the ways in which actors make choices to move their time and organizational resources into these transnational environmental governance networks.

*Relationship Among 'Secular Giving', 'Religious Giving'
and Traditional 'Mutual-aid Giving' in Korean
Households.*

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This study attempts to examine the relationship among secular giving, religious giving, and traditional mutual-aid giving in Korean households. By using Panel-Tobit analysis method, this study examines the relationship among various forms of giving as variables (e.g. secular giving, religious giving and mutual-aid giving) at the level of household giving. In the examination, this study focuses on complementary/substitutive relationship.

*Religion and State in Philanthropy: Charitable
Endowments in Muslim Societies*

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The waqf (plural awqaf) is an institutional form of charitable endowment, having roots at the beginning of the Islamic faith over thirteen hundred years ago. Today its adoption is as globally diffused and diverse as the faith. It has attributes distinct from the dominant form of endowment (i.e., the charitable foundation) that emerged in the late 19th century in the United States. We bring needed scholarly attention to the waqf in Western nonprofit research, addressing its history and its coupling of state and religious authority that departs significantly from the charitable foundation's Christian origins and secular practice.

*Researching Organizational Governance in the Context of
Hybridity: Critical Questions and Promising Approaches*

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The literature on nonprofit governance has expanded dramatically, heightening awareness of its increasing complexity. One key observations is that governance today often takes place among networks of organizations. Less attention, however, has been given to governance of the increasingly hybrid organizations. The growth of hybrid organizations raises the question of whether their governance confronts many of the same kinds of challenges and opportunities associated with network governance but within a single organization. This paper presents a theoretically-informed discussion of significant issues and identifies research questions and particular approaches to fill this gap in the current literature.

Rethinking Industrial Philanthropy and Black Education in the Early Twentieth Century: Madam C.J. Walker's Philanthropic Funding of Black Industrial Education, 1910-1919

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Madam C.J. Walker (1867-1919) was the black entrepreneur known as America's first "self-made female millionaire" during the Jim Crow era. By investigating archival records, this paper examines Walker's philanthropic support for black industrial schools, and provides a more nuanced view of the historical relationship between industrial philanthropy and black education in the early twentieth century. Walker fully embraced the controversial form of industrial education as a strategy for black social progress, and emerged as a significant provider and funder of it, which is contrary to many scholars' view that industrial education was forced upon blacks by white donors.

Revenue Concentration as a Means to Financial Health of Nonprofits

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Financial health of nonprofits consists of both, financial stability and financial capacity. Based on a sample of Swiss nonprofits, we address two issues of financial capacity. First, we analyze the factors influencing financial capacity. Second, we analyze the influencing factors of revenue concentration. Our results support current findings, that revenue concentration increases financial capacity. Additionally, we can prove that it is dependent on both, organizational and managerial factors.

Revisiting Federated Philanthropy in the 21st century: The Case of the UJA-Federation of New York

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This research explores the process of organizational change at the UJA-Federation of New York, a federated philanthropic organization, leading to a change of its organizational identity and its perceived roles. Findings indicate that an unstable environment has led Federation to developed adaptation strategies, unique to its organizational structure and attributes. These resulted in the development of Federation beyond traditional functions of a central arm for fundraising, towards a value-based and normative vocation. Moreover, findings illustrate that creating organizational change among federated philanthropic organizations entails an enactment of the environment by the organization, and leads to the projection of organizational change towards the community.

Revisiting Public-Nonprofit Contractual Relations Using Complexity Theory: A Cross-Case Analysis

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The environments in which nonprofit organizations deliver social services, through contracts with public agencies, are often called "complex." However, this term is commonly used without specification of the constituent elements of complexity. Complexity theory specifies these elements, offering a promising framework for understanding the contract relationships between nonprofits and public funders, yet it has not been embraced by practitioners or scholars. This paper present the perspectives of three nonprofit-public agency dyads in Northern California using a complexity theory lens. It concludes that complexity theory fits well and suggests interesting implications for practice and research.

Revisiting Revenue Diversification in Nonprofit Organizations: A Meta-Analysis

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

Revisiting the Whole Network Literature: Network Level Research Versus Whole Networks as Systems of Organizing

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One key network concept is “whole networks” (Provan, et al. 2007). However, it is not clear how much progress has been made in understanding whole networks. This may be attributed to lack of conceptual clarity on “whole networks”. Building on Provan et al., we clarify the concept and review the literature on “whole networks”. We discuss the cumulative knowledge on network structure, evolution, governance, and outcomes, as well as the future directions necessary to further our understanding of this complex approach to organizing. We emphasize implications for multi-sector governance arrangements and the role of nonprofits in those arrangements.

Sacrificial Entrepreneurship: Exploring the Relationship Between Public Arts Funding Policies and Community Arts Organizations in Toronto, Canada

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This paper examines the impact of municipal public arts funding policies on queer and transgender people of color (QTPOC) community organizations in Toronto, Canada. It proposes the concept of “sacrificial entrepreneurship” to describe how QTPOC build their communities through the arts by taking on the role of an entrepreneur as fostered by public arts funding programs in ways that thwart the incentive toward individual profit making and instead sacrifice their personal economic wellbeing. Ultimately, it proposes how existing public policies can be oriented toward collective (vs. individual) economic gain so that community organizers can be compensated in more just ways.

Scaling-up Social Innovations Through Collaboration

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Numerous strategies and best practice recommendations are emerging to assist nonprofit and foundations in scaling-up innovations. Of particular interest is the use of collaborative strategies involving multiple organizations to scale-up an innovation. A collaborative scale-up approach can lower the cost of scaling and reach more people more quickly. But individuals involved in the collaboration must be willing to relinquish a measure of stability and control over their work, and perhaps enter into an unequal exchange with a partner. This paper, based on an analysis of 45 collaborative scale-up partnerships, discusses how and why these relationships develop.

School Board Member Definitions of Accountability: A Comparison of Charter and Traditional School Board Members

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In this article, we use originally collected data from democratically elected school board members and nonprofit charter school board members in three Midwestern states to determine the differences in how these two populations view accountability. Specifically, we test several hypotheses related to the link between board governance structure and accountability in an evolving public sector. The results are of interest to academics and practitioners studying accountability in the hollow state.

Self-Selection or Socialization? The Impact of Community Service Learning on Students

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Peoples' beliefs about the causes of poverty are considered to be crucial for public support for welfare policies designed to reduce poverty. This study investigates how students' attribution for poverty and their participation in community-service-learning programs interact with each other. We analyze (i) whether business students' attribution for poverty matters for their decision to participate in an optional community-service-learning program offered by universities and (ii) how students' participation in such a program changes their beliefs about the causes of poverty. In doing so we inform the discussion of whether such programs make a difference with evidence from Europe.

Service Learning Volunteering as Interpreted by Nonprofits

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Service learning has been promoted by universities as an improved method of instruction that allows students to become more actively involved in the learning process by combining teaching instruction with hands-on application of knowledge through service project collaborations in the community (Sedlak, Doheny, Panthofer & Anaya, 2003). This exploratory study will examine service learning pedagogy at one university through a collaborative framework. Attention will be focused on how the nonprofit community partners interpret the purpose and function of service learning volunteering and how this impacts their satisfaction or dissatisfaction with the program.

Service Providers or Advocates: What is Known about the Advocacy Activities of Social Welfare NPOs in Russia?

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In Russia, recent years have given way to a restrictive institutional environment for NGOs. How does this affect the role and functions of NGOs in the social policy arena? Advocacy, understood as efforts "to influence the policies and programs of governments, corporations and other institutions" (Clark, 2010: 12-13), is a distinctive contribution that nonprofits make to the improvement of social policy design and implementation. This paper presents a review of the Russian literature on social policy issues, which includes many case studies on various social policy subfields and issues, to establish current advocacy practices and options among Russian nonprofits.

Service Provision Meets Systems Change: How Competing and Complementary Institutional Logics Buttress or Bend Boundaries in an Innovating Employment Partnership

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The propensity for human service nonprofits to advocate for policy reforms in addition to meeting constituents' needs is receiving increasing attention among scholars and practitioners. We know less about how integrating individual-level and systems-level change strategies influences program design and implementation. This paper examines such synergies and tensions in the context of collaborative efforts to enhance employment opportunities of under-resourced communities. Scholarship on institutional logics as levers for both reinforcing and transforming established practices guides analysis of two observed approaches to reconciling different assumptions, beliefs, and priorities: buttressing boundaries to separate responsibilities and bending boundaries to introduce innovations.

Service-Learning to What End? How Philanthropic and Nonprofit Studies Can Improve Course Design and Research

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Using teaching strategies that cultivate the inspiration, innovation, and creativity of college students is important to preparing civic-minded professionals, regardless of whether graduates work in the nonprofit, governmental, or private sector. Service-learning courses are increasing prevalent in higher education, both in the U.S. and abroad. Based on theory and literature within Philanthropic and Nonprofit Studies, seven recommendations are presented to improve practice and research. Faculty in Philanthropic and Nonprofit Studies are well positioned to be leading scholars in understanding how, and under what conditions, enrollment in service-learning courses contributes to understanding of the role of nonprofits in civil society.

Shifting Organizational Landscapes in a Larger Timescale: The Irish American 19th Century

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A wealth of research has addressed the question of why individuals voluntarily join organizations, and why they act in concert with others. Less work has been undertaken to investigate why people join or form the particular organizations that they do, given a range of choices. The present study addresses this question at the meso-level through the analysis of an organizational field of private societies and voluntary associations, the community out of which the field arose, and the social and political context in which this occurred. Specifically, I will examine the organization of the field of Irish associations in America across the nineteenth century.

Should Executive Directors of Nonprofits be Voting Members of Their Boards? A Theoretical Overview.

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Executive directors (EDs) of nonprofits implement the decisions made by their boards. This role is similar to those of other administrative leaders in the public and private sector. However, the question of whether the ED should be a voting member of their board remains largely unanswered while the public and private sector have guidelines for this practice. This paper reviews different theories (such as principal-agent theory, stewardship theory and contingency theory) in the available literature to provide a theoretical framework for the question: should EDs of nonprofits be voting members of their boards?

Size-Based Operation of Charitable Foundations: New Evidence from Canadian Data

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Government policies can either promote or limit the operation of foundations. Recent regulatory provisions around Canadian foundations have considered their size rather than their legislative distinction. Using rich administrative data, this paper offers new evidence on the size-based operation of foundations. It finds that more than half of Canadian foundations have medium-scale operations disbursing modest gifts to other charities. Large foundations, which comprise only a third of all foundations, hold substantial assets and distribute significant gifts to other charities. Many existing policies, however, are geared toward smaller foundations, while policies directly benefiting larger foundations are yet to be developed.

Social Enterprise, Valuation, and the Paradox of Moral Markets

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Moral markets coordinate exchange through social as well as economic value. Within them, various actors make competing claims about the worth of goods and services and modes of valuation (i.e., how best to assign that worth). The paradox of moral markets emerges from the tensions among conflicting modes of valuation espoused by diverse actors in a field. Social enterprise represents an organizational form that promises to overcome the paradox of moral markets. Drawing on empirical research from the market for nonprofit technology, this paper evaluates the prospects for social enterprises as they attempt to overcome the paradox of moral markets.

Social Entrepreneurship - Addressing Symptoms of or Solutions to Wicked Problems?

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Social entrepreneurship is many times claimed to be a panacea for all sorts of problems and there are several success stories to back this argument up. Social entrepreneurship, and social enterprises, role(s) in solving so called wicked problems in society is still less problematized. The point of departure in this paper is the question whether social entrepreneurship and social enterprises address symptoms of or solutions to wicked problems. The aim of this paper is to further the problematization of social entrepreneurship and social enterprises role(s) in society through a conceptual discussion and analysis of empirical studies in this field.

Social Entrepreneurship and Going to Scale: Assessing the Importance of Social Networks and Embeddedness

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One of the central goals of social entrepreneurship is going to scale - the replication of an organization in another community to maximize social impact. Current literature on social entrepreneurship and going to scale uses the theory of change to explain the structure and process of going to scale. However, this theoretical lens does not explain strategic behavior occurring between actors at the different levels of an organization. By applying a theory of fields – a theoretical framework that synthesizes social network theory and embeddedness theory – we can better understand the complex nature of a social entrepreneurship organizations going to scale.

Social Entrepreneurship and Opportunity Recognition: The Role of Social Networks and Social Technologies

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Given the emergence of social ventures, studies in the entrepreneurship field are needed to examine the opportunity recognition processes of entrepreneurs in this group. To contribute to the pre-paradigmatic phase of social entrepreneurship, drawing a distinction between the discovery processes of traditional and social entrepreneurs will assist in isolating the fundamental differences between both types of venture creation. Within this study, the concept of opportunity recognition will be explored in ventures pursuing a social mission, through a social networks lens. We posit that unlike traditional entrepreneurs, social entrepreneurs are more influenced by the social and economic characteristics of their environment.

Social Information as a Charitable Stimulant: A Literature Review of the Effects of Social Information on Donation Behaviour

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Recently, crowdfunding -raising external funding online- emerged as a new funding instrument for non-profit organizations. Practitioners assume that social information influences donation behaviour in crowdfunding. We provide a literature review of social information, in particular in the context of charity giving. Since the number of publications on crowdfunding is limited, our literature review is mainly based on traditional charity giving. We will theorize whether effects of social information found in traditional charity giving -mainly offline- apply to the online crowdfunding context. As a result, we develop a theoretical framework explaining and undermining effects of social information on online donation behaviour.

Social Media Use Over Time in Nonprofit Human Services

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This paper explores the extent to which social media use has changed over time for a sample of nonprofit organizations and county departments involved in the delivery of health and human services in a six-county area in South Central New York State. We collected internet data on how these 193 organizations utilized social media in 2012 and 2014-2015. Key contributions of this research include data about how local social media use has changed over time, a comparison of government and nonprofit social media use and increased understanding of how smaller, community-based entities utilize social media.

Social Media-Based Stakeholder Targeting and Its Effect on Social Capital

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In this study, we examine the link between an organization's investment in stakeholder relationship (i.e. social media-based stakeholder-targeting) and the level of acquired social media-based social capital. Based on the data from 202 U.S. based community foundations, we find that foundations that send complex messages that include a variety of elements such as hashtags, URLs, and images/videos, and foundations that target their content at stakeholders across diverse social sectors, are better at building a large, influential and diverse stakeholder networks. In addition, these foundations are more likely to be at a central position in a global inter-organizational network.

Social Stratification in Volunteering in Belgium: An Analysis Based on the ILO Survey Measurement of Volunteer Work

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It is well-established knowledge that people with higher socio-economic status volunteer more. Dominant status not only relates to the supply of volunteers but also to their demand by organizations, which target people with high “participation potential” in their recruitment strategies and let them perform more prestigious and meaningful tasks. However, little insight exists in such mechanisms of exclusion in volunteer work itself. This paper aims to uncover social stratification patterns in volunteer activity by making use of the recently developed ILO Measurement of Volunteering, which was added as a supplement to the Belgian Labor Force Survey in 2014.

Spatial Analysis of Government-Nonprofit Collaborations in Brazil

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This paper presents a spatial analysis of government-nonprofit collaborations in Brazil. Specifically, I use spatial methods at the municipal level to present the distribution of different kinds of nonprofits, different collaborative strategies, and the impact from these arrangements on social outcomes. Governance studies suggest important advantages from government-nonprofit collaborations. The analysis of three collaborative strategies – participation in local councils, support to local public policies, and contracts with the government – show how the impact of collaboration varies in the 5,570 Brazilian municipalities. These results have implications for the improvement of collaboration focused on human development, reduction of violence and inequality.

Strange Bedfellows or Innovative Partners? Revisiting the Relationship Between Nongovernmental Development Organizations and Social Impact Investors in Community Development

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The space between doing good (i.e. solving persistent social problems) and the realities of applying socially-sensitive market-based approaches (also called social entrepreneurship), is clearly gaining ground in community development. This is a middle ground approach by Nongovernmental Development Organizations (NGDOs) using business approaches that propose doing good by doing well, in other words, solving social problems (e.g. selling treated mosquito nets, etc.) but also making a profit. This study explores the fine line NGDOs and the donors (now social investors) have to walk in redefining their goals and purposes as they embrace this new way of doing things.

Strategic Collaboration and Avoidance in State-NGO Relations

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This article analyzes Chinese NGOs’ potential to address the impact of HIV/AIDS from a strategic collaboration and avoidance standpoint. From the NGO’s perspective, strategic collaboration with the state involves educational efforts directed at state institutions. Strategic avoidance, on the other hand, is invoked by NGOs when trying to protect themselves from what they perceive as the state’s arbitrary actions that can potentially threaten their activities. Furthermore, I argue that the ‘lack of knowledge’ on the part of state institutions may be deployed strategically, where ignorance is used as a resource to reinforce state power.

Strategic Functionality: Examining the Institutional Arrangements IOs Select for Structuring Interactions With NGOs

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This paper examines the types of formal NGO engagement mechanisms that IOs use to formally organize their interactions with NGOs. In contrast to current scholarship, this paper offers a theoretical explanation for why IOs select certain institutional arrangements over others. Specifically, it argues that the size of the IO mandate (measured by breadth of its policy responsibilities) is linked the adoption formal NGO engagement mechanisms and that external pressure from NGOs affects the type of mechanisms chosen, rather than dictating the extent to which these mechanisms are adopted. The paper uses statistical analysis and a case study to support these arguments.

Strategic Management Tools for Art Museum Performance Evaluation

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The managers of art museums need to pay attention to the questions such as: Are existing museum activities and services providing value for money? Are current resources being allocated efficiently? To answer these questions managers need measures and indicators of their performance. This paper describes the research conducted in local authority art museums in Czech Republic, which rely heavily upon grants from local government. The research is focused on application of efficiency measurement methods to art museum activity in Czech Republic, and proposes a new methodological apparatus for their strategic decision-making.

Structure: How Organizational Structure Helps Produce Niche Micro-Level Social Innovation

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With its increasing popularity, social innovation is at risk of social innovation washing - organizations spending more time claiming they are socially innovative, rather than actually innovating. This paper uses a social innovation lens to explore how a small group of Caribbean mothers and midwives have used a hybrid structure to foster the preconditions for social innovation and larger systems change. The paper provides rare insight into an ongoing social intervention and how incremental innovations in the structure of an organization can set the preconditions for social justice, social change and social innovation.

Suburban Low Income Latinos and the Nonprofit Safety Net: A Perspective from Providers

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Most recently, Latinos have been found to migrate with relative speed and number to suburban spaces. For instance, in the Chicago region suburban growth of the Latino population dwarfed growth in the city (CMAP, 2011). Additionally, the suburbs are also experiencing an increase in poverty. While not all suburban Latinos are impoverished, more Latinos live in impoverished suburban neighborhoods than white persons. Suburban safety net providers, lower in number than urban counterparts, cover wider geographies equipped with less robust budgets. This research examines the perspective of suburban safety net providers regarding their experience with and engagement of the Latino population.

Successful Cross-Sector Collaboratives: Does Process Equal Performance?

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Collaborative networks are defined as “collections of government agencies, nonprofits, and for-profits that work together to provide a public good, service, or ‘value’ when a single agency is unable to create the good or service on its own (Isett, Mergel, LeRoux, Mischen, and Rethemeyer, 2011, p. i158).” This paper examines the relationship between the collaborative design process and collaborative effectiveness. Analyzing the process of high, medium and low performing collaboratives, this research demonstrates a clear relationship between design process and effectiveness, with certain elements making positive results more likely. These are: the use of an accountability system, decision-making process, relationship building, and facilitation.

Successful Impact Enhancement: How NPOs Cope With Barriers and Develop Best Practice Solutions

The paper highlights how nonprofits in Austria and Germany manage to adapt to a thoroughly changed environment by developing best practice solutions for successful impact enhancement. The paper presents first results on two countries participating in the EU-funded comparative research project “The Impact of the Third Sector on Socio-economic Development in Europe” (TSI). Specifically, the paper provides an overview of the literature, presents the outcomes of quantitative (survey) and qualitative research (interviews and case studies) approaches conducted with the aim of identifying both barriers to nonprofit impact and examples of “best practice”.

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Supported Social Enterprise: A Modified Social Welfare Organization

Supported social enterprises are market-based organizations that employ or train members of marginalized social groups. They sell services and goods, like other forms of social enterprise, but rely heavily on external funding support and their parenting nonprofit because their workers often face significant employment challenges. Findings from this mixed-methods study with employees and training participants in Ontario, Canada, suggest that people view their experience positively despite earning minimally through their organizations. The paper concludes with a discussion of whether these organizations should be viewed primarily as a form of social enterprise or as a modified form of social welfare organization.

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Systematic Social Observation in the Study of Associations and Civic Engagement: The Case of Student Groups

Studies of participation in voluntary associations often rely on large-N surveys of individuals or small-N ethnographies of organizations. The former offer limited understanding of associational context; the latter address contexts—but relatively few of them. We report on the development of a systematic social observation (SSO) approach that bridges this gap. SSO uses multiple observers with coding forms to capture data from many settings. We present our new forms, developed through examination of college student associations, and the theoretical and empirical justifications for them. We note how such data could improve tests of hypotheses about the impacts of associational participation.

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Tales of Executive Turnover: Exploring Process and Context in the Nonprofit Sector

With baby boomers filling many executive positions, turnover is one of the central issues confronting the public, nonprofit, and private sectors. Nonprofit research has broadly explored executive turnover, but has not fully examined its impact and what may moderate turnover’s disruption. Relying on forty semi-structured interviews with nonprofit executives, this paper will synthesize a framework for understanding nonprofit executive turnover as a process of organizational change rich in contexts. This study will make theoretical and practical contributions as its findings are instructive on causal relations and how to prepare for executive turnover so that missions can be advanced.

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Teaching Leadership Through Mentoring, Coaching and Supervising

Well-designed nonprofit workplace internships should transmit ground-level knowledge about organizational operations and help students become leaders (Harrison & Murray, 2012). However, when the internship design includes carefully designed mentoring, the basic foundation for measuring outcomes such as successful leadership is also a possibility. This research presents data from six years of internship records from an accredited graduate level public administration program from 2007-2013 and identifies ways to measure outcomes in internships. Interviews with mentors and mentees show that the highest rated internship experiences include significant mentoring components. Success in internship outcomes include placement in the student’s area of study.

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***Testing an Economic Model of Nonprofit Growth:
Analyzing the Behaviors and Decisions of Nonprofit
Organizations, Donors, and Governments***

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This study draws an economic model of nonprofit growth by analyzing the behaviors of three major actors—nonprofit organizations, private donors, and governments—in making decisions on the allocation of limited resources for nonprofit services. The model was tested using a 459 unbalanced panel dataset collected from 28 OECD countries over a 23-year period. The results indicate that macro- and micro-economic factors affect the behaviors of the three major actors, which led them to leverage the supply and demand for goods and services and, in turn, determined how to allocate limited resources for nonprofit services.

***The (Un)Charitable: Wealthy Donors in the Golden Age in
the Netherlands***

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What if Bill Gates and Warren Buffet lived 400 years ago, would they also be as philanthropic as they are now? This paper examines philanthropic behavior (both inter-vivos and legacy giving) of the 263 wealthiest individuals in the Netherlands during the Dutch Golden Age (16-17th century). Using unique data from printed sources and wills located in municipal archives as well as the Royal Archive, our results show that the elite of the Dutch Golden Age were rather uncharitable, especially compared to common Dutch people who were literally harassed to make donations in church or in the street.

***The Availability of Social Service Providers: Does it
Influence Perceived Need, Awareness, and Utilization of
Social Service Assistance Among the Elderly?***

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There has been no study examining the need, accessibility, and utilization of social service assistance among the elderly in relation to the availability of elderly-specific service resources in a community. Thus, using data from several sources—including individual level data from the 2012 elderly supplement of the Southeastern Pennsylvania Household Health Survey (n=3,042) the purpose of this study is to: first, explore geographic variation in the availability of social service assistance targeted toward the elderly; and, secondly, to investigate the perceived awareness, utilization, and subjective service need among this population in relation to such variability.

***The Blurring of Public and Private Boundaries in the
Contemporary British Charity Shop***

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Charity shops are found all over the world, and are a significant feature of the British high street, where they sell donated clothes and household goods at low prices to raise money for their allotted cause. Charity shops collectively turn over £974m per year, representing 2.4% of the total annual UK voluntary income. This paper uses an ethnographic methodology and in-depth interviews to offer an original overview of the intricate intersection between public and private sectors, arguing that these shops have developed a unique identity that bridges the blurred boundaries between government, companies and non-profits, utilizing resources from all sectors.

***The Case of the Fargo Theatre: Challenges in Managing
an Icon***

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This case – primarily intended for instructional use – encompasses dilemmas endemic in nonprofit management, with provocative twists of interest for students in nonprofit, public administration, and business programs. The situation exemplifies theoretical foundations of the nonprofit sector, with decision points reflective of contemporary and controversial issues in nonprofit management. The case provides opportunity for undergraduates, and on a deeper level for graduate students, to wrestle with strategic options for maintaining viability and enhancing performance of a regional iconic entity, aiming to integrate “smart” commercial strategies with benefits of maintaining (and not damaging) valuable social capital as a revered community asset.

The Changing Black Box: Examining Variation in Patterns of Cross-Subsidization in Colleges and Universities from 1986-2010

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Despite the fundamental importance of cross-subsidization empirical and theoretical knowledge of how nonprofits actually do this, how it may change overtime, and how it may vary across organizations is limited. I use data on public and private universities from 1986-2010 to address these limitations. Findings from multilevel regression models show that cross-subsidization patterns vary within schools overtime and between schools based on sector, organizational slack, and mission. These results (1) provide a framework for extending existing theories to better account for variation within and across organizations, and (2) have policy implications for understanding the changing priorities and constraints of universities.

The Changing Landscape of Philanthropy and Volunteering in New Zealand

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New forms of giving are emerging and influencing how people and organisations give both money and time. This changing philanthropic and volunteering landscape presents challenges and opportunities for nonprofit organisations in developed countries such as New Zealand. This paper draws on secondary data and interviews with New Zealand's national peak bodies for philanthropy and volunteering. It extends the work of Gordon and Khumawala (1999) and Salamon (2014) to consider how people give, both now and into the future.

*The Characteristics of Social Enterprise Models In China
—Based on 9 cases in Shunde, Guangdong Province*

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The objective of this paper is to identify and characterize major models of social enterprise(SE) in Shunde, Guangdong province (China), according to their fields of activity, social mission, target groups, operational model, stakeholders, legal framework, etc. As well as to analyze the relations between these models and major external driving or supporting forces that are likely to explain and shape their development.

The Concurrent Effect of Informal Helping and Volunteering on Personal-Well Being

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The literature shows strong evidence to suggest that volunteering increases one's personal health. However, scholars often neglect the role of informal helping in improving personal well-being. Research also reports mixed results on density of volunteering and health. Thus, the paper investigates the relationship between informal helping and personal well-being along with volunteering considering different levels of both. The hypothesis is that informal helping reduces depression only when exercised for short duration. On the other hand, we hypothesize that volunteerism is effective when exercised for long periods of time. The findings support both hypotheses.

The Current Paradigm-Shift in Philanthropy: Progress Update and Foreseeable New Paradigm

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The purpose of this paper is to present an updated (since the 2013 ARNOVA convention) progress report on the rapidly unfolding paradigm-shift currently transforming American philanthropy. The Old Paradigm of the 20th century, and the emerging New Paradigm of the 21st century, the outlines of which are now foreseeable, will be summarily described and compared. The Shift's transformation of philanthropic studies will be suggested, and the emerging future research agenda—its innovative purposes, principal subjects, method-ologies, and institutional infrastructure—will be described.

The Democratizing Effects of the Public Support Test on the Boundaries of the Nonprofit Sector

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The “Public support test” is a set of provisions in the IRS code that are determinative of 501(c)(3) status for 84% of public charities, but no previous research describes how it shapes the sector’s composition or how its effects vary by nonprofit subsector, size, and age. This paper fills this knowledge gap based on analysis of Form 990 data (n = 13,000 to 485,000), finding that the public support test does democratize determination of public charity status for many nonprofits, but with wider variation in directness and breadth than “public support” might connote and with substantial differences across nonprofit subsectors.

The Determinants of Community Philanthropy

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This paper develops and tests a model of the determinants of community philanthropy. Levels of community philanthropy, private giving to address local collective needs, may not be determined by the same factors that predict individual levels of giving or the size of the nonprofit sector. Drawing upon measures of community cohesion and local institutional development, I test the determinants of multiple measures of community philanthropy using a panel dataset of US counties. This paper has important implications for nonprofit theory as well as public policy that seeks private solutions to local issues.

The Determinants of Success in an Online Giving Day: A Case Study of Omaha Gives

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This paper examines the factors affecting the total amount raised and total number of donors to nonprofit organizations participating in an online giving day using the case of Omaha Gives, a 24-hour fundraising event that raised a little more than \$6.36 million and engaged 18,112 donors to support 569 organizations in 2014. Data were collected through a post-event survey sent to all organizations that participated in Omaha Gives 2014. The study adds to the nascent literature available on giving days as well as on online fundraising and nonprofits use of social media.

The Dynamics of Nonprofit Income Portfolios: Applying Resiliency Theory

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Nonprofits seek income stability especially in turbulent times. Here we apply resiliency theory to analyze shifts in nonprofits’ income portfolio compositions over time. Resiliency theory stipulates threshold parameters that cause a system to change from one state to another. For organizational systems several factors influence the crossing of thresholds, including financial pressures, governance, organizational slack, network embeddedness, and leadership. This paper analyzes the threshold factors of selected arts and social service nonprofits in Atlanta, Cleveland, and Manhattan which have experienced changes in their income portfolios between 2002 and 2010. The intent is to illuminate the dynamics of nonprofit finance.

The Effect of Local Context on Inter-Organizational Relationships

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In this paper we draw upon organizational and strategic management theory to present and test a model of how context affects inter-organizational relationships. We posit that environmental context and organizational performance effect change in long-term relationships between United Way affiliates and their partners. Drawing upon data gathered from UW 990 reports, NCCS core files, and Census data, we test a multi-level model of system change. Our findings contribute to our understanding of the tension between local context and field logics and understanding the practical implications of change in complex systems.

The Effect of Terror on Philanthropy

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This study analyzes the link between terror attacks and the scope of individual and household giving. Donation data of Israeli philanthropists who claimed tax credit between 1999 and 2011 was culled from the Israeli tax authority, and then merged with information about every fatal terror attack on Israeli soil. Our empirical approach relies on a longitudinal analysis of the Israeli-Palestinian conflict as a case study to uncover the relations between terrorism and philanthropic behavior. This research will be the first attempt to quantify the effect of terrorism attacks on philanthropy over a relatively long period using detailed micro level information.

The Effects of Local Government Fiscal Stress on Nonprofit Finances: A Longitudinal Study

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Many nonprofit organizations rely on funding from local government. Effects of the 'Great Recession' and subsequent austerity measures have been diffuse. While the Great Recession resulted in nonprofits being faced with the prospect of doing more, this study asks whether they are they doing so (or did so) with less? Specifically, this study investigates how shifts in local government funding that occurred during the Great Recession influenced the financial health of nonprofits. We examine this research question drawing on data collected from the city budget of Aurora, Illinois between the years of 2004-2014.

The Effects of Payment by Results Contracts on Service Providers Within the Framework of Social Impact Bonds

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In some social impact bonds (SIBs), the payment service providers receive is determined by their success in meeting the target outcomes. A payment by results (PbR) contract may give service providers new opportunities and challenges. Thus, this study explores the effects of PbR on service providers in SIBs. We collected data from interviews with various organizations who had experience with SIBs in the U.K. and the U.S. Our initial analysis shows that PbR can give service providers more flexibility with regards to service delivery, however it may create an incentive to prioritize clients whose needs can be met more cost-efficiently.

The Enigmatic Challenges of Security and Development: Evidence from Pakistani NGOs

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This study examined the activities of local development NGOs operating in rural regions of Northwest Pakistan. Activities of these NGOs and their workers have been greatly affected by the shift in aid priorities toward the security interests of Western donor countries. The work of these NGOs now straddles a number of geographic, stakeholder, and functional divides, and these challenges have led, by necessity, to innovative practices and persistence, involving especially nudges and tugs with local stakeholders, presumably leading toward incremental culture change. The results are based on field work by a native Pakistani, which constituted his American doctoral dissertation.

The Factors Associated With Changes in Nonprofit Governance Practices: Data from a Longitudinal Study of Board Performance Assessment.

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This paper reports on changes in governance behavior and practices in 75 nonprofit boards of directors in Canada, USA, Australia, and other countries that completed an impact assessment at a second point time after assessing performance. The paper presents results that show support for the process theory of organizational change underlying the study and two motivational theories of the factors associated with change. The paper concludes with recommendations for the management of board performance assessment and next steps in the research process.

The Goal Justifies the Means? Predicting Donations by Familiarity, Trustworthiness and Influence

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The question of this paper is whether in order to get a donation nonprofits need to just ask and be familiar to potential donors, or is a reputation of effectiveness and honesty required. To answer this question, I used an online questionnaire to generate unaided recall lists of nonprofits from a national representative sample of respondents. Multivariate Fractional Polynomial regression found that familiarity and influence predict the proportion of donations, but trustworthiness did not. I discuss these findings discussed in the context of declining trust in institutions and in the context of welfare state retrenchment in western societies.

The Government-Nonprofit Collusion of Social Service Contracting in China

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The paper is an exploratory study of government-nonprofit collusion in China's social services contracting. After identifying four types of collusion, we develop a institutional account of this organizational phenomenon. Although the collusion is a rational behavior, its major consequence is the goal displacement for both governments and nonprofits.

The Great Recession Washes Across the Desert: A Study of Nonprofits, Governments, and Businesses Before, During, and After the Great Recession

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The Great Recession (2008-09) impacted urban communities in the U.S. in many different ways. This paper focuses on the changes in organizational resources across neighborhoods and suburbs in the Phoenix-Mesa urbanized area. Our research questions are: which areas of the MSA experienced the greatest growth, decline, and recovery of organizational resources between 2003 and 2007, 2007 and 2009, and 2009 and 2013 respectively? Did for-profits, nonprofits, and government organizations experience the same fates? The units of analysis are 943 census tracts in which are embedded thousands of establishments. We examine establishment/tract data for 2003, 2007, 2008, 2009, and 2013.

The Impact of Blood Donor Marketing: An Experimental Study on Direct Mailing Effects

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Despite the strong acceptance that segmenting blood donors can increase the recruitment success, little is known about the effectiveness of differentiated marketing. Therefore, this study empirically investigates if differentiated marketing has an effect on the blood donation behavior of potential blood donor segments. The authors realized two comprehensive pretests (N=120 and N=180) that already indicate an influence of the two targeted marketing campaigns. To confirm these preliminary findings, a large experiment (N=1,000) representative for the German potential blood donor base is executed. The results are expected to support blood donation organizations to add differentiated marketing in their strategic recruitment process.

The Impact of Foundation Funding Cessation on Nonprofit Organizations (A Pilot Study)

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This pilot research considers what happens to a nonprofit organization's health and sustainability upon the loss of a funding source from a foundation. The study utilizes interviews with appropriate nonprofit staff members of organizations who received funding from a Chicago-based foundation for at least three years (2009-2011), and then none for at least two years (2012-2013).

The Impact of Job Training Programs by the Types of Management Organizations: Analysis Using a Propensity Score Matching Method

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The main purpose of this research is to investigate the performance differences between nonprofit and government Local Workforce Investment Boards by using propensity score matching technique. Previous studies analyzed the performance of US Job training programs, but a few studies have focused on the performance differences according to types of administrative agencies (e.g. nonprofit and government). This paper aims to analyze the performance differences of job training services between government and nonprofit agencies as well as their "cream skim" behavior to delivery services by using a propensity score matching technique and distinguishing the types of agencies.

The Impact of Perception on Participation: Does How You Think About Nonprofits Influence What You Give?

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Research on advocacy by public charities focuses on the extent of engagement, tactics used, and barriers to participation (e.g. Buffardi, Pekkanen & Smith, 2015, Fyall & McGuire, 2014; Kimberlin, 2010; Mosley, 2010). Statewide nonprofit membership associations seek to strengthen the nonprofit sector by building capacity and advocating on behalf of the sector. This study examines the influence of membership in a state association of nonprofits, on nonprofit understanding of, and engagement in, policy advocacy. The paper analyzes results from a statewide survey of nonprofit members of the Massachusetts Nonprofit Network. The results are compared to a matched sample of non-members.

The Involvement/Exclusion Paradox of Spontaneous Volunteering: Lessons from Winter Flood Episodes in England

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This paper explores the ‘involvement/exclusion’ paradox underlying spontaneous (‘convergent’ or ‘unaffiliated’) volunteering. In disasters and emergencies there is often a need for personnel additional to those deployed by formal non-profit and governmental response agencies. And spontaneous volunteers want to help. But, paradoxically, there are pressures on ‘official’ responders to deter them from involvement so as to minimise risk and management time. We draw on an empirical study of responses to winter floods in England to explore the perspectives of both spontaneous volunteers and managers of formal response agencies. We discuss possible theoretical and practical resolutions to the paradox.

The Life and Death of Charter Schools: Success and Failure in a Growing Nonprofit/Hybrid Industry

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Charter schools began in the 1990’s and since inception, 6,700 school have been established across 41 states. At the same time, there has been a closure rate of 24% for failure to achieve student outcomes or other factors including finances, mismanagement, enrollment and facility issues. Closures are costly-to students and the public. Recent studies have focused on the failure of charters to achieve student outcomes; few studies have examined the organizational structure of charters as “cottage” start-ups, nonprofits within charter management organizations or charter hybrids. Do these structures predict success or failure and what are the implications for charter development?

The Life Expectancy of a Nonprofit

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

The Location Change and Survival of Nonprofit Human Service Organizations in the Neighborhood Context

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Nonprofit human service organizations play an increasingly critical role for meeting the needs of the public, especially the marginalized. This study examines the relationships among the geographic location, lifespan, and neighborhood characteristics of these organizations using regression and spatial analyses. The findings show that high-poverty areas have been excluded from the emergence of recent organizations and are likely to experience a quick turnover. Organization leaders and policy makers should take neighborhood characteristics into account and seek multi-faceted measures to sustain these organizations for neighborhoods in need.

The New Era of Stakeholder Engagement: Gaining, Regaining and Maintaining Legitimacy in Nonprofit Organizations

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Representation of the local community within boards is a governance mechanism that increases the legitimacy of nonprofit organizations. Moving from Guo and Musso's (2007) and Rossi et al. (2015), our research explores how governance mechanisms affect representational legitimacy. It analyses three Italian bank foundations, organizations where communities' representation on boards is provided by law. These cases provide insight into a different representational mix where local stakeholders differ in their weights to appoint board members. This paper improves the understanding of governance representation mechanisms as well as describes the levers used to gain, regain and maintain legitimacy in local communities.

The Nonprofit Advantage in Human Service Market? Looking for Evidence

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This paper compares employee behaviors within nonprofit and for-profit sectors in three dimensions: job engagement, wage, and innovation orientation. The results indicate that nonprofit employees demonstrate almost the same job engagement and innovation orientation as their for-profit counterparts, but earn a little lower wages. The findings have both theoretical and practical implications.

The Performance of Network Governance Among Nonprofit Service Organizations: A Comparative Mixed Method Social Network Analysis

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In everyday practice social workers, administrators and researchers increasingly emphasize the crucial role of networks that join efforts of service organizations to address the complex problems of vulnerable target groups. Literature shows that the performance of service networks is largely dependent on the way collaboration among service organizations is coordinated. However, comparative research on the performance of different types of governance is lacking. We use social network analysis and qualitative interviews to compare the performance of different types of governance. We explain the results of the network analysis by using the interviews with network members and coordinators.

The Pitfalls of Performance Measurement for Non-Profits

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Performance measurement has been commonly adopted by non-profit organisations as a one-size-fits-all approach for measuring the programmatic outcomes of human services. This has been often implemented without understanding of its conceptual basis or the interventions where it is appropriate. We used several case studies to demonstrate how performance measurement had been misapplied, particularly in human services that reflect low "task programmability" (e.g. casework and counselling), leading to ill-defined outcomes and weak programme logic. We propose that performance measurement ought to become more theory-driven by articulating and testing the theory-of-change and theory-of-action, in order to facilitate learning and improvement among practitioners.

The Practice of Philanthropy: Factors Facilitating Philanthropy from a Cross-National Perspective

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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 Problematic of Nonprofit Organizations in Bogota: Between Cooptation and Independence

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This research project analyzes the structural problems behind several incidents of tax evasion, corruption, and money laundry associated to nonprofit organization's (Entidades Sin Animo de Lucro - ESAL) that are challenging the credibility and public trust in the sector. The analysis proposed relies on a revision of current nonprofit organizations' law, information of public funds invested on Nonprofit Organizations from Bogota D.C. and information reported by nonprofit organizations to the General Secretary of Bogota D.C. to expose the limitations of the current regulatory framework and reveal dynamics of the government-nonprofit organizations relations that have contributed to the problem.

The ROI of Service Learning for Community Partners

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While much research has focused on the benefits of service learning for the student, less is known about the perspectives of the nonprofit agencies. This paper addresses the gap by examining service learning from the nonprofit agency's perspective. Research questions focus on the return on investment for community partners. Using survey research with community partners that have service learning projects with University of Central Florida Master of Nonprofit Management (MNM) students, the researchers' intention is to expand the understanding of the value and utility of service learning to partner agencies.

The Roles of Actors in Promoting Exploratory and Exploitative Innovations in a Nonprofit: The Case of Episcopal Community Services (Philadelphia)

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Innovative nonprofits are adaptive and effective in achieving greater social impact. While current literature has paid much attention to the organization-based and human factors that enable nonprofits to innovate, I analyze nonprofit innovation through a social lens—*how* do stakeholders enable nonprofits to innovate? This paper presents a stakeholder-process framework for analyzing the roles of stakeholders in nonprofit innovation. A case study of Episcopal Community Services (ECS), a 144-year-old, multiservice, faith-based nonprofit is used to illustrate the framework, showcasing that stakeholders in and out of the agency played various roles in innovating this once traditional nonprofit for pursuing greater impact.

The Satiety of Professional Association Volunteers: Is Future Volunteering Intent Better Served Through Career or Learning Orientation?

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Volunteer retention in professional associations is problematic (Gazley, 2013) and, although theoretical insights are sparse (Gazley, 2013; Nesbit & Gazley, 2012; Webb & Abzug, 2008), individual motives, such as career and learning orientations, have been linked to volunteer commitment. Accordingly, we assessed the relationship between an individual's respective career and learning orientation orientations to volunteer commitment, utilizing survey data from ASAE. Through structural equation modeling (SEM) our preliminary analyses, across all age groups, suggest that an individual's learning orientation, not their career orientation, positively influences their satisfaction as a professional volunteer, and in turn, their future intent to volunteer.

The Saving-Spending Conundrum: Does Nonprofit Organizations' Savings Stabilize Their Spending?

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The ongoing debate in nonprofit finance is whether and how much nonprofit organizations should save. Researchers from an economic perspective often associate idle resources with inefficiency, satisficing, or agency problems. On the contrary, researchers from an organizational perspective view savings as a crucial buffer against risk. This study takes an organizational perspective to examine whether nonprofit organizations' savings stabilize their spending in the long term, and how savings help nonprofits to adjust spending levels when facing revenue changes in the short term. Findings are expected to provide insights for donors and policy makers to understand nonprofits' saving-spending decisions.

The Simple Welfare Economics of Program Evaluation

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This paper seeks to bridge the communications gap between the economics profession and the larger nonprofit evaluation community by (re)introducing the welfare economics foundations of program evaluation. Welfare economics can be shown to implicitly underlie all evaluations, and it explicitly constitutes the theoretical foundation of cost-effectiveness, cost-benefit, SROI, and related methodologies, and it can serve as a helpful tool for needs assessment, program design, and impact evaluation. The paper reinterprets welfare economics concepts in a manner accessible to the noneconomist evaluator and offers illustrations drawn from a variety of applications, including conjectures regarding global NGOs.

The State of Information Security in the Nonprofit Sector

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This paper examines the state of information security in nonprofit organizations. We find that most nonprofit organizations are aware of the need for information security and believe it to be important; however, many nonprofit organizations do not take basic steps to secure sensitive information. Small and medium sized organizations cite the costs as a barrier to protecting sensitive information. The authors argue that simple procedures such as developing an information security policy can go a long way to help protect the organization's information and do not require monetary investments.

The Status of the Romanian Nonprofit Sector and its Readiness for Social Entrepreneurship

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During the communist regime, which ended in December 1989, the nonprofit sector was non-existent in the Romanian society. Today, the Romanian nonprofit sector is still in its early stage of development and yet it is experiencing an explosive growth due to the rapid political changes taking place in the region. Presently, there are over 62,000 nonprofits with one third active. This exploratory research has two objectives: to provide an understanding of the capacity needs of nonprofit organizations, and the sector's readiness for social enterprise and social innovation.

The Structure of Environmental Movements in Small U.S. States and Implications for Environmental Policy

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This paper presents the results of a study of the structure of environmental organizations in less populated northeastern states. As environmental policy increasingly shifts from the national to local level in response to Congressional inaction, the structure of state environmental movements are increasingly important. Environmental movements in smaller states may be disadvantaged due to resource mobilization and collective action challenges associated with a lower concentration of resources these groups can draw upon, hindering environmental policy development. This paper will explore the structure, context, and tactics of environmental groups in a small state context and its implications for environmental policy.

The Use of Outcome Information in Nonprofit Organizations: Empirical Analysis of Human Service Nonprofits

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While nonprofits have invested substantial resources toward measuring their outcomes, not all nonprofits make use of this outcome information. This study examines how nonprofits use outcome data and the factors that are associated with its' use. We categorized outcome information use into three dimensions – professional/discretionary use, compliance use, and negotiated use. Using a survey 263 human services nonprofits, we found that compliance use of outcome information is correlated with institutional factors and professional/discretionary use of outcome information is correlated with organizational capacity and risk aversion. This study provides implications on the substantive usefulness of outcome measurement.

The Volunteer Experience in Emerging NPOs: A Comparative Case Study

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Volunteers, a critical resource for nonprofit organizations (NPOs) are the subject of much scholarly interest (Bekkers & Wiepking 2011). Scholars identify the role of context (Musik & Wilson 2008) and volunteer motivation (Handy & Mook 2011) among important issues worthy of further study. Research is only beginning to examine the experience of volunteers involved in supporting emerging NPOs. (Carmen & Nesbitt 2013; Chikito & Halicki 2013; Herrmann 2011). This study builds on that research by exploring the volunteer experience across eight emerging NPOs in Atlantic County, NJ using data from forty-one qualitative interviews of volunteers, both founders and early supporters.

Thriving in the Liminal Workplace: Adapting Information Communication Technology from Electronic Leash to Individual and Organizational Advantage

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This qualitative study investigated how professionals working 50 or more hours per week and using mobile devices to stay connected with their work 24/7, manage their energy and thrive at work. Based on interviews in the private and nonprofit sectors, we learned how professionals adapted mobile technology to help achieve the goals of their “protean careers” and meet the challenges of the evolving “liminal” workplace. We also discovered that they rejuvenate themselves through physical exercise, managed personal relationships, and introspective reflection. Finally, we describe the evolving boundaries of the modern workplace, its increasing complexity and implications for future research.

Time Banking: A New Perspective to Attract Non-Volunteers?

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This paper focuses on the potential of Time Banks, a time-based community currency to recruit and retain older non-volunteers. By means of a semi-experimental research design we followed a group of eight volunteers of the first time banking project ‘BuurtPensioen’ in Brussels. During one year (2014) the group of volunteers has been interviewed four times by means of focus groups. The research reveals that the motivation of volunteers differs strongly from person to person and evolves throughout the project. Short-term motivators are more socially driven, while the long-term motivators are more in relation with time saving.

Toward a Theory of Collective Reputation for Nonprofits: The Case of the Susan G. Komen Foundation and Planned Parenthood

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Collective reputation, a concept introduced by Jean Tirole (1996), refers to the mechanism by which organizations are assessed based on the actions of their peers. In the nonprofit sector examples of collective reputation effects abound, but little research has explored how collective reputation influences nonprofit strategic management. To test hypotheses concerning how managers and donors associated with nonprofit peer groups respond to collective reputation shocks, I interview diverse stakeholders affected by the Susan G. Komen Foundation’s decision to withdraw funding from Planned Parenthood in 2011. Preliminary results indicate that collective reputation is a valuable resource in both theory and practice.

Toward a Theory of Membership Association Finance

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This paper explores patterns in membership associations' portfolios. It compares and contrasts Portfolio Theory, which predicts variety in revenue portfolios, with a newer Benefits Theory, which postulates that revenue options are constrained by the balance between the member benefits and societal benefits they produce. The research makes use of a new database that more accurately measures dues and program service revenue of associations than other databases. The weight of the evidence supports Benefits Theory more strongly than Revenue Portfolio Theory. This research incidentally finds that revenue concentration increases with size and decreases with real estate ownership. The paper introduces the concepts of one-off entry and exit costs on members (tariffs), which tend to reduce members' sensitivity to the level of dues. Indeed, dues are often dominant among the associations having presumptively high tariffs, such as trade unions and certain recreational clubs.

Towards a Critical Social Theory of the Paradoxical Role of Board Social Capital in the Generative Governance of Nonprofit Organizations

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This study developed a preliminary critical social theory of the paradoxical role of board social capital in the generative governance of nonprofit organizations. It employed a bricolage approach and used the general method of theory building in applied disciplines to guide the theory-building process. Mainstream social capital theory, critical social capital perspectives, and critical race theory were used to explore the paradox through a series of disciplined imagination thought trials, which involved the analysis of four data sources. The findings were used to conceptualize the theory, operationalize it, and plan for the application of the theory in practice.

Transformation and Advocacy: A Study of NGOs in Delhi's Slums of India

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The paper study two slums and three NGOs to understand interface of people's perception and NGOs' approach in order to extrapolate process of development transformation and advocacy. The primary objective lies with answering conventional attributes that made NGOs popular, i.e. participation, cost-effectiveness, openness, people-centered, etc. The denouement suggests that slum dwellers have the critical awareness about NGOs. further, intentional ignorance by political parties keeps slum dwellers at crossroads.

Transforming Through Collaboration: From Housing to Community Organizing in Rio Grande Valley Colonias

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For decades, nonprofit activism within the Rio Grande Valley colonias in Texas was focused primarily on improving housing. With the growth of foundation funding, colonias activism is diversifying and clear networks of nonprofit collaboration are emerging to tackle issues of community development. This paper details these collaborations by tracing networks from funders to organizations to residents. Through qualitative case analysis, each network is analyzed in terms of its constitution and successes/failures (formalized in first case and informal in the second). Ultimately, the research points to the impacts collaborative networks have on community organizing, especially within highly impoverished American communities.

Trilateral Boundary Spanning Activities in Post-Disaster Reconstruction Process: Boundary Spanners in Local Governments, Nonprofits, and Community Based Organizations

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After the Great East Japan Earthquake on March 11, 2011, governments and nonprofits recognized the importance of the community building and collaboratively invited local residents to participate in the community rebuilding process.

Despite the importance in collaborations, little was known about the individuals' boundary spanning activities, especially in the post-disaster reconstruction process.

Combining the literature review, author's participant observation as prefecture government officer, interviews with officials of local government, nonprofit and community leaders, this research attempts to clarify the roles, characteristics and effective collaborative behavior of the boundary spanners in respective organizations, as well as the influence on the collaborations.

Tsars and Task Forces – New Structures of Government-Nonprofit Collaborative Relations in the U.S.

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In the last five years, two key institutional arrangements for government-nonprofit collaborative relations have seen substantial growth. First, cabinet-level nonprofit “tsars” with formal titles such as Nonprofit Liaison to the Governor, and Interagency Coordinator for Not-for-Profit Services, are being appointed by state and city administrations as point persons for communication and coordination with nonprofits. Second, high-level task forces are being established to examine the current state of relations between governments and to recommend reforms in regulatory and oversight processes. This paper examines the emergence of the new institutional arrangements, analyzes their short-term impacts and speculates about their durability.

Turnover Intentions of Nonprofit Fundraising Professionals: The Roles of Perceived Fit, Exchange Relationships, and Job Satisfaction

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This study considers the effects of the following variables on fundraisers’ intention to leave their current position and the profession of fundraising: perceptions of fit with organization and job; exchange relationships between employees and their organization and supervisor; and overall job satisfaction. Culture of philanthropy, salary, age, and organizational size are also included in the models. A secondary data analysis of a national data set collected by Bell and Cornelius (2013), using multiple regression analysis, identifies the variables that are statistically significant predictors of turnover intentions. The study also includes subgroup analyses based on gender, ethnicity, mission focus, and region.

Understanding Reputation Through Networked Relationships in a Community of Collaboratives

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Collaborative partnerships are found increasingly across public service areas, in particular public health. Network theorists have long emphasized reputational consequences of embeddedness within a networked setting, yet our prior study revealed that shared membership (or position within the network) is not the only reason why a collaborative might be regarded as having a strong or impactful reputation in the network. In this study we explore the issue in more depth and ask the question of how reputations evolve in a community-based network of collaboratives by drawing upon the board interlock, reputational capital, and homophily literature.

Understanding Solicitation: The Role of Personal Skills in Asking for Money

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Despite the importance and urgency of fundraising - which generates a substantial percentage of income for charities each year, and which needs to raise even larger sums during a time of austerity and deep government spending cuts - we know little about the non-technical aspects of the job of asking for money. Using a mixed methods approach (surveys, tests and in-depth interviews) this paper addresses important, and as yet un-researched, questions exploring how the personal and social skills of fundraisers interact with their professional skills to affect the amounts of money raised for good causes.

Understanding the Conditional Effects of Networks on Knowledge Sharing: A Reputational Approach

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Through this study, I aim to go beyond the capacity-based logic and examine the conditions under which actors are more likely to share knowledge. Based on the evolution of knowledge networks among the Dutch Universities between 1988-2010, research findings show that knowledge flows are more likely when positive reputation flows. Regarding the reputational attributes of actors, while knowledge sharing relations among high reputation actors are driven by direct reputation flows (high-high), low-low and high-low collaborations increase with indirect reputation flows that occur via shared high reputation connections.

Understanding Twitter in and as a Nonprofit Community

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This paper explores the use of a new twitter archiving "app" called #tags to better understand the "twittersphere" of large nonprofit foundations.

This exploratory study examines the "tweets" of the top 20 US nonprofit foundations to see what sort of information they are tweeting about. Then the study will explore who follows and who retweets information from these foundations.

The goal is to explore how information is transmitted through a nonprofit community. The results of this exploratory study have implications across the nonprofit sector for understanding how information is shared between groups, stakeholders and the general public.

Unpacking Nonprofit Career Awareness: Volunteering as a Gateway to Nonprofit Careers

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This research addresses the particular experiences nonprofit employees had prior to their entry into the sector that may have influenced their career decision. What are the impacts of volunteering on nonprofit career awareness, and what are the implications for executive directors and volunteer managers in today's nonprofit organization? This research is the second piece of a larger project utilizing an explanatory mixed-methods design. The researcher will conduct semi-structured interviews to determine how volunteering helped them understand the concept of "nonprofit careers". Results will build our understanding of the relationship between volunteering and nonprofit career awareness.

US Refugee Resettlement Policies in Practice: Structuring Voice

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This paper examines the implementation of refugee resettlement policy in two local refugee resettlement agencies and asks what organizational factors related to the ways in which resettlement workers engaged client feedback in the service delivery process. The paper draws on data collected in an organizational ethnography of two local refugee resettlement agencies. Research was conducted over an 18-month period and included over 150 interviews with 75 subjects, extensive observation, and archival review of relevant documents and contracts. This paper finds that the factors that impacted how workers engaged client voice were program mandates, performance measure incentives, agency resources and culture.

Using Automatic Content Analysis to Analyze Mission Statements

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A mission statement is often considered a nonprofit's "bottom line." In spite of their importance, few scholars have studied mission statements systematically. This research addresses this methodological gap by using large-scale data extraction and automatic content analysis to analyze nonprofit mission statements. Our approach treats mission statement text as quantitative data in order to generate generalizable comparisons across a broad range of nonprofits. Using a large sample (>500) of nonprofit mission statements scraped from web-based organizational profiles, we apply text analysis approaches to nonprofit mission statements. Preliminary findings point to the utility of a word frequency and/or local alignment approach.

Using Interorganizational Collaborations, New Technology, and Old Fashioned Conversations to Capture the Voice and Needs of a Neighborhood

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Mapping of social service organizations in a Texas city of 115,000 revealed a potential uneven geographic distribution of services. In order to better understand the needs of the community, Thrive International is undertaking wide-spread semi-structured interviews. In addition, Thrive is assisting local nonprofit organizations by training their volunteers to interview the citizens that they currently serve or that they would like to serve in the future. Information compiled from the interviews will help create a more holistic picture of the gaps between current services and community-perceived needs as well as inform the development of additional community development programs.

Using Situated Learning and Legitimate Peripheral Participation to Prepare the Next Generation of Nonprofit Leaders

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As workplace demands continue to change, it is imperative that universities continue to examine the methods used to prepare students for that workplace. To prepare tomorrow's nonprofit leaders Abilene Christian University supplements traditional classes with an intense short course located at a large nonprofit in downtown Dallas (situated learning). Honors students also have the opportunity to participate in a multi-year interdisciplinary social justice program, which includes a year-long immersion at the same nonprofit (legitimate peripheral learning). This paper will include the rationale for these unique programs as well as some of the outcomes and challenges that have occurred thus far.

Variations in Nonprofit Volunteer Use in the United States: How Organizational Characteristics affect Volunteer Involvement

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Despite voluminous research on volunteering, we know little about how volunteer use varies across nonprofits. In this paper, we seek to provide a basic descriptive snapshot of volunteer use across the nonprofit sector and its various subsectors. Second, we seek to understand how organizational characteristics are related to volunteer use. We use Nesbit, Christensen and Brudney's framework (2014) linking organizational characteristics with the extent of volunteer use. Using the 2008-2010 NCCS Statistics of Income data, we test hypotheses about the relationship between organizational characteristics and volunteer involvement.

Virtual Space for Civil Society: Identity Formation and Civic Engagement Through Networks of Social Media

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Utilizing social media platforms, Ukrainian diaspora took an active part in Ukraine's civil revolution of 2013-2014, popularly termed Euromaidan. Forming multiple new organizations since the onset of events, diaspora became a visible actor in Euromaidan's developments. Notably, the events also served as a pretext to unite diaspora across various boundaries due, in large part, to the emergence of social media tools and the extensive networks they helped create and maintain. This study examines the civic space created by social media outlets for the geographically-dispersed Ukrainian diaspora and its implications for identity-formation and civic engagement in the context of Euromaidan.

Volunteer Care Workers: A Case for Challenging Resource Theories on Volunteering

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This paper challenges theories on volunteering that uniformly explain participation in volunteering by the high capital resources of individuals. To do this, we focus on volunteers within the vast and important caring domain and use care theory to frame this type of volunteering as a low status practice, primarily undertaken by women. With a 2012 Danish population survey, we confirm that care volunteering is a special case. We find that care volunteers are generally low resource women, whereas non-care volunteering attracts high-resource men. We use this finding to argue for particular attention to gender and practices of informal care in volunteering research.

Volunteer Participation and Well-Being of Nonprofit, Government, and Business, Employees

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While a field of volunteer participation is showing an increasing interest in exploring the impact of volunteerism on the organizations' capacity to meet their missions, there is a lack of research exploring the benefits of this act to the volunteers. This study aimed to examine volunteer participation behavior and its relationship to well-being by sector. The World Values Survey data was used to answer our research questions. Volunteer participation was an important predictor of government and business employees' happiness, but not nonprofit employees' happiness. Additionally, it was an important predictor only of business employees' life satisfaction.

Volunteering and Generations: The Russian Context

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Volunteer involvement of people may be determined by different social and demographic characteristics as well as by personality, background and previous volunteer experiences. We compared determinants and differences of volunteering of Russians of different ages from the point of view of the social capital theory and theory of human capital. A 3 stage analysis of the statistical data (descriptive statistics, BLR, CHAID) was used for analysis. Survey sample included 41500 participants representative of all regions of the Russian Federation.

***Volunteering Behavior in an Immigrant Population:
Volunteers and Non-Volunteers Compared***

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Volunteering provides a beneficial avenue for immigrants to integrate into their host society. Whereas past research on volunteering behavior of immigrants provides interesting insights into motivations to volunteer and outcomes, findings are frequently based on convenience samples. We draw on a large-scale representative sample on volunteering among adults in Germany and investigate the differences on volunteering behavior between immigrants and nationals (between group analysis, N=19,972). Moreover, we examine the differences between volunteers and non-volunteers among immigrants (within group analysis, N=1,683). Our findings help us to gain a more nuanced understanding of immigrant volunteering behavior and, thus, extend previous research.

***Volunteering in the Smartphone Age: Are Those Who are
More Connected More Likely to Serve?***

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In this paper, we analyze data from the Current Population Survey (CPS) to address the research question of “whether and to what extent the use of new technologies has begun to repair (or added to degradation of) some of the perceived deterioration of connectedness and civic engagement that has taken place over the past few decades” (National Research Council 2014). By merging data from the CPS Supplements on Computer and Internet Use and Volunteering, we examine whether having more opportunities to access the Internet results in a heightened likelihood of volunteering, donating to charity, and engaging in other community-oriented activities.

***Volunteering in the UAE: Providing for Have-Not's in a
Land of the Have's.***

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UAE is often described as a rentier state where the ruling families typically offer welfare services in exchange for political support. Given that the UAE is remarkably stable politically, one can expect prolific government welfare services and, by extension, a scarce volunteer sector. Although this seems to be the case in the UAE, the government is clearly keen on “boost(ing) culture of volunteering among youth” as a process of community building and in order to boost its image in human development. It is interesting to note that many of the recipients are from outside the UAE.

***Volunteering or Compulsory Community Activity: The
Evidence of the Post-Soviet Country***

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The research focuses on the attitudes toward volunteering in post-soviet countries as under Soviet regime volunteerism was organized by the state and was compulsory activity. In some CEE countries it was state organized but not compulsory, so there was some place for volunteering.

The main objective of the research is to disclose historical and institutional context of Post-soviet countries and explore the attitudes towards volunteering.

***Volunteering, Nonprofit Organizations, & Policy Activism
in Russian Social Services: a Public Sphere of Repression,
Resistance, and Innovation.***

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A case study of a Russian city's volunteerism and nonstate organization activity in the social service sphere reveals a puzzling phenomenon: a process of non-political volunteering morphing into nonprofit organization formation and finally creation of a new type of public sphere. In this public sphere, nonstate organizations advocate for policy change despite repression by the state. How has this phenomenon developed and what characterizes this public sphere? Data derive from nine months of participant observation in various social service nonprofits in one Russian city, as well as 63 in-depth interviews and web and printed materials.

***Walking the 'Talk'? Contesting Social Enterprise Policy-
Making Discourses in Australia***

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This paper explores the contested nature of social enterprise policy-making in Australia. To perform this, we utilise and contrast data derived from two sources. First, to provide a sense of the 'text' of this discourse in Australia we use an original corpus of macro-level policy-making texts drawn from federal and state-levels in Australia. Secondly, we contrast the thematic groups arising from this macro-level corpus with data from eleven (n = 11) focus groups across Australia involving policy-makers, social enterprises and enterprising non-profits. We find a marked contrast between the needs of practitioners against the emergent themes present in social enterprise policy-making.

***Weak vs. Strong Norms of Civility for Cross-Cultural
Development***

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Consistent with research in other settings, this empirical study indicates the limitations of direct strategies for achieving a diverse, cross-ethnic civil society on college campuses. It proposes alternative, indirect strategies that appropriate (Coleman, 1988) voluntary associations. Interviews with students found active diversity efforts produced weak norms of civility. Analyses of undergraduates' experiences indicate these norms produced discomfiting, superficial interethnic interactions, impeding cross-cultural development. In contrast, they experienced positive interethnic comfort and learning in a voluntary service organization. When combined with analyses of close communities (Brint, 2001), these findings point to new strategies for developing meaningful cross-ethnic civil society in universities.

***Welfare State Versus Social Economy: Self-Sufficiency
Programs in South Korea***

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The social economy is a progressive movement mobilizing vulnerable people in the community to survive the capitalistic market economy. However, the social economy may be in tension with the norm of the social citizenship, as it transfers the government's duty to welfare provision to society. This paper seeks to explain how third sector organizations in Korea reconcile their roles as advocates of citizens' social rights to minimum income on the one hand, and implementers of work integration programs for 'productive welfare' on the other, through exploring their role in managing self-sufficiency programs for recipients of National Basic Livelihood allowances.

***Welfare Systems and the Non-Profit Sector – A Changed
Relationship Denmark, Norway, Italy and the UK
Compared***

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I want to evaluate the robustness of the social origin theory classifying the relationship between welfare system and non-profit sector in provision of welfare services based on analyses of the recent development in four European countries – Denmark and Norway representing the social-democratic model, United Kingdom representing the liberal model, and Italy representing the corporatist type of welfare system. During the recent decade the importance of the non-profit sector has increased and its relation to other societal sectors – market, state and informal sector – has changed. The data are from the National Satellite Accounts surveys in the four countries done in 2011-2013.

What are the Determinants of Accounting Disclosures in the Annual Reports of Australian Not-for-Profit Organisations?

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The main purpose of this paper is to identify the determinants of accounting disclosures made in financial statements of the annual reports published by not-for-profit organisations (NFPs) operating in Australia. To address its primary objective, this study extends previous research by focusing on four categories of NFPs, namely, education and research, culture and recreation, social services, and environment; and by examining accounting disclosures across a wider range of revenue, expense, asset and liability components of financial statements. Data is collected from annual reports and interviews; and the statistical model adopted in this study is the multilevel structural equation model.