



52nd ANNUAL CONFERENCE

November 16-18, 2023 | Orlando, FL

Advancing The Public Good

*in an Era of
Disinformation,
Mistrust, and
Democratic
Backsliding*

ARNOVA's Catalog of Current Research

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The 2024 Catalog of Research includes authors and abstract summaries from ARNOVA's 52nd Annual Conference; Advancing the Public Good in an Era of Disinformation, Mistrust, and Democratic Backsliding

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 in parentheses next to each author's name and affiliation.

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.

(De)legitimation of transnational non-governmental organizations (TNGOs): input, throughput, and output dimensions

**Hans Peter Schmitz, University of San Diego*

This paper provides discusses (de)legitimation debates focused on transnational NGOs (TNGOs) distinguishing issues of inputs (politics), throughputs (processes), and outputs (policies). As many TNGOs espouse great ambitions in their goals, they also face pressures to improve stakeholder management (inputs) and internal governance (throughput). TNGOs are caught between improving their governance and stakeholder engagement and their mission-related promises to eliminate root causes of poverty and other global problems. While many TNGOs promise to accomplish their missions and reach obsolescence, they often struggle to properly align input, throughput, and output legitimacy to actually deliver on such promises.

Philanthropy, Fundraising, and Giving

Keywords: Systematic Literature, Conceptual, International, Accountability, INGO/Transnational NGO, Legitimacy

“Our Names are Not Homeless”: Challenging narratives of poverty through frontline work

**Rachel Wells, Lewis University*

While social welfare services can help maintain ideologies in poverty policy around deservingness and personal responsibility, this paper focuses on a community-based organization (CBO) that seeks to disrupt this dominant poverty knowledge. Through an ethnographic study of one CBO, I use the case of memorials for unhoused community members to show how CBOs can offer an alternative, more caring form of services and through these interactions, challenge dominant narratives of poverty. This study discusses how this type of work can lead to new forms of poverty politics and a reminder that “people’s names were not homeless”.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Empirical, Local, Activism, Discourse, Homelessness

A Critical Examination of the History of the Nonprofit Sector

**Michael Blecher, Adelphi University School of Social Work; Sara Terrana, Adelphi University School of Social Work*

The history of the nonprofit sector in the United States has often been romanticized. However, utilizing a qualitative interpretative approach that applies Foucault’s genealogy and Critical Race Theory (CRT), this paper details the emergence of the third sector in a more complex fashion and argues that nonprofits have been utilized to fit the needs of mainstream White society. This investigation limits its analysis from the early 18th century to present-day. In addition, an emphasis is placed on the interrelationships among nonprofit organizations (NPOs), grassroots associations (GAs), and American society at large.

Open Track

Keywords: Qualitative, Theoretical/Conceptual, National, Critical, Race/Ethnicity, History/Historical

A Good Shock: A Descriptive Study of High Profile Philanthropy and Discussion of Future Implications

**Ryne Crout Jones, North Carolina State University; Yinman Zhong, NC State University; Amanda J. Stewart, NC State*

This descriptive study aims to better understand the characteristics and insights from the data of profiles of organizations which received funding from MacKenzie Scott, as well as identify areas for future research. Our analysis will address patterns in these donations, including the organizational missions, NTEE codes, service areas, and geographic locations of the recipient organizations. We will also pose an agenda for future research that is founded in

the literature and frames research inquiries that leverage the unique nature of this dataset as well as anticipates future philanthropic patterns following Scott's example.

Philanthropy, Fundraising, and Giving

Keywords: Descriptive, Philanthropy, Case based, Change, Charitable Giving, Philanthropy/Philanthropic/Philanthropists

A Literature Review on Organizational Rhetoric of Nonprofits

**Jun Zhang, Syracuse University*

Rhetoric is the essence of self-governance (Browning & Hartelius, 2018). While extensive research focuses on the actions of nonprofits, their communication practices often go unnoticed. This article utilizes CiteSpace to conduct a network analysis of the research on nonprofits' expressions and then selected three key journals to examine the expression of nonprofits systematically. The analysis highlights the prominence of external expressions (social media, policy), while internal expression remains unexplored. Case study and text analysis are the primary methods used. The indirect relationship between organizational rhetoric and other elements requires further investigation. A historical perspective and comparative analysis are also needed.

Open Track

Keywords: Systematic Literature, Conceptual, Literature review, Big data, Content, Discourse

A multilevel governance approach to representation in nonprofits and organizational outcomes during the Covid-19 pandemic

**Tianyu Chen, American University; Lewis Faulk, American University; William Prince, American University*

Passive representation can lead to active representation in many public organizations, but this theory is rarely tested in the voluntary sector. Moreover, whether passive representation across different levels of organizations have different effects on active representation remains untested. Using a nationally representative survey, we find that nonprofits with more minority staff and board members are less likely to cut programs and more likely to increase services during the pandemic, and greater representation among staff and board members is associated with more donations to the organization. However, such effects are not seen from representation among executive directors and board chairs.

Diversity, Equity, and Inclusion in Organizations

Keywords: Mixed Methods, Theoretical/Conceptual, National, Diversity, Representation, Equity

A Shock to the System: Strategic decisions that organizations make during periods of uncertainty

**Mirae Kim, Schar School of Policy and Government, George Mason University; Dyana Mason, University of Oregon*

Will the nonprofit sector return to its pre-pandemic state, or are we witnessing lasting changes? This research explores how nonprofits respond to external shocks, either reinforcing existing norms or undergoing fundamental transformations. Drawing from prior studies (Mosley et al., 2012; Park and Mosley, 2017) on strategic decision-making in uncertainty, we analyze factors driving transformative shifts or short-term adjustments. Our primary data is from a three-year panel survey of US nonprofits, revealing determinants of maintaining the status quo or embracing new structures amid resource uncertainty. These findings inform the theoretical discussion on effective nonprofit and government partnerships for time-sensitive community needs.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, National, Strategies, Survey, Governance

A Study on the Conditions for Transition of the HR Architecture in Nonprofit Organizations

**Yasuo Dan, Kindai University; Yusuke Inoue, Sapporo University; Hiroshi Togo, Kindai University*

The purpose of this study is to identify the conditions for transition in the HR architecture of nonprofit organizations from the perspective of the “negotiated order” (Strauss, 1978) between management and staff over HRM policies. Specifically, we will identify the conditions that promote both the establishment of a new norm regarding the commitment that can be shared between management and staff in the process of expanding HRM policies as the organization develops, and that of a new HR architecture based on the new norm.

Management, Leadership, and Strategy

Keywords: Qualitative, Theoretical/Conceptual, Case based, Institutions, Logic, Human Resource Management

A Systems Dynamics View of Governing: Achieving Sustainable Inclusion for Mission and Equity.

**Ruth Bernstein, Pepperdine University; Paul Salipante, Case Western Reserve Weatherhead School of Management*

Diversity, equity, inclusion, and justice (DEIJ) initiatives are increasingly ubiquitous, particularly in nonprofit organizations concerned about underrepresented populations and societal impact. Yet decades of DEIJ policies and practices have done little to benefit individuals or improve mission attainment. We use Systems Dynamics (Sterman, 2002)—the structure and dynamics of complex systems—and the Framework for Inclusive Interactions and Equity (Bernstein, Salipante & Weisinger, 2022) to further our understanding of the inhibitors and facilitators of DEIJ in nonprofit organizations. We identify the need for inclusive interaction, socialization, behavior accountability, and outcomes accountability practices to foster sustainable inclusion and improve performance.

Boards and Governance

Keywords: Systematic Literature, Theoretical/Conceptual, Literature review, Diversity, Governance, Inclusion

A typology: Defining nonprofits as social change organizations

**Elizabeth Gillespie, University of Memphis; Joseph Hafer, University of Memphis; Bj Fletcher, Cleveland State University*

Social change is a complex phenomenon that involves the transformation of patterns of thought, behavior, social relationships, institutions, and social structures. It is often facilitated by individuals and aided by the participation of social institutions. (SCOs) work towards addressing complex social issues that lack clear solutions. However, despite the importance of nonprofit SCOs in creating positive social change, knowledge gaps still exist around their work. To further understand nonprofit SCOs, this study draws on varied literature to develop a synthesized framework for understanding their work. Findings offer new insight that speaks to an updated typology for nonprofit social change organizations.

Open Track

Keywords: Mixed Methods, Conceptual, Local, Change, Nonprofits/NPOs/NGOs, Typology

Academy for Nonprofit Development and Leadership: Building a Nonprofit Resource Center

**Elise Kieffer, Murray State University*

The Nonprofit Resource Center (NRC) at Murray State University was established on paper in 2020. It began activities in August 2021. The first initiative of the NRC was the Academy for Nonprofit Development and Leadership (ANDL). This program partnered the NRC with multiple divisions across campus, as well as civic, business, and nonprofit leaders throughout the region. After the successful launch and subsequent replication of the ANDL program, the NRC began seeking new ways to provide resources for the 18 county region served by the university. This presentation explores the story of the NRC's birth and development thus far.

Management, Leadership, and Strategy

Keywords: Qualitative, Applied, Case-based, Leadership/Leaders, Capacity/Capacity building, Communities

Accountable, Inclusive, or Open Nonprofit Gets More Financial Resources from Stakeholders?

**Jeongyoon Lee, Martin School of Public Policy and Administration, University of Kentucky; Junoh Jeon, Martin School of Public Policy and Administration, University of Kentucky; Yun Jun Kim, Martin School of Public Policy and Administration, University of Kentucky; Kitae Lee, Martin School of Public Policy and Administration, University of Kentucky*

Acquiring financial resources is crucial for the survival of nonprofits in environments with limited resources and high competition. However, existing literature primarily focuses on accounting concepts and measures, leaving a research gap regarding the role of managerial practices in securing more financial resources from stakeholders. Drawing on stakeholder theory, we examine the relationship between nonprofits' managerial practices and their ability to acquire higher financial resources. Analyzing US nonprofit organizational data from 2015 to 2019 shows the positive impact of accountable, inclusive, or open managerial practices on financial resource achievement, providing practical and theoretical implications for effective resource acquisition and mobilization.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Resources, Stakeholders, Values

Accounting Firm and Branch Expertise and Financial Reporting Outcomes

**Gregory Saxton, York University; Daniel Neely, University of Wisconsin-Milwaukee; Qinhua Ling, Marquette University*

Using a sample of 1 million IRS 990 e-filings, we examine the influence accounting firm expertise has on the reporting quality, completeness, and timeliness of nonprofits' annual Form 990 filings. Consistent with the benefits of paid preparer expertise, we find that the expertise of the accounting firm at both the firm and branch levels is associated with better reporting quality and greater completeness but comes at the cost of a less timely filed Form 990. Overall, the findings should be of interest to regulators and others interested in the relevance and faithful representation of nonprofit financial reporting.

Nonprofit Finance

Keywords: Quantitative, Empirical, Country-specific, Accountability, Finance/Financial, Form 990

African philanthropy: A systematic literature review

**Dennis Kilama, Indiana University, Lilly Family School of Philanthropy, IUPUI; Ilmoleayo Adeyeri, Indiana University Lilly Family School of Philanthropy; Ifeoma Akobi, Indiana University, Lilly Family School of Philanthropy, IUPUI; Sara Konrath, Indiana University, Lilly Family School of Philanthropy, IUPUI*

African philanthropy has at times been overshadowed by Western concepts and practices. The goal of this systematic literature review is to identify key themes and trends in the literature on African philanthropy. This systematic literature review highlights the broad theme of African Philanthropy and emphasizes two related but distinct subtopics namely philanthropy and public health emergencies, and philanthropy and natural and human disasters in Africa. We will identify specific areas for further research that aim at advancing non-Western perspectives and dimensions of philanthropy and directing scholars and practitioners, donors, and stakeholders to under researched phenomena in Africa Philanthropy.

Philanthropy, Fundraising, and Giving

Keywords: Systematic Literature, Conceptual, Meta-analysis, Philanthropy/Philanthropic/Philanthropists

Against the Odds: The Impact of a Foundation's Consultations on Charity Regulation

*Susan Phillips, Carleton University

Government-nonprofit sector relationships in Canada have been influenced by a process unlike that of other countries: the Muttart Consultations. Held biannually over the past 25 years by a private foundation, these sessions bring together sector leaders and regulators to address problematic issues of charity regulation. What are these prickly issues, and which have been resolved? Why does the consultation process work as well as it does? Drawing upon the literature on regulation, citizen engagement and co-creation, the paper critically analyzes the consultative process to explain why, against all odds, it has been so successful and considers implications for charity regulation.

Public Policy, Law, Regulation, and Advocacy

Keywords: Qualitative, Empirical, Comparative, Consultation, Regulatory/Regulation, Government

Aid Avengers Assemble: NGOs, the United Nations, and the Humanitarian Response in Refugee Crisis

*Jessica Suma, University of Texas at Arlington; Karabi Bezboruah, University of Texas at Arlington

The paper explores the need for a new approach to address the humanitarian crises affecting millions of people worldwide. We focus on the case of Rohingya refugees in Bangladesh, and evaluate the governance of humanitarian aid provided to the international non-governmental organizations (INGOs) and local NGOs. It explores the concept of resilient humanitarianism, and connects the United Nations' Responsibility to Protect (R2P) instrument and Grotian fiduciary theory, to analyze the impact of humanitarian aid on refugees. It highlights the importance of sustainable socio-economic development for the refugees, calling for policies that ensure long-term support even after aid has been withdrawn.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Systematic Literature, Empirical, Case based, Nonprofits/NPOs/NGOs, Resiliency/Resilience, Humanitarian

An Exploratory Study on the Conditions for Eliminating or Mitigating Founder's Syndrome in Nonprofit Organizations

*Keiko Yokoyama, Kansai University; Hiroshi Togo, Kindai University

The purpose of this study is to identify the conditions for eliminating or mitigating the founder's syndrome, which is a problem in the succession of nonprofit organizations, based on a longitudinal case analysis. Specifically, we will take a case of the organizational development implemented by an organization that has eliminated this problem and analyze the process of a change respectively in 1) staff's intentionality to commitment to management, 2) management norms shared among the staff members, and 3) organizational structure. And then the conditions for eliminating or mitigating the founder's syndrome will be clarified.

Management, Leadership, and Strategy

Keywords: Qualitative, Theoretical/Conceptual, Case based, Change, Logic, Processes

Analyzing Joint Effect of Network and Community Attributes on Network Performance

*Jintak Kim, University of North Texas; Hee Soun Jang, University of North Texas

This research addresses why there is a difference in the performance of public service networks. To answer the question, this research focuses on the contextual arrangements of the program, which is necessary to explain the network performance. To examine the differences in the performance of the Permanent Supportive Housing (PSH) program, this research identifies multiple combinations of factors that lead to better performance based on the configurational approach. fuzzy-set Qualitative Comparative Analysis (fsQCA) method is applied for statistical analysis.

By conducting a fsQCA analysis, four combinations of factors that lead to better PSH program performance have been identified.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Applied, Local, Collaborative Governance, Networks, Performance

Analyzing Nonprofit Organizations with Modern Data Techniques: A Methodology Utilizing NLP and Clustering

**Yeawon Yoo, California State University, Channel Islands, Johns Hopkins University*

This paper proposes a new methodological framework for clustering nonprofit organizations, focusing on education and healthcare, based on their problem spaces using large-scale, publicly available digital data. This work expands beyond existing text-based approaches by using both text as well as numerical, categorical data collected about non-profits to cluster organizations. In addition, this research proposes a novel approach that combines data with connection data derived from a social networking site to create a clustering that reflects both what organizations do and how they relate to each other. Together these approaches significantly expand our ability to visualize and study nonprofit sectors.

Data and Methodology

Keywords: Quantitative, Methodological, Case based, Machine learning, Data, Natural Language Processing

Analyzing social media communication of Sexual Assault Support Organizations: an application of machine learning

**Jia Xue, University of Toronto; Junxiang Chen, Indiana University; Chen Chen, University of Toronto; Yirun Wang, University of Toronto; Chengda Zheng, University of Toronto; Micheal Shier, University of Toronto*

This study employs machine learning to automatically classify Tweets from 133 Canadian sexual assault centres based on organizational outcomes and sentiments. Using a mixed methods approach, 30,159 tweets were analyzed, with 10,809 manually labeled into seven themes, including Community Engagement, Organization Administration, Public Awareness, Political Advocacy, Support for Others, Partnerships, and Appreciation. This labeled dataset trained a supervised machine learning model to code 294,350 tweets. Results were satisfactory, and unsupervised machine learning identified topics within each theme. Qualitative thematic and sentiment analysis provided contextualization and emotion disclosure. The study contributes to understanding how nonprofits employ Twitter for achieving organizational outcomes.

Data and Methodology

Keywords: Machine learning, Methodological, National, Information Technology, Social Media

And there was no one left to speak out: Nonprofit change management during political polarization

**Kimberly Wiley, University of Florida*

Florida's contentious political climate shows no signs of slowing. Nonprofits composing our society's safety net face real danger to their livelihood, in particular those addressing gender-based violence (GBV). LGBTQ+ and GBV victim advocacy nonprofits provide necessary safe havens, healthcare, and legal services. There is great uncertainty about how Florida's nonprofits can respond to and survive numerous fundamental policy changes. Through a series of interviews with nonprofit leaders and policy analysis, this study will determine how nonprofits strategically respond to persistent threats to their livelihood and define the strategic change management stages when the guiding rules are in flux.

Conference Theme

Keywords: Qualitative, Empirical, Local, Politics/Political, Gender, State

Are nonprofits less likely to discriminate? Experimental evidence of U.S. nursing homes

**Ellie Qu, Texas A&M University; Dyana Mason, University of Oregon*

There is limited research examining whether and how the ownership type of organizations affects discrimination, and if the nonprofit form offers any advantage in overcoming discrimination. Using a field experiment technique, specifically a correspondence study, combined with national administrative databases, we examine whether nonprofits discriminate (less) against racial minorities in a mixed economy where organizations with different ownership types coexist and compete. The study intends to contribute to our theoretical understanding on why nonprofits exist by providing additional evidence about the impact of organizational ownership types on organizational behavior, specifically, the front-end of service delivery.

Diversity, Equity, and Inclusion in Organizations

Keywords: Experiments, Empirical, National, Discrimination, Cross-Sector, Ownership

Are Nonprofits the Key to Combating Disinformation? The Role of Sector on Trust and Information Sharing

**Jourdan Davis, UNC Charlotte; Jaclyn Piatak, University of North Carolina at Charlotte*

Nonprofits are often seen as a trusted intermediary. Given increasing polarization and the rise of social media, perhaps nonprofits can play a role in combating disinformation? We use an experiment to examine how the sector (nonprofit, government, or for-profit) of the organization sharing information influences whether people are comfortable sharing the information and to what extent they trust the organization. We also examine whether a cue about correcting misinformation enhances or reduces trust and information sharing. Findings have implications for research and practice on public trust of nonprofits and the role nonprofits play in today's era of disinformation and mistrust.

Conference Theme

Keywords: Experiments, Empirical, National, Information, Internet, Media

Are they worth the money? Consequences of individual satisfaction and organizational performance of board compensation

**Georg von Schnurbein, Universität Basel; Dominik Meier, Universität Basel; Alice Hengevoss, Universität Basel; Philipp Valta, University of Bern*

Board of trustees are the dominant governance body of grant-making foundations. They decide on impact-related aspects such as how to pursue the charitable purpose and payout rates. In recent years, board compensations have increased. We analyze a unique sample of Swiss grant-making foundations in order to add new understanding to the influence of board compensation on both the individual satisfaction of board members and the organizational performance of the foundation.

Boards and Governance

Keywords: Quantitative, Empirical, National, Governance, board compensation, Performance

Are we there yet? Climate philanthropy and climate action sustainable development goal in Southern Africa

**Belinda Keratiloe Mogotsi, University of the Witwatersrand*

Journeying through the past decade unveils the need to mitigate for climate change and its devastating impacts. Climate change, though not a new phenomenon, has become an urgent matter globally due to the increasing magnitude of climate related disasters. The Southern African region, has reported gaps in the pursuit of the climate action SDG. Through an embedded mixed methods design with qualitative analysis serving as supportive to augment the conclusions

of 20 key informants from Southern African philanthropic organisations, the study evaluated the progress of climate action goal adoption expending the diffusion of innovation theoretical model.

Open Track

Keywords: Mixed Methods, Theoretical/Conceptual, Country-specific, Climate Change, Crises/Disasters, Sustainability

Are you Feeling OK? The Paycheck Protection Program and Nonprofit Financial Vulnerability

*Brent Never, University of Missouri-Kansas City

Covid-19 presented an unprecedented financial challenge to the nonprofit sector, with the Paycheck Protection Program (PPP) providing over \$35 billion to nonprofit organizations (Small Business Administration, 2022). This paper considers the preceding financial health of a nonprofit, the ensuing access to a PPP loan, and the location of loan recipients through leveraging spatial regression and spatial statistics. The paper adds to the literature on spatial inequities in nonprofit financial vulnerabilities and the impact on immediate communities.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Big data, Spatial/Space

Attention-seeking strategies: An investigation of sexual assault organizations' communication tactics on Twitter in Canada

*Hong Shi, University of Toronto; Qiaoru Zhang, University of Toronto; Jia Xue, University of Toronto; Jingchuan Fan, University of Toronto; Chengda Zheng, University of Toronto; Chen Chen, University of Toronto; Micheal Shier, University of Toronto

This study examines the attention-seeking strategies of sexual assault (SA) organizations on Twitter in Canada, exploring the factors influencing the level of attention received. Guo and Saxon (2018)'s four-factor model was adopted and updated, including network size, tweet volume, targeting and connecting strategy, visual content, and covid-related tweets. The study's methodology involved sampling 124 SA and rape crisis centers, collecting Twitter data (n=294,350 Tweets up to April 2023), and employing ordinary least squares and fixed effect regression analysis. Results showed significant relationships between these factors and attention received, providing insights for both theoretical understanding and practical guidance.

Data and Methodology

Keywords: Mixed Methods, Empirical, National, Big data, Engagement, Social Media

Balancing Autonomy and Administrative Burden: The Relationship between Revenue Diversification and Nonprofit Performance

*Hala Altamimi, University of Kansas; Qiaozhen Liu, Florida Atlantic University

A substantial body of nonprofit literature has investigated the diversification-finance relationship. Yet, less is known about how revenue diversification affects nonprofit performance. We hypothesize that there is an optimal diversification level that maximizes performance. On one hand, diversification reduces resource dependence and increases organizational autonomy. On the other hand, developing and managing multiple revenue streams requires investment in human capital and infrastructure, which distracts nonprofits from core activities, and therefore hurts performance. Results from fixed-effects models confirm our hypothesis, suggesting that nonprofits should maintain a moderate level of diversification, validating both views to a certain extent.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Revenue Diversification, Finance/Financial, Outcomes

Beyond nonprofit staff substitution; The two mechanisms of volunteer value creation for NPOs

**Philine van Overbeeke, Rotterdam School of Management, Erasmus University; Lucas Meijs, Rotterdam School of Management, Erasmus University; Corinna Frey-Heger, Rotterdam School of Management, Erasmus University*
Volunteers and paid staff are perceived differently because of differences in remuneration and freedom of choice. Due to these different perceptions, volunteers can create unique value. Based on nine focus groups within a large NPO, we discover two mechanisms of volunteer value creation: (1) multiplier effect, due to having more people involved and (2) volunteer intangible, resulting from these people being volunteers. The unique value created by volunteers has implications for e.g., fundraising and organizational reputation. These findings advance the debate regarding interchangeability of volunteers and paid staff and show that volunteers create value for their organization beyond staff substitution.

Voluntarism and Volunteering

Keywords: Qualitative, Empirical, Case based, Added value, Nonprofits/NPOs/NGOs, Volunteers/Voluntarism/Voluntary

Beyond top-down and bottom-up: Can civil society platforms bridge the missing middle?

**Amanda Bankston, Syracuse University; Jiho Kim, Syracuse University*
This article brings attention to the “missing middle” existing between the two dominant approaches shaping civil society: top-down managerial approaches driven by technocratic expertise and hierarchical control and bottom-up grassroots movements emphasizing public participation and decentralized power. The authors highlight an emerging form of intermediary organizations designed to overcome this top-down, bottom-up divide: civil society platforms (CSPs). The paper defines CSPs and introduces a typology, using illustrative examples from around the globe. The authors suggest that CSPs can fill the “missing middle” fracturing civil societies by encouraging cross-sector collaboration and co-production, shifting power to underrepresented actors, and creating coordinated networks.

Collaboration: In, Between, and Among Sectors

Keywords: Theoretical, Theoretical/Conceptual, International, Collaborative Governance, Conflict/Conflict Resolution/Mediation, Grassroots

Bouncing Forward: Exploring Nonprofit Resilience during COVID-19 through Emergency Management

**Grace De Oro, University of Maryland Baltimore County*
This study explores nonprofit resilience by examining emergency management nonprofits during the COVID-19 Pandemic. Specifically the study aims to answer how Emergency Management Nonprofits remain resilient while meeting their mission and providing services and secondly how does collaboration play a role in sustaining resilience when facing a shock.

Research to Practice

Keywords: Qualitative, Empirical, Case based, Management, Resiliency/Resilience, Emergency/Response/Management

Bringing the Bureaucracy Back: Understanding the Growth of NGOs in China from a New Perspective

**Lihan He, University of Pennsylvania; Lihan He, Tsinghua University; Tianguang Meng, Tsinghua University*
How to understand the growth of civil society in authoritarian regime is a heated topic. The Neo-Tocquevillian literature and the corporatism theory are the two dominating but competing theories. This paper tries to settle the conflicts from the perspective of official's dual motivations: the incentives to improve performance and the incentives to

evade accountability. This research builds a dataset based on the data of officially registered NGOs and officials from 2008 to 2015 in China's prefecture-level cities. The results of fixed effect model and heterogeneity analysis show that both incentives have effects and are moderated by the mobility of mayors.

Open Track

Keywords: Quantitative, Empirical, National, Bureaucracy, Civil Society, Regulatory/Regulation

Building Adaptive Capacities: Lessons from Wisconsin Nonprofits' Response to the COVID-19 Pandemic

**Erica Ceka, Governors State University; Douglas Ihrke, University of Wisconsin Milwaukee*

This study aims to fill the gap in the literature on the factors that influence the nonprofit responses to the crisis. It uses survey data collected from 220 Wisconsin's nonprofits. The results found that fiscal capacity, board preparedness, and dependence on government funding were positively associated with the ability of nonprofit to adapt to the crisis conditions, while a lack of knowledge in such areas as crisis management, HR management, and the use of technology incited concerns among nonprofit leadership about their inability to sustain employees and reach vulnerable populations.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, Local, Capacity/Capacity building, Nonprofits/NPOs/NGOs, Resiliency/Resilience

Building Resilience in Nonprofit Organizations: Exploring the Impact of Revenue Diversification on Human Capacity

**Hanvit Kim, University of Central Florida; Kyungmin Lee, University of Central Florida*

This research aims to examine the impact of revenue diversification on human resources resilience in non-profit organizations. A panel regression with a fixed effect model will be conducted, incorporating IRS 990 Form data from over 200,000 different organizations. We anticipate that the impact of revenue diversification on human resources will vary depending on organizational characteristics, such as location (rural area vs. urban area), activity (e.g., art, education, human services, health), solvency, and size. Additionally, we expect that the reliance on different funding sources (donation, grant, and program revenue) will have varying effects.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Emergency/Response/Management, Form 990, Revenue Diversification

Can a Congregation Thrive? Measuring Key Indicators of Thriving Congregations

**Katie Comeau, Duke University*

What does it mean to be a thriving congregation? Congregations are nonprofits, but they are also unique in the nonprofit space in that their volunteers meet regularly, engage in rituals of worship and service, and create community ideally both within their organization and with their local environments. The criteria used to evaluate nonprofit effectiveness may not fully capture the dynamics of thriving within the congregation. We identify indicators of a thriving congregation and challenges to thriving congregations.

History, Religion, and Arts

Keywords: Theoretical, Theoretical/Conceptual, Case based, Bridging/Bonding, Communities, Religious groups/Organizations/Institutions

Can Corporate philanthropy keep “Common Good” ? : Findings from CSR panel data in Japan

*Takako Nakajima, Osaka University of Commerce

Corporate philanthropy has been confronted the economic trade-off between a mission as a for-profits' corporations and socially responsible actors under the global presser in the SDGs or ESG finance. This paper analysis; how the continuity and sustainability of “Common Good” by funding for the civil society; what factors lays to continue support for social activities. Using data from 2010 to 2020, the analysis can refer exogenous event which equally impacted to all companies how/what support they held to the disaster affected people or areas by Tunami and earthquake in 2011 attacked wide area of Japan in 2011.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Civil Society, Common good,

Philanthropy/Philanthropic/Philanthropists

Can Nonprofit Sector Promote Social Equity? An Examination of Women Nonprofits in the U.S.

*Ying Liu, Rutgers University – Newark; Hanjin Mao, University of Houston – Downtown; Jiahuan Lu, Rutgers University-Newark

Despite the normative desire for the third sector to promote social equity and democracy, the actual impact remains uncertain. This study addresses this research gap by examining the influence of women nonprofits in promoting gender equity. Through an examination of over 60,000 women nonprofits from 2012 to 2019, this article investigates the role of nonprofit sector in closing gender gaps in seven areas: healthcare, education, income, unemployment, career development, domestic violence, and gender ideology. The findings may provide empirical evidence that nonprofits dedicated to historically disadvantaged groups could make a difference in promoting social equity.

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, National, Equity, Sector, Women

Can Shifting Who Pays for Information Increase the Impact of the Charitable Sector?

*George Mitchell, Baruch College, CUNY; Chengxin Xu, Seattle University; Huafang Li, University of Pittsburgh

Using an online experiment, we test the hypothesis that individual donors are more willing to obtain and use information about the cost-effectiveness of charities when information costs are borne by agents other than themselves. Specifically, we evaluate giving efficiency across four conditions: the donor pays, the government pays, a nonprofit pays, and a for-profit pays. If the hypothesis is supported, the findings would suggest that the impact of the charitable sector could be increased by reallocating who pays for information, holding total charitable giving constant.

Philanthropy, Fundraising, and Giving

Keywords: Experiments, Empirical, National, Information, Charitable Giving, Efficiency

Charitable Organizations in Addressing Food Insecurity: A Case Study of Food Banks in Texas.

*Karabi Bezboruah, University of Texas at Arlington

Using a mixed-method approach, we explore how charitable food banks address the issue of food insecurity in Texas. Our analysis assesses the role of food banks and identifies areas with high food insecurity and inequitable food distribution. We find that food insecurity is widespread, and the role of food banks is increasing creating operational challenges. This calls for a multi-sector strategic effort and policy solutions for achieving food security.

Research to Practice

Keywords: Mixed Methods, Empirical, State, Advocacy, Management, Role

Charitable Work Freedom in Kuwait - Perspectives of Charitable Organizations, Endowments, and Volunteer Groups

*Samir Abu Rumman, UMR

The study aimed to achieve a set of objectives, including: assessing the extent to which the regulatory environment in Kuwait keeps up with charitable work practices within the country, identifying any imposed restrictions on such practices, particularly regarding cross-border charitable work. Additionally, the study aimed to understand the alignment with the political, economic, and social environment, as well as to anticipate the future of Kuwaiti charitable work. The survey had been finished and a report in Arabic after surveying 102 leaders.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, Country-specific, Associations, Leadership/Leaders, Philanthropy/Philanthropic/Philanthropists

Choosing one type of advocacy tactics over the other?

*Björn Carré, University of Antwerp; Peter Raeymaeckers, University of Antwerp; Bram Verschuere, Ghent University; Stijn Oosterlynck, University of Antwerp

In this paper, we focus on the Flemish nonprofit sector, characterized by a neo-corporatist tradition. We examine whether this tradition is pressured by the market and state. Therefore, we are interested in both nonprofit-business hybridity and the shrinking space to be involved in nonprofit advocacy. As this paper serves as the conclusion of my doctoral thesis, based on four research papers, we can rely on a mixed methods approach. We find that although ideal-typical neo-corporatism is no longer in place, the tradition definitely left its traces (e.g., balancing stakeholder expectations and policy advocacy opportunities, especially for insider tactics).

Open Track

Keywords: Mixed Methods, Empirical, Country-specific, Advocacy, Nonprofits/NPOs/NGOs, Hybridity

Circulated Legitimacy: The Microfoundations of Scaling Nonprofits

*Ke Lu, Department of Social Work and Social Administration, The University of Hong Kong; Cheryl Hiu-kwan Chui, Department of Social Work and Social Administration, The University of Hong Kong

Nonprofits are increasingly expected to scale for meaningful positive impact. However, the microfoundations of scaling, namely how individual actions and interactions influence scaling, remain underexplored. This paper investigates how individual legitimacy judgments affect scaling. Using the extended case method, the study examines two educational nonprofits in China. The circulated legitimacy theory is proposed by revising legitimacy judgment theory, highlighting the interplay between legitimacy generators, resources contributors, and scaling initiators in shaping scaling by microprocesses of communication, influence and transformation. This theory can aid operational decision-making, stakeholder management, and resource mobilization, developing consensus on scaling objectives and achieving desired outcomes.

Management, Leadership, and Strategy

Keywords: Qualitative, Theoretical/Conceptual, Case based, Legitimacy, Scaling/Scale, Microfoundations

Civic Coalition against Democratic Backsliding in Crisis Response: Following the Halloween Crowd Crush in Seoul

*Jungwon Yeo, University of Central Florida; Eunsil Yoo, University of Mississippi; Myungsuk Lee, SungkyungKwan University

This study explores the role of civic coalitions in addressing government backsliding during crisis management. Based on the Advocacy Coalition Framework, we analyze qualitative data from open sources to understand the advocacy

efforts of a civic coalition that formed in response to the aftermath of the 2022 Itaewon Halloween Incident in Seoul, South Korea. Specifically, we explore the efforts of the coalition to combat misinformation and disinformation and improve public understanding of the mass calamity incident to garner public support and to urge the government's response to the current incident and prevention for similar incidents in the future.

Conference Theme

Keywords: Qualitative, Empirical, Case based, Coalitions, Civil Society, Crises/Disasters

Civil Society Leadership after Disasters

**David Berlan, Florida State University; Marie Denis-Luque, Florida State University; Sina Jangjoo, Florida State University
Leadership after disasters is typically presumed to reside in governmental actors. Yet in contexts of resource scarcity, inequality, and overlooked disasters, leadership deficits can emerge when governmental actors at all levels ignore the lasting impacts on individuals. Frequently, groups within local civil society step into these gaps and voluntarily assume leadership roles. This paper develops a theoretical framework, tested through seven illustrative case studies of hurricane and earthquake responses, for the contexts within which civil society leadership is exercised.*

Civil Society, Social Movements, and Grassroots Associations

Keywords: Theoretical, Theoretical/Conceptual, Comparative, Civil Society, Crises/Disasters, Emergency/Response/Management

Collaborating across Silos in the Performing Arts Sector: Advocacy and Funding during COVID

**Tamara Keshecki, University of Massachusetts Amherst; Brenda Bushouse, University of Massachusetts; Eric E. Griffith, Duke University*

The federal government provided pandemic relief to nonprofit arts and culture organizations through three different Small Business Administration programs: the Paycheck Protection Program, Emergency Injury Disaster Loan (existing), and the Shuttered Venues Operators Grant (SVOG). All were open to both for-profit and nonprofit organizations but the SVOG in particular was a direct result of shared advocacy across tax status. Advocates broke down communication silos to take coordinated action that led to the largest federal arts funding program in history (\$16.25 billion). We combine policy process research with survey data to assess nonprofit organizations' assessment of the SVOG program.

Public Policy, Law, Regulation, and Advocacy

Keywords: Mixed Methods, Empirical, Case based, Advocacy, Arts/Artistic/Artists, Policymaking

Collaborative governance in comparative race and refugee policy

**Ravin Regina Cline, University of Texas at Dallas*

In this paper I ask, "How does the inequitable application of American immigration policy impact collaborative governance related to refugee resettlement in the 21st century?" I compare 4 war-torn countries where internal displacement was unfeasible and the refugee law was applied inequitably. I study contributing factors to this inequity, including race, religion, socioeconomic status, language, and the United States' relationship with the country. The findings are applied to collaborative governance. Public, for-profit, and nonprofit entities assist United States refugees. I use Advocacy Framework Coalition to address crisis-initiated collaboration and Narrative Policy Framework to advocate for a more continuous collaborative approach.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Applied, Comparative, Bias, Collaborative Governance, Immigration/Immigrants

Collaborative Governance Performance: Analysis of Permanent Supportive Housing Service in Continuum of Care Homeless Networks

**Jenisa RC, University of North Texas*

This study extends the concept of collaborative governance and explores conditions which affects its performance. Collaborative governance arrangement like networks in public management today is used extensively at different levels of government, and in different policy arenas to address numerous public and social problems such as emergency management, healthcare and homelessness. Using empirical analysis, we explore the conditions that affect the Continuum of Care homeless (CoC) networks operating to address the social problem of homelessness across the United States. Permanent Supportive Housing, a major collaborative housing service of the CoC is explored which advances theory and provide avenues for future research.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Methodological, Comparative, Collaborative Governance, Networks, Performance

Collaborative Networks in Disaster Management using Unmanned Aircraft Systems (UAS) in Florida

**Jeonghwa Yang, Florida State University; David Merrick, Florida State University; Soonwoo Choi, Florida State University; Laura Hart, Florida State University; Jarrett Broder, Florida State University; Keon-Hyung Lee, Florida State University; Rayne Hawkins, Florida State University*

The research illustrates the collaborative networks in emergency management and the role of technology, specifically unmanned aircraft systems (UAS), in shaping these networks. The study identifies key actors and structures, comparing them to general networks, and exploring their unique characteristics. It discusses the case of Florida, where UAS technology is utilized in disaster management but faces challenges due to the lack of supportive systems and regulations. The research employs a qualitative method based on a case study employing observations and interviews. The finding can inform policymakers and contribute to the understanding of collaborative networks and governance in disaster management.

Collaboration: In, Between, and Among Sectors

Keywords: Qualitative, Theoretical/Conceptual, Case based, Collaborative Governance, Emergency/Response/Management, Technology

Community, University, and Labor Exchange: A Participatory Action Case Study

**Christopher Collins, Pepperdine University; Maria Arguelles-Castilla, Pepperdine University; Oscar Mondragon, Malibu Community Labor Exchange*

The primary function of a day labor exchange is to connect workers with jobs, and a related function is to create positive engagement with the community. Using participatory action research, we investigated, how does a labor exchange want to engage with a local university? Our presupposition was that meaningful engagements for workers would be entrepreneurial and job-oriented. We interviewed 30 people including, workers, community representatives, and board members and evaluated key documents. Preliminary findings show that many of the existing engagements with the university are aligned more concretely with university goals than with the desires and needs of the workers.

Collaboration: In, Between, and Among Sectors

Keywords: Qualitative, Community Engaged, Local, Labor, Collaboration, Partnerships, & Mergers, Participatory/Participation

Community-level prejudice, government welfare expenditure, and nonprofit mortality: Evidence from US human service nonprofit organizations

**Jeongyoon Lee, Martin School of Public Policy and Administration, University of Kentucky; Andrew Sullivan, University of Central Florida*

Drawing on institutional theories, we examine the impact of prejudice within a community on the dissolution of human service nonprofits that provide essential services, act as community safety nets, and enhance social cohesion. We also explore the potential pathways through which prejudice affects nonprofit dissolution, focusing on government welfare expenditures. Our maximum likelihood for parametric mediation survival analysis with block-group-level fixed effects will contribute to understanding mechanisms through which a community's prejudice affects the survival of human service nonprofits and extend the literature on nonprofit dissolution.

Conference Theme

Keywords: Quantitative, Empirical, Local, Legitimacy, Survival, Prejudice

Comparing impacts of NGO and government-run school food programs on school absenteeism

**Janet Jock, Indiana University*

Over 388 million children globally receive school food programs. While variation exists in service provider type for school food programs, in most cases we have yet to ascertain whether program impacts differ by the type of organization providing them. This study uses data from Nicaragua to analyze to what extent NGO-run programs are more effective at incentivizing school attendance than government-run programs. The results show that NGO-run school food programs were associated with less school absences than government-run programs. The discussion dissects the mechanisms by which NGOs may be more effective than governments at implementing school food programs.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Quantitative, Applied, International, Nonprofits/NPOs/NGOs, Developing Countries, Education

Complex Relationships: The Relationships of a Youth-Serving Community-Based Educational Non-Profit in the Urban Schooling Landscape

**Abbie Cohen, UCLA*

Youth-serving community-based educational non-profits are increasingly supporting students attending urban public schools. Emerging in the 1980s and rapidly expanding after the 21st Century Community Learning Center Grants in 1994, non-profits have evolved alongside the 21st century's neoliberal turn. Consequently, philanthropists and private foundations have played a growing role financially supporting educational non-profits. This study explores the relationships between non-profits, partner schools, and their funders using resource dependency theory, and finds complex relationships categorized as gratitude-deferential, vulnerable-dependent, psychological straining, and dreamscaping. This work considers the role of education non-profits supporting city youth and the relationships that sustain and limit them.

Collaboration: In, Between, and Among Sectors

Keywords: Qualitative, Methodological, Case based, Collaboration, Partnerships, & Mergers, Neoliberalism, Typology

Constrained Motivations? Revisiting Giving Behaviors with the Theory of "Vocabularies of Motive"

**Aya Okada, Tohoku University*

This paper aims to provide a fresh perspective in understanding motivations behind giving behaviors by applying the sociological theory of "vocabularies of motive." The theory argues that "motives" of human behaviors are not found within themselves, but in the external environment from which they learn and acquire "motives" that make sense to others in a given context. Analyses of transcribed interviews with 24 individuals/firms in Japan revealed two dominant explanations: "to help others" and "to contribute to the society." Interestingly, however, most donors also revealed "hidden" motives that they considered inappropriate to confess to others.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Empirical, International, Motivation, Sociology, Giving

COVID-19-Related Racial Discrimination against People of Asian Descent and Its Connection with their Civic Engagement

**Long Tran, The Ohio State University's John Glenn College of Public Affairs; Darwin Baluran, The Ohio State University's John Glenn College of Public Affairs; Russell Hassan, The Ohio State University's John Glenn College of Public Affairs*

This study examines the link between COVID-19-related racial discrimination and civic engagement among people of Asian descent in the United States. Analyzing unique data from the 2021 California Health Interview Survey, we find that after the onset of COVID-19 people of Asian descent experienced a dramatic rise in perceived racial discrimination, which in turn might have influenced their civic engagement level. Our findings contribute to the growing literature on the racialization of civic engagement.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, State, Race/Ethnicity, Volunteers/Voluntarism/Voluntary, Discrimination

Creating A Multi-Dimensional Rationalization Measure

**Francisco Santamarina, Inluminare, LLC, University of Washington*

The measurement of rationalization within nonprofits is difficult to perform at scale and when leveraging publicly available tax data. Rationalization, or the formalization of core and support processes within a nonprofit, can affect the kinds of resources required to achieve its mission. Machine learning techniques can identify variables from large datasets for use in models, but such models may be insufficiently grounded in theory. Using a combination of literature- and algorithm-derived variables yields a high-performing measurement tool for rationalization that can be applied to large sets of tax data. This can inform resource-performance relationships explored by researchers and practitioners alike.

Data and Methodology

Keywords: Machine learning, Methodological, National, Machine learning, Performance, Rationalization

Cross-border diasporic philanthropy and its failure in avoiding post-colonialism and "white"-saviorism

**Malika Ouacha, Reseacher, Rotterdam School of Management"*

In this study, the layered objectives of diasporic philanthropy organizations in the Netherlands are compared with objectives colonial have had in the past. Through a mixed method approach, this study demonstrates that cross-border diasporic philanthropists who are active in the country of origin can have three types of objectives: (1) changism, (2) conservatism, and (3) romanticism. Through an empirical lens, diasporic objectives seem to differentiate little with the objectives colonial countries have had. Such comparison led to the demonstration of this study stating that diasporic cross-border philanthropists may have comparable difficulties avoiding post-colonial behavior and white-saviorism. Even in their homeland.

Open Track

Keywords: Mixed Methods, Empirical, International, Colonial, Politics/Political, Diaspora

Cross-border giving in times of crises—Findings from the 2023 Global Philanthropy Tracker

**Xiaonan Kou, Indiana University Lilly Family School of Philanthropy; Hannah Vos, Indiana University Lilly Family School of Philanthropy; Jon Bergdoll, Indiana University Lilly Family School of Philanthropy; Kinga Horvath, Indiana University Lilly Family School of Philanthropy; Una Osili, Indiana University Lilly Family School of Philanthropy*

The increasing role of global philanthropy in disaster responses and achieving the UN SDGs highlights the importance of understanding cross-border giving. Despite the efforts made in recent years to measure the magnitude of philanthropic flows globally, the real scale of cross-border giving remains unclear. This study shares the most recent data on cross-border philanthropy and three other cross-border resource flows in 47 countries. It provides comparative analysis on cross-border giving during the beginning of the pandemic. It also emphasizes the dearth of data on cross-border giving, presenting an ongoing challenge to fully understanding the patterns and trends of cross-border generosity.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, International, Philanthropy/Philanthropic/Philanthropists, Cross-border/Transnational, Global

Cross-border philanthropy and civil society restrictions: The case of India

**Abhishek Bhati, Bowling Green State University; Diarmuid McDonnell, University of the West of Scotland; Alasdair Rutherford, University of Stirling*

India is the site of one of the largest civil society sectors in the world and a major recipient of foreign donations. However, these are tightly regulated through the Foreign Contribution Regulation Act (FCRA) which imposes restrictions on the source and use of foreign funding. This research provides new empirical evidence on cross-border philanthropy by individuals and institutions: from which countries do Indian nonprofits source their funding, and how has this changed over time? We use longitudinal administrative data on foreign donations, and employ statistical models to estimate the probability of a nonprofit receiving funding from certain types of countries.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, International, Philanthropy/Philanthropic/Philanthropists, Donations, Donors/Funders

Demographic differences and sector switching: A study of nonprofit workers

**Bo Li, University at Albany; Tingzhong Huang, Georgia State University*

Using 2014 and 2018 panels from the Survey of Income and Program Participation, this study examines the associations between demographic characteristics (i.e., gender, race, and ethnicity) and individuals' job decisions to join or leave the nonprofit sector. Specifically, we investigate if people of certain characteristics are more likely to shift jobs from the public or the private sector to the nonprofit sector; and if these characteristics show a similar effect on nonprofit employees who consider leaving. The findings provide insights into the current demographic composition of the nonprofit workforce and contribute to practical guidance on talent recruitment and retention.

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, National, Job Mobility, Race/Ethnicity, Gender

Design Principles for Circular Organizational Democracy: An Ostromian Perspective

**Michael Meyer, WU Vienna University of Economics and Business, Institute for Nonprofit Management; Florentine Maier, WU Vienna University of Economics and Business, Institute for Nonprofit Management*

Circular organizing such as holacracy and sociocracy has gained popularity, particularly in nonprofits. In such organizations, members participate in decision-making, and leaders are elected. Which factors help to sustain such

circular forms? We investigate 18 highly diverse circular organizations from all sectors. Our findings show that Elinor Ostrom's design principles for avoiding the tragedy of the commons can also explain circular organizations' longevity. We sort these principles into three groups: indispensable, queasy, and quite unproblematic principles. Thus, we show that circular organizations can be understood as commons, and findings about the governance of commons becomes fruitful for circular organizational democracy.

Management, Leadership, and Strategy

Keywords: Qualitative, Theoretical/Conceptual, Case based, Democracy/Democratic/Democratization, Governance, Work/Workplace

Discourses and Identities in the Processes of (De)Institutionalization of Civil Society

**Bruna Holanda, José Luiz Egydio Setúbal Foundation, Vargas Foundation; Mario Alves, Getulio Vargas Foundation; Lucas Xavier, Getulio Vargas Foundation*

This article investigates the processes of identity institutionalization and deinstitutionalization of the civil society sector in Brazil. Using Fairclough's critical-realist approach to discourse analysis, we examine texts published by a national newspaper between 2018 and 2020, focusing on terms and discourses associated with civil society. Our findings reveal a dominant discourse portraying civil society organizations as mere service providers. However, we also identify a renewed emphasis on their political role and emerging debates on their sustainability. By analyzing these discursive shifts, we shed light on the evolving identity of civil society in the Brazilian context.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Theoretical/Conceptual, National, Institutional/Institutionalism/Institutionalization, Civil Society, Discourse

Diversity and Representation in Environmental Nonprofits: A Board's Eye View

**Jennifer Kagan, University of Hawaii at Manoa; Kelly LeRoux, University of Illinois at Chicago; Omowonuola Fayemiro, University of Illinois Chicago*

This article examines diversity and views on representation among environmental nonprofit boards of directors. Diversity among nonprofit boards is an ongoing concern, particularly among environmental nonprofits. Historically, the dominance of wealthy White interests within the environmental movement contributed to the rise of environmental justice concerns, and these issues persist. While existing research explores the diversity of nonprofit boards, only limited research links diversity and representation, and studies of environmental nonprofit boards are scarce. To investigate these phenomena, we rely on interviews and original surveys of board members and executive directors of environmental nonprofits in Chicago, Denver, and Honolulu.

Boards and Governance

Keywords: Mixed Methods, Empirical, National, Board of Directors, Diversity, Representation

Do Benefits-Based Revenues Translate to Improved Financial Health?

**Qiaozhen Liu, Florida Atlantic University*

How to finance nonprofits has been a significant question in nonprofit scholarship. Young's benefits theory highlights the logical connection between nonprofits' revenue composition and the type of services and benefits they produce. Theoretically, pursuing benefits-based revenues improved nonprofits' financial health as it reduces transaction costs and increases the chance of being funded. This study examines if benefits-based services lead to an increase in the corresponding revenue and whether nonprofits are more sustainable when they follow benefits-based principles. Findings

indicate that more benefits activity leads to more benefits revenues. However, generating more benefits-based revenue does not necessarily improve nonprofits' financial sustainability.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Finance/Financial, Sustainability, Benefits Theory

Do employee motivations matter more than sectoral differences? An experiment on the experiences of clients/citizens

**Meng-Han Ho, National Taiwan University*

Using an online experiment, this study tests how organizational type (nonprofits/governments/for-profits) and employee motivation (intrinsic/extrinsic) affect clients' service preferences. Employee motivation turns out to be a stronger determinant of clients' service preferences than perceived organizational types. When employees are all intrinsically motivated, there is no effect of organizational type on clients/citizens' service preferences. However, when employees are extrinsically motivated, clients prefer to interact with nonprofits or governments. The findings suggest that public managers should consider employee motivation as a key determinant of service experiences when they decide whether to contract out services to nonprofits or for-profits.

Research to Practice

Keywords: Experiments, Empirical, National, Beneficiaries, Management, Clients

Do Service-Learning Business Students Continue or Stop Volunteering After Graduating from School?

**Taslim Alade, Rotterdam School of Management, Erasmus University; Lucas Meijs, Rotterdam School of Management, Erasmus University; Philine van Overbeeke, Rotterdam School of Management, Erasmus University; Lennart Corleissen, Rotterdam School of Management, Erasmus University*

Service learning provides the students with the opportunity to learn from real-world experiences and develop volunteering as a resource and habit (Koolen-Maas, et al., 2022). This helps student to be better prepared for their future, as employee (profession) and as citizen (volunteer) (Omar et al., 2022). Using a qualitative approach, this paper will focus on two research questions, namely: Do student alums practice volunteering after graduating from a business school including a one year of service-learning curriculum? If so, what kind of volunteering (private only, corporate volunteering only, or both) do the service-learning student alums practice after graduating from school?

Voluntarism and Volunteering

Keywords: Qualitative, Empirical, Case based, Experiential learning/Education, Higher Education, Volunteers/Voluntarism/Voluntary

Dobbs and its Aftermath: Effects on the Hybridity of Sexual Health and Sex Education Organizations

**Meeyoung Lamothe, University of Oklahoma; Shelly Arsneault, California State University Fullerton; Lauren Miller, University of Oklahoma*

The purpose of this study is twofold. First, we examine how sexual health and sex education organizations pursue hybridity in an attempt to reconcile potentially competing or conflicting institutional logics of service provision and political advocacy. Second, we assess what a focusing event, namely Dobbs, has on the nature of hybridity in these organizations. For analysis, we present in-depth interviews of the organizations selected from the states with severe or moderate abortion and other sexual health service-related restrictions. Our preliminary findings suggest blended hybridity and emboldened advocacy in times of crisis for these organizations.

Public Policy, Law, Regulation, and Advocacy

Keywords: Qualitative, Empirical, Local, Advocacy, Services/Service Area, Hybridity

Does Collaborative Capacity Improve Nonprofit Performance? Evidence from a Longitudinal Study

*Jun Li, University of Illinois at Chicago; Shuwen Zhang, University of Illinois Chicago; Kelly LeRoux, University of Illinois at Chicago

Strategic choices and maintenance of partners are critical to nonprofits' capacity to buffer environmental shocks. In this article, we attempt to understand whether nonprofits' collaboration with governments will help them build capacity to weather the pandemic for organizational effectiveness. Coding and matching data from IOWA 28E interlocal agreements and IRS and with interviews, we use four dimensional measurements to encompass collaborative capacity: quantity, complexity, stability, types of public partners; and organizational performance in terms of survival and financial effectiveness. We anticipate positive but nonlinear relations between nonprofits' cross-sector collaboration and organizational performance from an OLS model with marginal effects analyses.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, organizational, Capacity/Capacity building, Collaboration, Partnerships, & Mergers, Cross-Sector

Does domestic violence awareness month matter? A formative evaluation of awareness month programming

*Alicia Papanek, University of Florida; Katelyn Trujillo, University of Florida; Kimberly Wiley, University of Florida

Nonprofits working toward prevention of social problems play an important role public safety and health. However, nonprofits place heavy value on perpetuating awareness month programming with little evidence of its value to the nonprofit or society. This study assesses the value of awareness month events in the context of the organization and its societal role. The research team conducted a case study of eight awareness month events, including art performances, sports events, and educational workshops. Data included interviews, field observations, documents, and news media. Preliminary findings indicate a gap between event goal setting, mission, and resource allocation.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Qualitative, Empirical, Case based, Change, Evaluation, Gender

Does Governance Matter for Borrowing in Nonprofit Organizations?

*Junoh Jeon, University of Kentucky; Jeongyoon Lee, University of Kentucky

Drawing from institutional theory, this study focuses on the multi-dimensional nature of governance in nonprofits and its relationship with various debt instruments. Specifically, our research questions are as follows: (1) Is there a positive relationship between the quality of a nonprofit organization's governance mechanism and its level of debt, while controlling for other factors? (2) Does the relationship between nonprofits' governance and debt differ depending on the type of debt instrument used? To answer these questions, we utilize U.S. nonprofit organizations' Form 990 data from the Internal Revenue Service from 2015 to 2020.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Finance/Financial, Form 990, Governance

Does Ownership affect Quality? Comparing Government-Run Care Services with Spin-Out and Privately-Founded Social Enterprises

*Kelly Hall, University of Birmingham; Janelle Kerlin, Department of Public Management and Policy at Georgia State University; Meng Ye, Georgia State University

This paper explores the relationship between ownership and quality in England's health and social care sector. Using Care Quality Commission (CQC) rating data, it specifically compares the quality of providers that remain in the

public sphere with Community Interest Company (CIC) social enterprises that have been 'spun-out' of (devolved from) the state and CICs that have been founded by private entrepreneurs. We draw on a 'publicness' theoretical framework to explore whether and to what extent public or private ownership, as well as the loss of public ownership through the 'spin out' of public services into independent social enterprises, impacts quality.

Innovation and Entrepreneurship

Keywords: Quantitative, Empirical, National, Care, Social Enterprise, Government

Does transition planning increase service use among older adolescents in foster care?

**Sunggeun (Ethan) Park, University of Michigan; Nathanael Okpych, University of Connecticut; Justin Harty, Arizona State University; Mark Courtney, University of Chicago*

The primary goal of foster care is for children to achieve permanency through family reunification or adoption. When youth are unable to achieve permanency, caseworkers are charged with preparing youth to transition to independent adulthood as successfully as possible. This includes co-producing a transitional independent living plan (TILP; i.e., collaboratively engaging the youth in the decision-making process to determine their goals and service needs) and linking them to relevant Independent Living Program (ILPs). The main research question motivating our study is: What is the relationship between TILP participation and ILP utilization?

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Quantitative, Empirical, State, Cocreation/Coproduction, Effectiveness, Evaluation

Donor-Advised Fund Granting Patterns 2019-2021: The Effect of the Pandemic, Recession, and Racial Justice Movement

**Anna Pruitt, Indiana University Lilly Family School of Philanthropy; Jon Bergdoll, Indiana University Lilly Family School of Philanthropy*

This study analyzes IRS and hand-collected grant data from 2019-2021 for a panel of 100 U.S.-based donor-advised fund (DAF) sponsoring organizations to examine how granting behavior changed in response to the events of 2020 including the pandemic, recession, and movement for racial justice. The study tracks grant dollars and grantee organization characteristics, such as NTEE code and revenue. In addition, the study breaks out giving patterns for different types of DAF-sponsoring organizations: national funds, community foundations, and single-issue charities. This study expands knowledge of how DAF giving responds during times of crisis and how long those changes may last.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Methodological, National, Charitable Giving, Form 990, Grants/Grantmaking

Dynamic Capabilities and Nonprofit Performance: Evidence from Disaster Relief Nonprofit Organizations

**Peiyao Li, Arizona State University; Lili Wang, Arizona State University*

This research applies the theory of dynamic capabilities and uses both the survey and interview data from active disaster relief nonprofits in Arizona, Florida, and New Jersey to examine the underlining capabilities that support nonprofit adaptations and to understand the influence of these capabilities in shaping organizational performance. The results of multiple robust regressions show that dynamic capabilities, including sensing, learning, integrating, and coordinating, are significantly associated with nonprofit performance in service provision, public policy engagement, and social capital cultivation, respectively, and the degrees of association vary among different aspects of performance.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, Local, Capacity/Capacity building, Management, Performance

Elements of Donor Journeys: A Comprehensive Summary

**Michael Moody, Indiana University-Purdue University Indianapolis*

Every donor is on a journey. And a donor's journey often has a fundamental and powerful influence on all aspects of that donor's giving – on why, when, where, to whom, how, how much, and how well they give. The research reported in this paper aims to develop a comprehensive list of the elements that might arise in any of these varied donor journeys, based on analysis of hundreds of extant donor stories as well as a detailed literature review of donor studies. This comprehensive list can then usefully inform future studies of donors, as well as donor education efforts.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Conceptual, Literature review, Learning, Donors/Funders, Journeys

Emerging models of African philanthropic mobilisations on large scale humanitarian emergencies

**Jacob Mati, CAPSI - Wits University*

Utilizing a qualitative methodology that employed key informant interviews in case studies of contemporary African philanthropic responses to large-scale humanitarian emergencies and pandemics including COVID-19 and Ebola, this paper reveals a crystallization of three institutional models. The first is a hybrid interplay of private and public agency in mobilisation of resources at national levels. The second are initiatives involving multiple governments and private agencies coordinated by inter-governmental agencies, and lastly, those firmly located within private initiatives (Mati, 2023). The paper aids in the theorization of African philanthropy by calling for re-examination of previous categorizations (AGN, 2013).

Management, Leadership, and Strategy

Keywords: Qualitative, Theoretical/Conceptual, Comparative, Mobilization, Philanthropy/Philanthropic/Philanthropists, Humanitarian

Emotional Labor and Satisfaction of Faculty Administrators: Lessons for Sustaining Diverse Leadership in Nonprofits

**Mary Tschirhart, The George Washington University; Nurshod Nurkulov, George Washington University; Zoe Prince, George Washington University; Emari Thornhill, George Washington University*

Emotional labor of leaders involves both surface and deep acting to regulate and express emotions in the workplace to meet the expectations of others. We find that the degree, type and effects (emotional exhaustion and job satisfaction) of emotional labor of faculty leaders in a nonprofit university varies by gender, race, and whether the emotional labor is for students, faculty, staff, or administrative bosses. The greatest emotional labor and negative effects are reported among leaders who identify as female and/or black, however the pattern is nuanced. The findings have implications for retention and support of diverse leaders and for theory.

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, Case based, Behavior, Management, Diversity

Evaluation Accountability: A Systematic Review and Meta-Evaluation of Social Impact Evaluation

**Elizabeth Rose Ahearn, The University of Queensland; Cassandra Chapman, The University of Queensland; Cameron Parsell, The University of Queensland; Rose-Marie Stambe, The University of Queensland; Christine Ablaza, The University of Queensland*

Evaluation plays a vital role in non-profit and voluntary sector governance. Yet, despite the number of evaluations completed throughout the sector, and ongoing debate of how best to evaluate, we know very little about how evaluation is enacted on the ground. This session provides a summary of a novel systematic review of evaluation

reports published by Australia's largest non-profit organizations. The findings of this research challenge our assumptions about the purpose and benefits of evaluation and provide a pioneering platform for reimagining the role of evaluation within non-profit governance.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Systematic Literature, Methodological, Meta-analysis, Research, Evidence, Meta-Evaluation

Examining Professionalization in Private Foundations and its Impact on Grantmaking Behavior

**Jihye Jung, Hainan University-Arizona State University; Meeyoung Lamothe, University of Oklahoma*

This study examines professionalization in private foundations and its influence on grantmaking activities. While previous research has primarily focused on professionalism in public charities, the professionalization of foundations has received limited attention. Using balanced-panel data from the IRS Form 990-PF e-file (2012-2016), we explore indicators of professionalization, such as paid, full-time staff, training, and administrative expenses. We then assess the impact of professionalization on grantmaking, including grant distribution amounts, recurring grant decisions, and grant diversification. This study contributes to a comprehensive understanding of professionalization within foundations and its implications for grantmaking behavior.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, National, Philanthropy/Philanthropic/Philanthropists, Professionalization/Professionalism, Grants/Grantmaking

Examining Strategic Tie Choice in Public Service Delivery Networks involving Non-Profit and Government Collaborations

**Kate Albrecht, University of Illinois-Chicago; Mashal E Zehra, University of Illinois, Chicago*

Given inherent tensions and resource dependencies marking non-profit and government service collaborations, less is known about non-profit organization's strategic response towards tie formation, sustenance, and dissolution for sustained service provision. This study aims to address this research gap by exploring the dynamics and determinants of dyadic and network level churn of interlocal service delivery networks involving non-profit and public organizations through a longitudinal analysis of four main service areas over the past two decades. Our study contributes to network studies and literature on nonprofit-government collaborations by providing a robust longitudinal analysis of the network churn dynamics in service delivery networks.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Collaboration, Network Churn, Collaborative Governance, Networks, Nonprofits/NPOs/NGOs

Examining three approaches for engaging voluntary blood stem cell (BSC) donors among young males.

**Irit Alony, University of Wollongong; Gemma McErlean, University of Wollongong; Ronald Sluyter, University of Wollongong; Debbie Haski-Leventhal, Macquarie University*

This series of studies examines the effectiveness of ways to recruit young male blood stem cell (BSC) donors. BSC donations are required for treatments for blood cancers and disorders, and young males are biologically optimal donors. In Australia, they register to donate at a disproportionately low participation rate of 5%, thus risking patient survival. This research draws on three theories: theory of planned behaviour (TPB), social cognitive theory (SCT), and self-determination theory (SDT). It examines three types of recruitment interventions: an information video, positive masculinity mentoring, and corporate family volunteering.

Voluntarism and Volunteering

Keywords: Mixed Methods, Conceptual, Comparative, Donations, Health/Healthcare, Volunteers/Voluntarism/Voluntary

Expanding advocacy concept for nonprofits: Convergence beyond the dichotomy of service/advocacy and Western/non-Western nonprofits

**Bok Gyo Jeong, Kean University; Sung-Ju Kim, North Carolina State University; Jung Ah (Claire) Yun, Kean University*
This study compares the advocacy functions of service-focused nonprofits in the United States and South Korea. Conventionally, human service nonprofits are considered to engage in advocacy activities less than advocacy-focused nonprofits. This study conducts eight remote interviews with human service nonprofits to obtain insights into their practices based on the five functions of advocacy: informing, leveraging, voicing-out, organizing, and assessing. This study's findings may extend the understanding of nonprofits' advocacy from a comparative perspective, encompassing Western and non-Western contexts.

Public Policy, Law, Regulation, and Advocacy

Keywords: Qualitative, Theoretical/Conceptual, Comparative, Advocacy, Nonprofits/NPOs/NGOs, Human Services

Experiences and Strategies of Female Minority Domestic Workers in Worker Cooperatives in NYC

**Seon Mi Kim, Hunter College*

This study explores how worker cooperative strategies work for low-income domestic workers who are women of color in NYC. In particular, it focuses on how worker cooperatives affect their overall quality of life in family and work life rather than only focusing on work life. This study interviews 20 female domestic workers of three worker cooperatives in NYC. This study finds that worker cooperative members develop new meanings of their workplace. They understood the workplace as a resource to support each other's life struggles, including their family life and created new meanings of the workplace like community or family.

Diversity, Equity, and Inclusion in Organizations

Keywords: Qualitative, Empirical, Case based, Equality, Gender, Work/Workplace

Explaining cross-national varieties of civil society and democracy: Empirical findings using V-Dem

**Naoto Yamauchi, Japan Association of Social Relations; Akinobu Ogawa, Niigata University*

The aim of this paper is to elucidate cross-national varieties of civil society in relation to liberal democracy, and to test the government failure theory using the latest V-Dem. Our research questions are 1) what kind of factors are important to explain international varieties of civil society? 2) are the factors different depending on the period, and depending on regions? 3) is the government failure theory can explain cross-national varieties of civil society? We have tested a set of hypotheses using the V-Dem dataset which contains complete panel data on democracy and civil society for over 170 countries.

Data and Methodology

Keywords: Quantitative, Empirical, International, International/Internationalization, Civil Society, Democracy/Democratic/Democratization

Exploring Collaborative Networks in the Placemaking: the Case of Rice Harvest Art Festival in Taiwan

**Kai-jo Fu, National Chengchi University; Yen-Chu Lin, National Chengchi University*

Recently, many countries face the challenges of unbalanced urban-rural development and overpopulated urban areas. In order to solve the problem of local elimination, Taiwan made a regional revitalization policy in 2019. Relying solely on the government's resources cannot achieve policy goals. It is necessary to have sufficient social capital and initiate local placemaking from the bottom up. Therefore, this study discusses how the Rice Harvest Art Festival is promoted and operated without any government resources, and how to form a cross-boundary collaborative network for interaction and co-creation. Local social capital is the driving force for the success of local entrepreneurship.

Collaboration: In, Between, and Among Sectors

Keywords: Qualitative, Empirical, Case based, Collaboration, Partnerships, & Mergers, Cross-Sector, Social Capital

Exploring Discrimination's Impact on Volunteer Motivation among U.S. Adults: Insights from a National Survey

*Zeeshan Noor, Indiana University Lilly Family School of Philanthropy; Shariq Siddiqui, Indiana University Lilly Family School of Philanthropy; Jehanzeb Cheema, George Mason University

While the academic research on volunteer motivation is extensive, there is a noticeable lack of recent literature investigating how discrimination shapes volunteer motivations in the Western world. This survey-based study evaluates a representative sample of 2,000 U.S. adults and examines the correlation between perceived discrimination and the likelihood of volunteering for particular causes, predominantly those related to social justice, equality, and combating various forms of prejudice and bias. The study also analyzes how individuals' ethnic, racial, and religious backgrounds, as well as major socioeconomic demographics such as gender, age, education, income, and geographic location, may impact this relationship.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, National, Advocacy, Anti-racism, Volunteers/Voluntarism/Voluntary

Exploring effective revenue strategies and financial practices as necessary conditions of nonprofit financial capacity

*Weiwei Lin, Rutgers University; Bin Chen, Baruch College; Jiahuan Lu, Rutgers University-Newark; Qingqing Sun, University of Maryland

Existing research is limited in explaining financial capacity of nonprofit organizations. We develop and test a model of nonprofit financial capacity using 990 data compiled in the nonprofit open data collective. We conduct a Necessary Condition Analysis (NCA) to identify necessary conditions in the empirical data set. We will discuss whether some of the financial and administrative ratios such as revenue diversification, debt ratio, operating margin, operating reserves, equity ratio, administrative efficiency, and fundraising efficiency are necessary and sufficient contributions of financial conditions to the two desired financial outcomes: revenue growth and expense growth.

Nonprofit Finance

Keywords: Quantitative, Methodological, National, Performance, Finance/Financial

Exploring Inter-organizational Trust in Collaborative Governance

*Youjung Song, University at Albany, SUNY; Jennifer Dodge, University at Albany, SUNY

This research aims to elucidate the trust-building process in public-nonprofit collaboration, translating concepts from organizational studies into the context of collaborative governance. Trust is often stated as an important driver of collaborative governance in public administration research. However, few studies have examined how trust develops in collaboration contexts, and most studies view trust as a unilateral concept. This study introduces a conceptual framework that conceptualizes trust as a multi-dimensional concept that evolves throughout the collaborative process.

Based on this framework, this study conducts in-depth interviews with social service provision nonprofit organizations' staff who have participated in public-nonprofit collaborative projects.

Collaboration: In, Between, and Among Sectors

Keywords: Qualitative, Empirical, Case based, Behavior, Collaborative Governance, Trust

Exploring Local Government Factors and Certified Social Enterprise Diversity: Implications for Social and Economic Outcomes

**Jinyoung Cha, Florida State University; Kitae Lee, Martin School of Public Policy and Administration, University of Kentucky*

This study investigates how local government factors and diversity of certified social enterprise types can influence social and economic outcomes. Previous studies have overlooked the crucial role of local governments and the diversity among social enterprise types. This study employed fixed effect regression by using a panel data set of 226 South Korean local government and social enterprises from 2014 to 2018. The expected findings revealed the positive influence of both local government factors and diversity of certified social enterprises on social and economic outcomes, providing valuable insights for enhancing social enterprise performance at the local level.

Innovation and Entrepreneurship

Keywords: Quantitative, Empirical, Local, Diversity, Entrepreneurship/Entrepreneurial, Social Enterprise

Exploring Long-Run Cultural and Economic Impacts of Religious Development Organizations within Affiliated Populations

**Jonathan Oxley, Georgia State University*

What are the long-run economic and cultural impacts of religious philanthropy within the recipient nation's affiliated population? I explore this question by examining educational outcomes among Protestants in South Korea, following a 50-year effort by Protestant missionaries to establish formalized schools throughout the Korean Peninsula. Using modern data, I find a persistent, positive relationship between identifying as a Protestant and years of education across two datasets following South Koreans in different age cohorts. This relationship holds over the creation of the highly centralized South Korean education system, and the average years of education doubling over age cohorts in my sample.

History, Religion, and Arts

Keywords: Quantitative, Empirical, International, Development, Religious groups/Organizations/Institutions, Education

Exploring participation for children in voluntary sports organizations in Sweden

**Sara Vilgeus Loy, Marie Cederschiöld University College*

This paper will explore children's prerequisites for participation in voluntary sports organizations to gain generalizable knowledge of children's experience of participation processes in sports in terms of being given a voice and expressing one's views. The method used will be quantitative and will involve developing and testing a unique psychometric scale. A random sample of 15 sports clubs in Sweden will be included in the study, with approximately 1000 children between 10 -14 years old.

Voluntarism and Volunteering

Keywords: Quantitative, Methodological, Country-specific, Decision-making, Scaling/Scale, Sports

Exploring Street level bureaucrats' Perception of Administrative Burden in Nonprofit Service Delivery: A Literature Review.

**Royal Srem-Sai, University at Albany, SUNY*

While the majority of the literature focuses on citizen experiences and perception of administrative burden (AB), only very little focuses on the burdens that street level bureaucrats face (SLBs) – including nonprofit service providers who are under government contract. Yet, perception and experiences of administrative burden when providing services to the citizens [is important why?]. This literature review examines peer-reviewed articles to understand the relationship between the influence of AB on street level bureaucrats' discretion, impact of administrative burden on SLB and client interactions, and AB reduction techniques (Smith and Bell, 2022, Bell et al. 2021, Harvey and Attwell 2022)

Research to Practice

Keywords: Systematic Literature, Theoretical/Conceptual, Literature review, Discretion, Social Services, Human Services

Exploring the Career Pathways of Volunteer Administrators

**Kayla Parker, University of Texas at Dallas; Allison Russell, University of Texas at Dallas*

Amidst projected growth in the profession and shifting challenges and expectations, this study addresses a gap in the volunteer management literature by exploring the career pathways of volunteer administrators through in-depth narrative interviews. Contextualized within person-in-environment theory and existing literature on professional roles and competencies, it investigates the career motivations and identity, professional development and training, and current and future challenges of volunteer administrators working within public and nonprofit agencies, with implications for both research and practice.

Voluntarism and Volunteering

Keywords: Qualitative, Empirical, National, Professionalization/Professionalism, Volunteers/Voluntarism/Voluntary, Work/Workplace

Exploring the Democratic Dimensions of U.S. Nonprofits: A Systematic Literature Review

**Julie Langer, Northern Illinois University*

U.S. nonprofits advance the public good by fulfilling commercial, democratic and care-centered roles. In the current neoliberal era, where misinformation, mistrust and challenges to democracy are increasing, unifying and extending our understanding of the sectors' democratic roles is critical for theory building, engagement with democratic practices, and the preservation of civil society. The proposed systematic literature review follows established protocols to provide a comprehensive overview of nonprofit organizations' democratic roles in the U.S. It identifies key themes and knowledge gaps to build common intellectual ground across normative, descriptive and instrumental perspectives, offering insights for future research and practice.

Conference Theme

Keywords: Systematic Literature, Theoretical/Conceptual, Literature review, Nonprofits/NPOs/NGOs, Pluralism, Democracy/Democratic/Democratization

Exploring the Motivations and Perceived Benefits of Volunteerism among Student Leaders at James Madison University

**Diana Kamwibua, James Madison University*

Building on the work of Clary et al., (1999) I examine the motivations and perceived benefits of volunteerism among student leaders of color. I analyze what are the motivators of volunteerism and the perceived benefits of volunteerism- altruism, and socialization. The analysis will draw on the responses of 180 student leaders of color out of 580 total student leaders who represent the 46 student organizations from a total 240 total student organizations at James Madison University. Using a two-sample t-test for the quantitative study, two groups of students will be compared to investigate the motivators of student leader volunteerism.

Voluntarism and Volunteering

Keywords: Quantitative, Community Engaged, Local, Leadership/Leaders, Civil Society, Volunteers/Voluntarism/Voluntary

Exploring the relationship between civic engagement and fundraising practices in nonprofit ballet organizations

**Kaitlyn Hardiman, University of Kentucky*

This research examines the correlation between civic engagement and fundraising practices in nonprofit ballet organizations. Existing studies indicate that these organizations prioritize their professional status over community needs, ranking low on civic engagement scales. While there is extensive research on donor giving, only a small portion focuses on fundraising practices with beneficiaries and stakeholders. This study aims to explore whether adopting a community-centric fundraising approach can increase civic engagement levels, allowing ballet organizations to fulfill their ethical obligation as nonprofits.

Conference Theme

Keywords: Mixed Methods, Theoretical/Conceptual, Comparative, Arts/Artistic/Artists, Stakeholders, Fundraising/Fundraiser

Exploring the Role of Nonprofits and Community in Self-Organized Network through Social Network Analysis

**Thanh Hoang, Department of Political Science, Southern Connecticut State University*

Traditional crisis management approaches have often overlooked the role of community and nonprofit organizations. In this study, we investigate how nonprofits and communities contribute to problem-solving during crises through self-organization. We applied social network analysis to 17,732 interactions using #TwitterFoodBank – a self-organized network arising during the early COVID-19 outbreak to address food insecurity. Our results highlight the significant role of nonprofits in coordinating the community's self-organized network, and reveal a lack of coordination among these organizations to maintain an effective network. Findings have valuable implications for nonprofits to leverage the potential of the online self-organized community in crisis management.

Civil Society, Social Movements, and Grassroots Associations

Keywords: social network analysis, case study, Community Engaged, Local, Information Technology, Communities, Crises/Disasters

Exploring the role of the banking sector in philanthropy in two major African economies

**Neville Mangwiro, University of the Witwatersrand, Wits Business School, Center on African Philanthropy and Social Investment (CAPSI); Matilda Owusu-Ansah, Wit Business School; Bhekinkosi Moyo, Wits University*

There is a growing interest in the role of the banking sector in philanthropy is growing slowly across the world (Ottinger, 2008; Salamon & Turrillas, 2020). Therefore, our proposed research will be about the role banks play in the philanthropic space in South Africa and Ghana. We will use purposeful and convenient sampling to conduct face-to-face interviews guided by the themes prescribed by Critical Systems Heuristics. By so doing we make (i) theoretical, (ii) practical, (iii) empirical and (iv) contextual contributions.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Empirical, Country-specific, Philanthropy/Philanthropic/Philanthropists, Sector, Geography

External Restrictions on Nonprofit Spending Behaviors: A Resource Dependence Perspective

**Cheon Lee, Department of Government, New Mexico State University; Jiahuan Lu, Rutgers University-Newark; Jongmin Shon, Soongsil university*

Despite the prevalence of funding restrictions, the literature lacks empirical evidence examining how these restrictions influence nonprofits' spending behaviors. A longitudinal analysis of U.S. arts/cultural nonprofits finds that higher levels of funding restrictions are likely to lower overhead expenses, and to raise fundraising expenses while showing null effects on program spending. Moreover, restrictions in donations are positively associated with fundraising expenses. Restrictions in grants are positively associated with program service expenses, but negatively with overhead expenses. Overall, funding restrictions do not always achieve intended outcomes of directing nonprofits to focus more on program services and less on administration and fundraising.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Donors/Funders, Finance/Financial, Funding

Facilitating Theories of Change in Complex Environments: A Case Study from a National Coalition Evaluation

**Katherine Clavijo, Military Family Advisory Network; Gabby L'Esperance, Military Family Advisory Network*

Nonprofit leaders are encouraged to collaborate with other nonprofits in order to combine resources to address complex social issues more effectively. Collaboration can be maximized by building coalitions, but at what point are those relationships measurably beneficial? This paper describes steps taken to develop Theories of Change with members of a national coalition. The paper outlines steps to engage diverse stakeholders in the process, drawing examples from the Military Family Advisory Network's role in an evaluation of the Hidden Helpers Coalition. Findings illustrate how the Theories of Change reinforce focus on strategies and provide a more structured foundation for evaluation.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Qualitative, Methodological, National, Logic Models, Complexity, Strategic Thinking

Factors Impacting the Adoption of Program-Related Investments by Private Foundations

**Samantha Plotner, University of Illinois, Chicago*

Program-Related Investments (PRIs) provide an additional way for private foundations to achieve their charitable goals through loans, equity investments, and other financial structures. Some of the largest private foundations in the United States are major proponents of their use but the topic has not received much attention from academic researchers. Using longitudinal data collected from a sample of private foundation 990 filings this paper aims to answer several questions about the factors influencing PRI adoption from 2015-2020 with the goal of providing a current landscape analysis of PRIs to inform future research.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Philanthropy/Philanthropic/Philanthropists, Form 990, Grants/Grantmaking

Financial Challenges of Nonprofits Led by People of Color: A Case of Human Service Organizations

**Bo Li, University at Albany*

This study examines the association between nonprofit leaders' race/ethnicity and their organizations' financing activities, considering both executive directors and nonprofit boards as leaders. The topic has gained growing significance because of the prevalence of nonprofit racial/ethnic leadership gap and the demographic shift in US society. A better understanding of the relation can guide efforts to improve racial representation in the sector. Based on an online survey with human service nonprofits in Georgia, Form 990 tax data, and county-level census data, I found differences between POC-led and white-led nonprofits in resource development and revenue structure.

Nonprofit Finance

Keywords: Quantitative, Empirical, State, Leadership/Leaders, Race/Ethnicity, Revenues

Financial Sustainability of Nonprofit Organizations in Uganda

**Dennis Kilama, Indiana University, Lilly Family School of Philanthropy, IUPUI*

This study will investigate the transition toward financial sustainability of nonprofit organizations (NPOs). It is a mixed methods study that will be carried out in Kampala City and 15 other rural districts in Uganda. NPOs in Uganda are mainly dependent on foreign funding. The source of finances for an organization shapes its operations and mission. This financial sustainability is determined by internal and external factors. In investigating these dynamics, the study contributes to understanding the transition process from foreign aid dependency to financial self-sustainability of NPOs. This is in the context of developing countries using Uganda as a case.

Nonprofit Finance

Keywords: Mixed Methods, Empirical, International, Nonprofits/NPOs/NGOs, Finance/Financial, Sustainability

Financing Social Innovation in Brazil

**Pietro Rodrigues, Department of Philanthropy - José Luiz Egydio Setubal Foundation*

The article aims to understand the changes in the pattern of non-state financing of Brazilian social innovation. To do so, it proposes to: a) understand the historical transformations of non-state financing of Brazilian social innovation; b) compare the thematic areas and forms of financing; c) understand the main collaborative arrangements and; d) propose questions that inaugurate a research agenda and deal with the role of philanthropy in financing local and international development. The article analyzes data on social innovation projects and provides a description of changes over the last 30 years.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Systematic Literature, Conceptual, National, Privatization, Finance/Financial, Foreign Aid/Assistance/Funding

Formal and Informal Adaptive Leadership in the Nonprofit Sector: Multicase Study of Four Global Cities

**Sofia Prysmakova Rivera, Kennesaw State University*

This article examines the role of formal and informal adaptive leadership in the nonprofit sector's response to the COVID-19 pandemic in four global cities: Atlanta, Manchester, Montreal and Warsaw. The paper uses a multicase qualitative method approach. The thematic analysis is performed based on interviews with about N=60 participants, that include the CEOs, staff members and volunteers of nonprofit organizations that deliver services in the areas of substance abuse, domestic violence, food insecurity and mental health. The findings will reveal theoretical implications and practical guidance for nonprofit leadership development and organizational practice in the context of crisis management.

Management, Leadership, and Strategy

Keywords: Qualitative, Empirical, International, International/Internationalization, Leadership/Leaders, Crises/Disasters

Forms and Paradigms of Helping Within and Across Cultures in Washington D.C.'s Asian Churches

**Jamie Goodwin, Wheaton College*

While some Christian congregations across the U.S. are declining in engagement, other congregations are growing. Diaspora churches are often considered some of the country's most vibrant, part of several grand waves of immigration to the United States. Yet their own situations are complex and multi-faceted. Asian Christian churches in the United States, for example, engage according to unique patterns. This presentation explores primarily Chinese and Korean Evangelical churches in the Washington D.C. area, with a focus on their cultural frameworks and resulting approaches to helping, both those who share their culture and faith, and those who do not.

History, Religion, and Arts

Keywords: Mixed Methods, Applied, Comparative, Culture, Religious groups/Organizations/Institutions, Immigration/Immigrants

Foundations as Intermediaries: Early Education and Care Policy Change 1900 - 2015

**Brenda Bushouse, University of Massachusetts Amherst; Alexander Thim, UMass Amherst*

Through analysis of media coverage and government attention to early childhood education, we classify periods in which early childhood education was a salient public issue. We then identify the roles that philanthropists and foundations played in the mobilization for policy change using archival research. Finally, we seek to determine reasons as to why some periods of salience resulted in successful early childhood education policy changes while others did not, with a critical assessment of philanthropic intermediaries' influence on policy change mobilization that reproduces structural divisions based on race and class.

Public Policy, Law, Regulation, and Advocacy

Keywords: Mixed Methods, Empirical, National, Philanthropy/Philanthropic/Philanthropists, Policymaking, Social Movements

Founding the Ethnic City: Ethnic Civil Society Organizations and Networks in West Coast Cities, 1880-1909

**Simon Shachter, University of Chicago*

As West Coast cities were founded, were unassimilated, ethnic individuals and organizations able to gain a central role in city governance? I build board interlock networks from a novel dataset of organization members from city directories. I distinguish between racialized ethnic groups, "white" ethnic groups considered non-white elsewhere, and non-racialized groups. In individual networks, the experience of racism, current and prior, determines the social hierarchy. However, in organization networks, I find that previously racialized ethnic groups' organizations are more likely to be central than other ethnic organizations and non-ethnic organizations.

History, Religion, and Arts

Keywords: Quantitative, Empirical, Comparative, Networks, Placemaking, Race/Ethnicity

Framework for Creating Systems Change

**William Brown, Texas A&M University; Wynn Rosser, T.L.L Temple Foundation*

The purpose of this paper is to take a single case model on system change from a private foundation (Nicholson Foundation, 2022) and modify the framework to align with related ideas and concepts from literature and practice. Drawing on extensive literature from systems change, performance management, and social justice the discussion provides insight and perspective on contemporary frameworks in systems change and the role of grant-making foundations.

Philanthropy, Fundraising, and Giving

Keywords: Theoretical, Theoretical/Conceptual, Case based, Philanthropy/Philanthropic/Philanthropists, Scaling/Scale, Strategies

Framing Legitimacy for the Sustainable Delivery of Social Missions – A Case Study

**Yu Wang, James Madison University*

Nonprofit organizations encounter inherent resource constraints. Extant research studies exist on how for-profit entities attain legitimacy to access resources for business success. However, a few empirical research regards how nonprofit organizations frame legitimacy for obtaining financial support from resource holders. Furthermore, there still needs to be an understanding of how nonprofit organizations frame legitimacy among resource holders over time for sustainable delivery of social missions. Using computer-aided qualitative data analysis, this case study explores how One Acre Fund frames legitimacy among donors, foundations, and government partners for the financial viability of massive social impact achievement within a decade.

Nonprofit Finance

Keywords: Qualitative, Empirical, Case based, Legitimacy, Missions, Resources

From Finances to Philanthropy: Uncovering the Influence of Nonprofit Hospital Financial Strain on Charity Care

**Jaeyoung Jang, Florida State University; Keon-Hyung Lee, Florida State University*

Relieving the financial burden of healthcare has been an important object for U.S. policymakers. The U.S. government has implemented policies to decrease the uninsured rate and expand insurance coverage to lower out-of-pocket costs. This research aims to discover the decision-making rules of U.S. nonprofit hospitals on charity care by focusing on the role of financial distress. We hypothesize that the hospitals care not only about the current financial conditions but also the overall financial risk or distress. This research contributes to the existing literature by investigating potential determinant factors of charity care and the role of healthcare reform.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, Nonprofit organization, Policies, Finance/Financial, Health/Healthcare

Gatekeepers to the Top: Insights about Nonprofit Executive Recruiters

**Amanda J. Stewart, North Carolina State University; Kerry Kuenzi, University of Wisconsin-Green Bay; Marlene Walk, Albert-Ludwigs-Universität Freiburg; Joann Holder, NC State University*

In today's professionalized nonprofit sector, executive recruiters often hold responsibility for identifying and placing professionals into leadership positions, but the nonprofit research literature is surprisingly silent on the critical role of these recruiters. Thus, this project seeks to describe who these recruiters are, which firms they represent, and how they approach their work. Further, we aim to identify which career characteristics executive recruiters look for in finding and placing nonprofit executives, especially education type. Our findings will provide insights about these recruiters and the skills and experiences they prioritize in placement for nonprofit leadership positions.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, National, Recruiter, Executive Director/CEO, Leadership/Leaders

Gender, Voluntary Association Involvement, and Political Participation in East Asia

**Hyunrang Han, University of Texas at El Paso*

Using the World Values Survey between 2017 and 2022, this study examines three major research questions based on the social capital theory: (1) Do men and women participate differently in political activities in East Asia? (2) Do men and women engage differently in voluntary associations in East Asia? (3) Do involvement in different types of voluntary associations affect women's and men's political participation in East Asia differently?

Open Track

Keywords: Quantitative, Empirical, Comparative, Politics/Political, Gender, Volunteers/Voluntarism/Voluntary

Genetic and shared environmental influences jointly explain why education is associated with prosocial behavior

**Rene Bekkers, Faculty of Social Sciences, Vrije Universiteit (VU) Amsterdam; Eva-Maria Merz, VU Amsterdam; Ting Li, VU Amsterdam*

Charitable giving, volunteering, and blood donation are more common among the higher educated. We present results from a new method in behavioral genetics that can explain why this relationship exists. We used a combination of an extended family approach with polygenic scores to participants in the Wisconsin Longitudinal Study (WLS) and their siblings. The results show that genetic effects of education on giving are relatively small. Shared environmental influences are responsible for about one quarter of the association between educational attainment and giving, and about half of the association between cognitive performance and giving.

Data and Methodology

Keywords: Quantitative, Empirical, National, Charitable Giving, Education, Volunteers/Voluntarism/Voluntary

Girls Give: Understanding the Role of Education and Culture on Girls' Philanthropic Behaviors

**Elizabeth Gillespie, University of Memphis; Anna Schlia, University of Rochester*

Girls attending all-girls schools have the potential to become great philanthropists. This study examines how girls' schools teach philanthropy and philanthropic behavior, focusing on how school leadership defines and understands philanthropy and their perspectives on teaching and exposing girls to philanthropy. This study uncovers insights into how schools are helping to shape philanthropic behaviors. Exploring the intersection between prosocial behaviors, philanthropy, and education provides new pathways to understanding what leads young changemakers in their giving decisions and how they are introduced to nonprofits. This research contributes to filling gaps in knowledge about children's philanthropy and cultivating generosity amongst K-12 students.

Philanthropy, Fundraising, and Giving

Keywords: Mixed Methods, Empirical, International, Charitable Giving, Philanthropy/Philanthropic/Philanthropists, Education

Giving Behavior of Ethiopians Living in Addis Ababa and Indianapolis: A Qualitative Study

**Kidist Yasin, IUPUI Lilly Family School of Philanthropy*

This paper addresses three limitations in the current literature on formal and informal philanthropy: the lack of developing country perspectives, reliance on quantitative approaches, and limited research on differences between formal and informal giving settings. To address these gaps, in-depth interviews will be conducted with Ethiopians in Addis Ababa and Indianapolis, exploring giving behaviors, motivations, and contextual influences. The study aims to contribute by studying giving from underrepresented perspectives, developing theories on giving behavior, and highlighting the role of context in shaping giving practices and their motivations.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Empirical, International, Individuals, Philanthropy/Philanthropic/Philanthropists, Giving

Government Competency and Nonprofits: testing moderating effect on citizens' coproduction motivation

**Jongmin Lee, Indiana University Bloomington; Hyunseok Hwang, University of Houston; Arnold Vedlitz, Texas A&M University*

Collaborative efforts with other stakeholders, including citizens, are essential for effective policy implementation. However, as the coproduction system has matured, mixed evidence in performance metrics and representation was noticed. This highlights the need to carefully capture meaningful variations to differentiate when coproduction works under what conditions. Therefore, this study contributes to further progress in the coproduction literature by investigating the meaningful variation in the effect of perceived severity and issue awareness on citizens' willingness to coproduce public services with the moderating effect from when citizens perceive the government as competent and nonprofits as problem solvers for the issue of concern.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Empirical, State, Citizen perceptions, Cocreation/Coproduction, Collaborative Governance

Government Ties and Nonprofits' Advocacy Engagement: Are More Always Better?

**Qiang Dong, China Agricultural University; Jiahuan Lu, Rutgers University-Newark*

This study explores how nonprofits' government ties affect their engagement in policy advocacy, using data from the Chinese nonprofit sector.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, Comparative, Advocacy, Government

Grow back better: Social and ecological factors shaping wildfire recovery on nonindustrial private forestlands

**Joe Wheeler, University of Oregon; Dyana Mason, University of Oregon*

This study asks how and whether the nonprofit and public sectors are working well together in responding to natural disasters. In Oregon in the fall of 2020, nonprofit and public sector organizations were faced with several wildfires that erupted across the state. The fires, coupled with the pandemic, left the nonprofit sector stretched thin, and further hindered by institutional red tape. We will use semi-structured interviews with leaders up the McKenzie River Valley, in Western Oregon, and community focus groups, to understand how the nonprofit sector collaborated with government agencies, and how both sectors can respond better to community needs.

Collaboration: In, Between, and Among Sectors

Keywords: Qualitative, Empirical, State, Collaboration, Partnerships, & Mergers, Crises/Disasters, Public-private partnerships

Hand Out or Help Out: A Resource-Based View of Philanthropy

**Joe Wheeler, University of Oregon*

For donors, there are a wide range of giving models: some give cash, while others give a combination of assets – whether physical, human, or organizational. Exploring which models are most effective warrants academic scrutiny. Management literature on the resource-based view (RBV) of the firm provides a useful theoretical framework to address

this question. This paper argues that offering a range of company assets is more effective than cash under the conditions that a) the assets fulfill a specific need, b) the donor is well-equipped to manage nonprofit relationships, and c) the staff responsible do not compromise core business objectives.

Philanthropy, Fundraising, and Giving

Keywords: Theoretical, Theoretical/Conceptual, International, Charitable Giving, Philanthropy/Philanthropic/Philanthropists, Resources

Has the climate crisis motivated environmental NGOs to embrace nuclear energy?

**Joannie Tremblay-Boire, University of Maryland; Elizabeth Echavarria, University of Washington; Nives Dolšak, University of Washington; Aseem Prakash, University of Washington*

To what extent are environmental non-governmental organizations (ENGOS) supporting nuclear energy? Two competing narratives are at play on nuclear energy: anti-nuclear sentiment based on safety fears vs. pro-nuclear sentiment as a solution to climate change. We propose to explore how these two competing narratives have played a role in ENGO advocacy by examining a random sample of 500 U.S. ENGOS' websites in 2010, 2016, and 2022. This paper speaks to how changes in political and social contexts might motivate NGOs to change their issues portfolios as they seek to maintain legitimacy, retain donors, and remain relevant in the policy discourse.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, Country-specific, Advocacy, Climate Change, Nonprofits/NPOs/NGOs

Homeless Shelter Openings and Property Values: Does Sector Matter?

**Andrew Sullivan, University of Central Florida; Saerim Kim, Suffolk University; Yoon-Jung Choi, University of Central Florida*

How does the opening of a homeless shelter affect nearby property values and does it differ by sector? Residents, politicians, and business owners often protest shelters' openings, claiming a decrease in property values will occur, despite little evidence showing this belief reflects reality. We geographically connect shelters in Florida to property sales from 2008-2021. We then estimate spatial difference-in-differences models, comparing house sales marginally further away, before and after the shelter opened. We find opening shelters only has a small, temporary decrease in property values, with the decrease smaller for nonprofit shelters.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Quantitative, Empirical, Local, Spatial/Space, Homelessness, Housing

Hospitals, Data, and Sectors: Utilizing Administrative Data Across Various Platforms to Understand Hospital Wage Differences

**Tiana Marrese, University of Pennsylvania; Femida Handy, University of Pennsylvania*

This paper utilizes administrative data on the entire population of U.S. hospitals to uncover economic differences between nonprofit and for-profit entities. Unlike other spheres, for-profit entities are a minority of firms within the greater healthcare system, presenting a ripe environment for nonprofit researchers. This paper outlines techniques of linking a variety of datasets to geographical commuting zones to curate a picture of the economic markets driving nonprofit existence. Econometric and data mining techniques are utilized to analyze these data.

Data and Methodology

Keywords: Quantitative, Empirical, National, Measurement/Measures, Ownership, Sector

Hostile Takeover or Sweet Surrender? Nonprofit Studies and its Embrace by Public Administration

**Stefan Toepler, George Mason University; Jessica Terman, George Mason University*

This research explores what the “embrace” of public administration will mean for the future evolution of nonprofit studies. Nonprofit studies evolved as an interdisciplinary field, but is drifting into the orbit of the public admin discipline. PA-like topics are only part of the traditional scope of nonprofit studies. moreover, the public affairs focus on intersectoral relations also encourages research along more technocratic lines, such as performance measurement, PSM and its implications for personnel policies, or efficiency in service delivery. This raises important questions for the future of nonprofit studies: Will there be consequences for what researchers study within nonprofit studies?

Open Track

Keywords: bibliometric, Empirical, Literature review, Academia, Interdisciplinary

How are Nonprofits Represented in Collaborative Governance?

**Catherine Annis, Martin School of Public Policy and Administration; Julia L. Carboni, William D. Ruckelshaus Center, Washington State University*

Collaborative systems occur when multiple collaborative governance arrangements operate within or across policy arenas in a defined geography or jurisdiction (Annis et al., 2020). We explore collaborative system structure in the U.S. State of Oregon to understand how nonprofit organizations are represented in a collaborative system with 242 collaborative governance arrangements containing 4,272 organizations and spanning multiple policy arenas (education, natural resources, public safety, economic development, and health). We also examine whether nonprofit position in the wider collaborative system is associated with institutional support of collaboratives such as paid staff, external support, and mandates.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Empirical, State, Collaborative Governance, Networks, Nonprofits/NPOs/NGOs

How Board Diversity Matters: A Systematic Review

**Jiahuan Lu, Rutgers University-Newark; Yiyi Chen, Rutgers University-Newark*

This study conducts a meta-analysis to synthesize the empirical results from existing studies on the organizational outcomes of nonprofit board diversity.

Boards and Governance

Keywords: Systematic Literature, Empirical, Meta-analysis, Board of Directors, Diversity, Governance

How Can Chinese Environmental NGOs Promote Environmental Activism and Consumerism Using Social Media: Message-level Prospectives

**Wenye Mao, Tohoku University; Yuko Nishide, Tohoku University*

The purpose of this research is to identify how Chinese Environmental non-governmental organizations (ENGOS) could utilize their messages through media combinations to promote environmental activism and consumerism. Despite significant research on NGOs' social media use, message-level one is limited to text. Furthermore, previous research mostly emphasizes action advocacy, but not value delivery. This study exemplified action-advocacy and value delivery in environmental activism and consumerism of ENGOS' missions. To fill these gaps, this research examined how a proper combination of text, image, and video would affect people's intention on environmental activism and consumerism. A quantitative experiment method with questionnaires was adopted.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, National, Ecosystem/Conservation/Environment/Nature, Social Media, Values

How CSR Enhances the Financial Performance of For-Profit Companies – a Labor Productivity Approach

*Yoshiho Matsunaga, of Pennsylvania, Osaka University of Commerce

Do CSR efforts improve a company's financial performance? Many theoretical models suggest that strategic CSR, including labors' volunteer activities, enhances a company's financial performance. Several previous empirical studies in the US regressed the CSR index (KLD: Kinder, Lydenberg, and Domini) directly on the financial performance measured by, for example, ROA (Return on Assets), ROE (Return on Equity), and etc. and verified only its direct effect. Based on the CSR Theory, using the 2019 Japanese-listed company data, we empirically examine not only the direct but the indirect effects; CSR positively affects labor productivity, thereby improving financial performance.

Data and Methodology

Keywords: Quantitative, Empirical, Country-specific, Corporate Social Responsibility, Productivity, Work/Workplace

How Do International NGOs Use Social Media to Advocate in China: A Mixed-Method Study

*Lin Xu, Department of Politics and Public Administration, The University of Hong Kong; Hui Li, The University of Hong Kong

This study aims to explore the advocacy behaviors of 140 registered environmental and educational international nongovernmental organizations (INGOs) on Sina-Weibo and WeChat, the two major social media platforms in Mainland China. Based on data analysis of posts from 2020 to 2022 and interviews with INGO leaders in Mainland China, this research aims to explore the concrete organizational-level advocacy strategies employed by INGOs and their effectiveness. The political opportunity structure theory and framing theory will be applied to enrich our understanding of NGO-state relationships in developing political climates.

Public Policy, Law, Regulation, and Advocacy

Keywords: Mixed Methods, Empirical, Comparative, Advocacy, INGO/Transnational NGO, Social Media

How do the Relations with Funders Impact Nonprofit Financial Performances? An Empirical Study in China

*Shiqi Peng, Department of Social Work and Social Administration, Faculty of Social Sciences, The University of Hong Kong; Cheryl Hiu-kwan Chui, Department of Social Work and Social Administration, The University of Hong Kong

The research examines how the relations with funders impact the financial performances among social service nonprofits in China. By drawing upon the relationship management theory, this study conducts regression analysis based on a secondary data set from the China Social Work Longitudinal Study 2019 (N=742). This research first examines the association between NPO-Funder relations and nonprofit financial performances. Further, we explore how the different nonprofit funders and NPO-Funder relations make a diverse and dynamic impact on nonprofit organizational financial performances in a non-democratic regime. This research contributes to a both theoretical and practical understanding of nonprofit financial performances and sustainability.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Relationships, Donors/Funders, Social Service Nonprofits

How Engaging is Civic Engagement?: Interaction at Civil Society Organization Convenings

**Matthew Baggetta, Indiana University; Brad Fulton, Indiana University; Julie Beasley, Indiana University*

Civil society organizations (CSOs) are important sites of social interaction. Ethnographies have revealed important interactive dynamics in CSOs but cannot establish the frequency of such dynamics more generally. How many people attend and interact in CSO convenings (meetings, events, and activities)? We provide an initial answer using new, systematic social observation data from a sample of CSOs in Bloomington, IN. We describe variation in interactivity across hundreds of convenings and decompose the variance between convening and organization levels. Our results provide a first look at the frequency of interactivity in CSOs.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Quantitative, Empirical, Local, Associations, Civil Society, Social Capital

How High is Too High? Donors' Aversion to Nonprofit Overhead

**Jessica Berrett, University of Colorado Colorado Springs; ChiaKo Hung, University of Hawaii at Manoa*

This study asks two questions: (1) How high is too high for donors when considering an organization's overhead? and (2) Does trust mediate the relationship between overhead and an individual's giving decisions? We used a survey experiment and randomly assigned participants to one of four overhead ratio conditions (5%, 20%, 35%, and 50%). We find that individuals' donations to human service nonprofits decrease when the overhead ratio reaches 35%, whereas their donations to health care nonprofits would not decrease until the ratio reaches 50%. Most importantly, we find that trust plays an important role in the context of overhead.

Nonprofit Finance

Keywords: Experiments, Empirical, National, Overhead, Donations, Fundraising/Fundraiser

How Nonprofit Syringe Service Employees Navigate State and Non-State Service Priorities

**Theresa Anasti, Washington University in St. Louis*

Frontline service providers at human service nonprofit organizations occupy a unique intermediary space in our welfare system, as they mediate between state demands, participant expectations, and community concerns. In this paper, I use qualitative interviews with frontline employees at syringe service programs to uncover the ways in which frontline providers in a rapidly professionalizing nonprofit organizational field negotiate the tensions working with, while also working against, state and professional mandates. These research findings will help scholars and practitioners better understand how frontline nonprofit workers engage with state actors, and how they situate their work within the confines of state structures.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Empirical, Local, Professionalization/Professionalism, Grassroots, Human Services

How Organizational Implementation Shapes Participant Experiences and Outcomes

**Yulan Kim, University of Washington; Julia Karon, University of Washington; Rachel Fyall, University of Washington; Lizzie Tong, University of Washington; Gregg Colburn, University of Washington; Scott Allard, University of Washington*

This study investigates the extent to which organizational implementation shapes individual-level experiences and outcomes within a single government program. The context for this study is a local employment and homelessness program that is implemented through over 15 agencies across all three sectors, including a multitude of nonprofit service providers. Our mixed-methods approach draws from 1) interviews with program participants, managers and frontline providers within contracted partners, and local government staff, as well as 2) individual-level program and

administrative data from the Homelessness Management Information System. This study illustrates how organizational partnerships influence participant success within publicly-funded programs.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, Local, Contracting/Contracts, Homelessness, Implementation

How Performance-based Funding Influences Preferences for Equality: Evidence from an Experiment

**Gerhard Speckbacher, WU Vienna; Tanja Schillinger, WU Vienna*

Theories of nonprofit organizations have provided important insights on how organizational-level incentives influence compensation practices within the organization. Our paper builds on this literature and we provide a new theoretical argument for how organizational-level incentives influence inequality aversion in compensation levels within nonprofit organizations. The results from our large field experiment indicate that performance-based funding shifts the perception of what constitutes fair payment within a group of workers from a preference for equal compensation to compensation according to the relative contributions to organizational performance.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Experiments, Empirical, Theory of Nonprofit Organizations, Nonprofits/NPOs/NGOs, Social Norms, Incentives

Human Service Organizations' Participation in the Paycheck Protection Program: A Cross-Sector Comparison

**Marcus Lam, University of San Diego, School of Leadership and Education Sciences; Jessica Word, University of Nevada Las Vegas; Nathan Grasse, Carleton University*

As part of a pandemic rescue plan, the U.S. passed the Paycheck Protection Program (PPP) to provide forgivable loans to small and medium sized organizations. This study analyzes the PPP loan data to compare nonprofit versus for-profit recipients across human service sub-sectors, specifically looking at loan use, loan amounts per employee, and days of approval. Results suggests differences by size, particularly among single employee organizations, and by nonprofit and for-profit recipients. Findings also suggest a negative consequence of prioritizing short processing times over more scrutiny, as single employee recipients represent nearly half of HSO recipients.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, National, Cross-Sector, Human Services, Paycheck Protection Program (PPP)

Hybrid Organizing, Nonprofit Marketization and Mission Drift. A Cross-Country Analysis

**Ben Suykens, Ghent University; ChiaKo Hung, University of Hawaii at Manoa; Johan Hvenmark, Marie Cederischoold University; Bram Verschuere, Ghent University*

Despite the widespread belief that marketization can induce mission drift, large-N research examining the relationship between different manifestations of (a) nonprofit marketization and (b) mission drift remains largely absent to date. This is important, as it provides insight to what extent mission drift occurs, and which specific dynamics underlying both dynamics are in fact associated. In this study, we tackle this issue by analyzing primary survey data collected from nonprofit executives in Sweden, Belgium and the US (N = 831). Despite that mission drift is not a marginal phenomenon, we find that nonprofit marketization only holds limited explanatory power.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, Comparative, Marketing/Marketisation, Missions

If I Look at The One: Identifiability of Victims and Social Groups in Charitable Giving

**Jung Ho Choi, University of Pennsylvania; Femida Handy, University of Pennsylvania*

Charities often utilize strategies that highlight the personal story of a single identified victim to attract donations rather than relying on statistics that represent unidentified victims. This approach is commonly known as the singularity effect of identified victims. However, the impact of the singularity effect may vary depending on the cohesiveness of the social group involved. This study aims to investigate the singularity effect of identified victims in charitable giving by conducting an online survey experiment. Specifically, it focuses on exploring the influence of social groups within the context of ethnicity.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Charitable Giving, Race/Ethnicity, Identifiability of Victims

Impact of Openness and DEI practices on Volunteering: Evidence from Arts organizations

**Seongho An, University of Central Florida; Jeongyoon Lee, Martin School of Public Policy and Administration, University of Kentucky*

Guided by psychological contract theory (PCT), we focus on nonprofits' managerial practices reflecting DEI and openness as critical organizational values and propose that the ways that nonprofits exercise DEI practices and share organizational information with stakeholders are associated with volunteer recruitment.

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, National, Arts/Artistic/Artists, Social Media, Inclusion

Improving Access To And Use Of Organisation-Level Data On The Third Sector And Civil Society

**Diarmuid McDonnell, University of the West of Scotland; John Mohan, Third Sector Research Centre; Alasdair Rutherford, University of Stirling; David Clifford, University of Southampton; Charles Rahal, University of Oxford*

The voluntary sector is widely acknowledged as containing very large numbers of organisations that make an enormous contribution to well-being and social cohesion in the UK. It encompasses charities, social enterprises, and many less formal voluntary and community organisations. We know a great deal from survey data about patterns of individual giving to charities, and of volunteering. But there is a substantial gap in the availability of high-quality data about voluntary organisations. This project seeks to respond to this need by creating the first UK database on the population of third sector organisations.

Data and Methodology

Keywords: Quantitative, Methodological, National, Civil Society, Data, Third Sector

Inclusive Volunteering: Examining the Willingness of People with Disabilities to Volunteer

**Silke Boenigk, University of Hamburg, Faculty of Business, Economics and Social Sciences*

People with disabilities are often viewed as recipients of volunteer work rather than being capable of volunteering themselves. A conceptual model on inclusive volunteering was developed and tested empirically. An online survey was distributed among people with disabilities in Germany. Until now, 145 individuals participated in the survey. Overall, we observe a high willingness to volunteer and identified six factors that positively/negatively influence people's willingness to volunteer. The results are important for the systematic development of inclusive volunteering concepts in nonprofit organizations.

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, Country-specific, Volunteers/Voluntarism/Voluntary, Inclusion

Individual donations, communication, and technology in undeveloped nonprofit markets

**Joao Paulo Vergueiro, FGV, GivingTuesday, FECAP*

Information and Communication Technologies (ICT) have been available to nonprofits organizations for at least two decades, with its use varying in the sector. In this paper we will focus on the case of how Brazilian nonprofits have been using ICTs, specially to structure and increase their income from individual donors. We will study data from the two most recent surveys on ICTs and nonprofits and reflect on how the country's experience can be of reference to other undeveloped countries.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Theoretical/Conceptual, Country-specific, Information Technology, Nonprofits/NPOs/NGOs, Giving

Institutional Determinants of Senior Social Entrepreneurship: Application of Institutional Theory to Cross-Country Investigation

**Nara Yoon, James Madison University; Jin Young Lee, Loyola University Baltimore; Chong Kyoon Lee, James Madison University*

This study makes an initial step toward a large-scale examination of senior social entrepreneurship in a global context. Using a structural equation modeling of the 2015 Global Entrepreneurship Monitor (GEM) survey on social entrepreneurship, we offer a cross-national investigation of senior individuals' social entrepreneurial activity. We focus on three categories of institutional pillars – regulative (national welfare), normative (perception toward social entrepreneurship), and cultural-cognitive (collaborative entrepreneurship and philanthropic prevalence) – to examine macro-level determinants of senior entrepreneurial activity. We further test the moderating effect of micro-level individual factors such as financial and human capital.

Innovation and Entrepreneurship

Keywords: Quantitative, Empirical, International, Institutional/Institutionalism/Institutionalization, Entrepreneurship/Entrepreneurial, Global

Internationally Engaged Religious Nonprofits in the US: Intersecting and Conflicting Identities

**Amy Reynolds, Wheaton College*

Religious development groups exist within the development sector; yet they are also part of religious communities. In this paper, I consider how the religious and the development identities shape Christian development actors, with particular attention to the ways various communities and historical realities impact these groups. I rely on qualitative analysis of several umbrella groups, including a Christian development consortium, US and global development groups, and US and global religious communities. The development sector largely shapes economic approaches, practices, and evaluations of Christian development work. However, the religious sector often determines partners and influences discourse and theory.

History, Religion, and Arts

Keywords: Qualitative, Empirical, International, INGO/Transnational NGO, Development, Religious groups/Organizations/Institutions

Intersectionality and Grantmaking: Examining Board and Staff Representation in Community Foundations

**Yue Ming, Indiana University Lilly Family School of Philanthropy*

Increasing philanthropic staff and leadership from diverse minorities groups and benefiting the interests of diverse groups to improve philanthropic equity has begun to emphasize the role of multiple and simultaneous dimensions of social categories in active representation. This study draws upon the theory of representative bureaucracy, introduces the concept of intersectionality, and adopts a multiyear dataset that captures local community foundation grant allocations from 2012 to 2016 to examine the effects of board and staff intersectional representation across race and gender on grantmaking in the context of U.S. community foundations.

Boards and Governance

Keywords: Quantitative, Empirical, Local, Intersectionality, Representation, community-based grant making

Intersectionality as a Driver of Membership Behavior in Associations

**Shahrin Upoma, University of Minnesota; Khaldoun AbouAssi, American University; Perrin Kennedy, American University*

This paper explores how intersectional identities influence membership involvement—and consequently expected benefits. Using survey data from 26,305 members in 23 membership associations, we examine how identity congruence between members and leaders of membership associations is associated with volunteer activities and outcomes in an organization. In other words, does members' engagement through volunteering change when they share race and gender identities with association leaders?

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, National, Intersectionality, Diversity, Volunteers/Voluntarism/Voluntary

Investigating Nonprofit Messaging Strategy in the Context of Social Movement Advocacy: An Experimental Study

**Minjung Kim, University of Alabama at Birmingham; Allison Russell, University of Texas at Dallas; Peter Frumkin, University of Pennsylvania*

This study explores the functions of nonprofits in society and the ways in which the public views and understands their advocacy role. As part of engagement in social advocacy, nonprofit organizations develop strategies to communicate with their stakeholders about their stance toward a social movement. To explore this premise and address the research questions outlined above, this study utilized a randomized online experiment by randomly assigning one of four scenarios outlining the organization's approach to communicating about a social movement addressing police brutality. Findings show that the nonprofit's communication strategies about the social movement influence public perceptions and general support.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Experiments, Empirical, National, Advocacy, Communication, Social Movements

Investigating the Brokerage Roles of Nonprofit Organizations in Emergency Communication on Twitter during Hurricane Irma

**Seongho An, University of Central Florida; Qian Hu, George Mason University*

Using one of the most costliest hurricanes, Hurricane Irma in 2017 as the study context, we applied network analysis and message-level analysis to understand the engagement of nonprofit organizations in emergency communication in the face of a disaster. In particular, this study addresses the following research questions: How did nonprofit organizations engage in emergency communication on Twitter during Hurricane Irma? Did nonprofit organizations serve brokerage roles to connect different groups of users on Twitter during Hurricane Irma, and if so, what communication strategies did nonprofit organizations use to facilitate intergroup information sharing and timely resource coordination?

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, State, Networks, Nonprofits/NPOs/NGOs, Emergency/Response/Management

Latinos in Upstate South Carolina - How volunteering practices impact health and social well-being

**Stefanie Ruiz, Clemson University*

This study aims to (I) achieve an overview of why, how, and where Latinos volunteer in Upstate South Carolina (SC), (II) have a clear understanding of what types of volunteering Latinos choose to engage in, and (III) identify how volunteering influences Latinos' health and social well-being. Exploring these factors will clarify Latino engagement in Upstate SC and its impact on Latino communities. The study provides a fundamental understanding around how to direct and expand the exploration of Latinos' civic participation in SC and how said participation impacts community building, health, and resilience.

Voluntarism and Volunteering

Keywords: Mixed Methods, Empirical, State, Informal/Formal, Volunteers/Voluntarism/Voluntary, Immigration/Immigrants

Maintaining Systems of Care in the Midst of Shock

**Joshua-Paul Miles, Northwestern University; Michelle Shumate, Northwestern University; Marwa Tahboub, Northwestern University; Zachary Bridgewater, Institute for Veteran and Military Families, Syracuse University*

Using quantitative systems data, we compare 11 social services networks' performance before and immediately following COVID-19 (N = 2,579). Resilience is measured by examining whether networks improved their time to service (i.e., efficiency) and case resolution rate (i.e., effectiveness). We explain resilience metrics using in-depth interviews with care system workers (N = 17). Through these interviews, we identify three strategies that support resilience (1) coordination change, (2) network reduction (3) network growth and connection. In addition, we identify three factors that explain care system fragility: (1) lack of capacity, (2) technology barriers, and (3) over-reliance on familiar providers.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, Comparative, Networks, Resiliency/Resilience, Social Services

Managing donor transformation: Prediction of peer donor retention in nonprofit organization after a peer donation

**Laura Hesse, University Hamburg*

Fundraising approaches involving private individuals such as peer-to-peer fundraising gain popularity in nonprofit organization's funding strategies. Within these approaches it remains unclear whether donors donating in a peer campaign can be transformed to organizational donors at the respective organization after the peer donation. By drawing on relationship fundraising literature this paper focus on the prediction of peer donor retention opportunities. The paper aims to identify determining factors of the transformation likelihood of peer donors to become organizational donors after a peer donation. An online survey will be conducted among previous peer donors.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, International, Philanthropy/Philanthropic/Philanthropists, Relationships, Retention

Market Failure, Government Failure, and Urban Shrinkage : A New Dynamic in Nonprofit-Government Partnerships

**Jahun Lee, University of Illinois-Chicago; Kate Albrecht, University of Illinois-Chicago*

Urban shrinkage, characterized by population and economic declines, has emerged as a national phenomenon. Shrinking cities face complicated challenges and nonprofit organizations may play an important role in solving these urban problems when government lack capacity. Past research reported that the shrinkage influences urban governance, but they are limited to certain cities and policy areas. This research paper examines the influence of urban shrinkage on collaboration between local municipalities and nonprofit organizations using longitudinal analysis of interlocal service delivery agreements. This study anticipates a positive relationship between urban shrinkage and the propensity of collaboration between local governments and nonprofits.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Empirical, State, Networks, Cross-Sector, Service Provision/Delivery

Maturity Assessment Tool for Social Innovation Environments. Assessing Work Environments that Harvest Social Innovation.

**Reinhard Millner, WU Vienna University of Economics and Business; Jurgen Willems, WU Vienna University of Economics and Business; Carolin Waldner, ESCP Business School*

*Social innovation can only thrive when it takes place in the right context. Hence, managers should create and maintain a social innovation environment (SIE) in their organization to allow and encourage social innovation among their employees. Based on an interdisciplinary literature review, we develop a conceptual model to assess an organization's SIE. We use this as a starting point to develop and validate a Maturity Tool for Social Innovation Environments (MAT*SIE). We use our preliminary empirical validation (n=250, from 15 NPOs) to postulate avenues for further research.*

Innovation and Entrepreneurship

Keywords: Quantitative, Conceptual, Comparative, Assessment, Survey, Social Innovation

Measuring Impact in Non-Profit Organizations Using Opinion Surveys: Enhancing Evaluation and Improving Institutional Performance

**Samir Abu Rumman, Princeton University, UMR; Abed Ayoub, United Mission for Relief & Development (UMR)*

This research aims to explore methodologies for measuring impact in non-profit organizations using opinion polls as an effective tool in this process. The available literature in this field will be analyzed to clarify the approach used and identify gaps in the current research, which enables us to benefit from previous experiences and identify the factors affecting the success of the impact measurement process using polls. Inductive research methodology will be used to review the literature. Case study on a non-profit organization (UMR) in the United States will be presented as a model for this tool.

Data and Methodology

Keywords: Mixed Methods, Methodological, Case based, Strategies, Survey, Impact

Medicaid expansion on CHC financial health from 2010-2020

**Marcus Lam, University of San Diego, School of Leadership and Education Sciences; Nathan Grasse, Carleton University*

Since the the Affordable Care Act of 2010, limited evidence suggests that Community Health Centers (CHCs) in early Medicaid expansion states have higher revenue and operating margin. As more states expand Medicaid, it is unclear if CHCs can continue to adapt. This study will examine the financial health of CHCs in Medicaid expansion versus non-expansion states. It is anticipated that CHCs in early expansion states will continue to improve their financial condition. However, given the new and larger pool of Medicaid patients, CHCs will continue to rely on Medicaid reimbursements resulting in higher revenue concentration.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Finance/Financial, federally qualified health centers

Million-dollar Gifts to Higher Education during Times of Crisis

**Una Osili, Indiana University Lilly Family School of Philanthropy; Genevieve Shaker, Lilly Family School of Philanthropy; Xiao Han, Indiana University Lilly Family School of Philanthropy*

This study identifies characteristics of higher education organizations that receive million-dollar-plus gifts, particularly during times of crisis such as the COVID-19 pandemic and the racial justice movement. The study uses a unique dataset that combines publicly announced million-dollar-plus gifts to higher education nonprofits from 2000-2022, with data on the institutions receiving such gifts. The study finds that variables like national rankings, leadership tenure, and various financial measures are related to the number and total value of million-dollar-plus gifts. The years following the COVID pandemic (2020-2022) are associated with a lower number of gifts, but larger gift sizes to higher education.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Crises/Disasters, Donations, Higher Education

Modeling Nonprofit Disaster Vulnerability in the Context of Climate Change

**Rachel Cash, Indiana University-Bloomington; Beth Gazley, Indiana University-Bloomington*

Are local nonprofits prepared for climate change? How do nonprofits assess their vulnerability and how does that assessment influence their planning for and adaptation to more frequent, less predictable, and more intense natural disasters? This topic has received little scholarly attention. This ARNOVA 2023 paper will use a survey of 1300 Indiana nonprofits, supplemented by 990, social-vulnerability and flood plain data to construct a path analysis of external and internal variables affecting social safety-net nonprofits mitigation, planning and adaptation behaviors.

Management, Leadership, and Strategy

Keywords: Quantitative, Theoretical/Conceptual, Local, Climate Change, Planning, Decision-making

Money over Voice? Investigating the impact of marketization on NPOs' criticism towards the government

**Ben Suykens, Ghent University; Peter Raeymaeckers, University of Antwerp; Johan Hvenmark, Marie Cederischoold University; ChiaKo Hung, University of Hawaii at Manoa; Bram Verschuere, Ghent University*

By now, the nonprofit literature provides ample evidence on how marketization impacts the intensity (to what extent?), content (about what?), and strategy (how?) nonprofits engage in advocacy efforts. Drawing on survey data (N = 702) collected among nonprofit directors active in Belgium (corporatist welfare state), Sweden (Social-Democratic -) and the US (Liberal -), this paper investigates a fourth, less examined aspect of nonprofit advocacy: 'the willingness to voice criticism towards the government'. Although almost one out five indicates that they sometimes refrain from criticizing the government to safeguard their resources, we find that marketization holds limited explanatory power.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, Comparative, Advocacy, Marketing/Marketisation

Moral Foundations and Advocacy: A Longitudinal Analysis of Sunrise Movement's Advocacy of #GreenNewDeal on Twitter

**Viviana Wu, University of Massachusetts Amherst; Ah Ram Lee, University of Massachusetts Amherst*

A growing body of research reveals that nonprofits and civil society actors influence the U.S. environmental and climate movements by framing public discourses. Specifically, moral motivation plays a crucial role in inspiring individuals to take action on climate change and contributes to ideological conflicts within the American "culture war". However, there is limited research on how advocacy nonprofits utilize moral appeals to gain public support for their causes. This study aims to fill this crucial gap by examining the impacts of moral framing in climate advocacy within the context of the Green New Deal Discourse on Twitter.

Public Policy, Law, Regulation, and Advocacy

Keywords: Mixed Methods, Empirical, National, Advocacy, Climate Change, Social Media

Motivations of Cross-Sector Collaboration: A Mixed-Method Study from Resource Dependency, Transaction Cost and Institutional Perspectives

**Meng Ye, Georgia State University*

This study investigates the motivations behind cross-sector collaboration between the nonprofit and for-profit sectors in Chinese charitable trust relationships. Drawing from the resource dependency theory, the transaction cost theory, and the institutional theories, we use a mixed-method design to analyze the filing data from 1,227 charitable trusts and 31 semi-structured interviews. The quantitative analysis suggests that the odds of formal collaboration increase as trust asset size and term increase. While the qualitative findings correspond to these results, new themes also emerged, such as innovation under evolving institutions. These findings deepen our theoretical understanding of nonprofit collaboration in a non-western context.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, Country-specific, Institutional/Institutionalism/Institutionalization, Collaboration, Partnerships, & Mergers, Cross-Sector

Nano philanthropy: Concepts of action and reward

**Georg von Schnurbein, Universität Basel; Lucas Meijs, Rotterdam School of Management, Erasmus University*

Acts of philanthropy are constantly becoming smaller. Episodic volunteering, micro donations, and clicktivism are some of the new concepts that all build on the idea that little effort of many people leads to a great result. This study summarizes these new concepts as nano philanthropy and discusses, how expectations of reward are touched by this development.

Philanthropy, Fundraising, and Giving

Keywords: Theoretical, Theoretical/Conceptual, International, Philanthropy/Philanthropic/Philanthropists, Digital, Giving

Navigating Just Energy Transitions in Deep Sea: A Case Study of Strategic Collaborations Among Nonprofits

**WenChi Shie, National Chengchi University*

In response to offshore wind farms and renewable energy policy, this paper focuses on what a series of collaboration strategies do a group of environmental nonprofits strategically employ to advocate, leverage, and stabilize their critical resources for critically endangered sea animal conservation (Taiwanese Humpback Dolphin). With archival and in-depth interview data (with nonprofit leaders and influential actors), the preliminary results demonstrate various collaboration strategies utilized by nonprofits to advocate for social change; furthermore, what types of challenges/barriers need to be overcome to sustain cross-boundary collaborations and to balance disharmony goals or actions in the process of just energy transitions.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Community Engaged, Case based, Advocacy, Collaboration, Partnerships, & Mergers, Ecosystem/Conservation/Environment/Nature

Navigating Social Media Strategies in the Post-Truth Era: A Comparative Case Study Analysis

**Elise Kieffer, Murray State University; Kevin Carr, University of Texas at Arlington*

While there is no shortage of research currently around the topic of social media communication in the post-truth era, the purpose of this article is to specifically analyze the impact that disinformation has on nonprofit organizations and what those organizations can do in response to disinformation campaigns. The paper begins with a brief introduction to literature on the topic, then presents two case studies of nonprofit organizations facing fake news campaigns, followed by an analysis of how those organizations responded. I conclude with lessons we can learn from these cases and provide suggestions for nonprofit practitioners.

Conference Theme

Keywords: Qualitative, Conceptual, Case based, Communication, Social Media, Strategies

NEA Equity: Examining the National Endowment for the Arts' impact on local level revenue concentration

**Tierney Bamrick, University of Colorado at Denver*

The National Endowment for the Arts has existed for nearly sixty years. Its stated mission is to advance "equitable opportunities for arts participation and practice" by making grants to arts nonprofits and working to influence trends and discourse in the sector. Regardless, the United States arts sector remains deeply inequitable, with the largest 2 percent of organizations – generally the whitest, most Eurocentric organizations – controlling over 60 percent of total revenue. This paper analyzes the impact of NEA grantmaking at the local level, modeling the geographic, demographic, and inter-organizational circumstances in which NEA funds improve equity in revenue distribution.

Nonprofit Finance

Keywords: Quantitative, Theoretical/Conceptual, Country-specific, Arts/Artistic/Artists, Equity, Funding

New Beginnings: A closer look at the experiences of first-time nonprofit executive directors

**Michelle Wooddell, Grand Valley State University*

Although a significant amount of research has focused on the roles, responsibilities and characteristics of successful nonprofit executive directors, what is less well-understood are the challenges that first-time executive directors face as they transition into this often career-defining role, and this topic is the main subject of the research project to be presented at the 2023 ARNOVA conference. The researchers will present the results of their study which looked at the needs, burdens, and challenges faced by first-time executive directors during their first two years.

Management, Leadership, and Strategy

Keywords: Qualitative, Applied, National, Leadership/Leaders, Management, Executive Director/CEO

New Measures of the Nonprofit Social Safety Net Expected in the Child Opportunity Index 3.0

**Robert Ressler, Brandeis University, Institute for Child, Youth and Family Policy*

We're updating the Child Opportunity Index 2.0, a validated measure of child neighborhood opportunity for every census tract in the nation, to include nonprofit measures! This presentation will briefly outline the COI 3.0 and some potential applications before taking a deep dive into the included nonprofit social safety net measures. I'll discuss how we

selected the nonprofit data and geoprocessed the measures, and provide any preliminary analysis we've conducted regarding how the measures might predict important outcomes such as health and life expectancy.

Data and Methodology

Keywords: Quantitative, Applied, Comparative, Indicators, Big data, Equity

New Nonprofits as Means of Self-Employment: Contrasting Two “Types” of Nascent Nonprofit Entrepreneurs

**Fredrik Andersson, Indiana University*

Every year, a multitude of new nonprofits are founded across the globe. This research examines nonprofit entrepreneurs in the U.S. creating new nonprofits for self-employment reasons and contrasts this group with a group where self-employment was not the main start-up reason. This paper seeks to illustrate the breadth of motives associated with nonprofit entrepreneurship and considers the imprinting of some of these motives on emerging nonprofit ventures.

Innovation and Entrepreneurship

Keywords: Qualitative, Empirical, Local, Entrepreneurship/Entrepreneurial

News Attention, Emotions, Perceived Partisan Ambivalence, and Civic Engagement during the Trump Era

**Catherine Annis, Martin School of Public Policy and Administration; Catherine Annis, University of Kentucky; Jian Shi, Academy of Contemporary China and World Studies, China Foreign Languages Publishing; Laura E. Canuelas, Syracuse University*

Conducted during President Trump's first impeachment, we explored how emotional reactions to news content and their perceived ambivalence influence civic action across party affiliations. Utilizing the theory of affective intelligence, we conducted a national online survey (N=960). We analyzed the data using hierarchical regression modeling. Our paper contributes to the literature by exploring how predicted emotional response to news and perceived partisan ambivalence relate to civic engagement behaviors during a time of heightened political polarization. Initiatives that aim to reduce polarization and increase civic engagement should consider the role ambivalence plays on citizen motivations to civically engage.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Quantitative, Empirical, National, Media, News, Engagement

NGO Development Assistance: The Evolution of International Philanthropy and Official Aid Channeled through NGOs

**Nuno Themudo, University of Pittsburgh*

How has NGO development assistance changed over the past 50 years? While the political influence of international NGOs is widely recognized, their economic power and contribution remains largely unexplored. This paper helps to address this gap by analyzing a comprehensive quantitative dataset on NGO development assistance since 1970. In contrast to salient views in the NGO literature, this paper finds that international philanthropy and official assistance channeled through NGOs represent a significant and growing component of development flows. Moreover, NGOs are not typically dependent on official foreign aid and are not falling out of favor with private or official donors.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, International, INGO/Transnational NGO,

Philanthropic/Philanthropists, Development

Nodes of Change & Connectedness: An Analysis of Environmental Nonprofits Twitter Behavior About Climate Change.

**Maria Manuella de Athayde, University of Massachusetts Boston; Heather MacIndoe, UMass Boston*

The creation and exchange of ideas on social media has attracted the attention of the nonprofit sector and a growing number of nonprofit organizations are using social media to communicate with their constituents. Using a list of the largest environmental nonprofit organizations in the United States and drawing on sample data collected from Twitter the objective of this paper is three-fold: (1) understand how environmental nonprofit organizations communicate on Twitter, (2) understand with who environmental nonprofit organizations collaborate or forge relationships, and (3) measure the connectedness of environmental nonprofits organizations in online environments.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Theoretical/Conceptual, Country-specific, Climate Change, Nonprofits/NPOs/NGOs, Social Media

Non-profit and voluntary climate action in Southeast Asia: progress and implementation

**Yuhao Ba, National University of Singapore*

Nonprofit and voluntary action is key to addressing climate change, both in responding to immediate climate-related disasters and in promoting long-term climate awareness, equity, and adaptation. However, research in this area is primarily focused on Western developed countries, leaving a knowledge gap regarding the global nonprofit sector. This study aims to fill this gap by investigating nonprofit climate action in Southeast Asia, a region with significant potential and an understudied sector. The study will collect primary data to examine organizations' climate action choices, implementation channels, project delivery, and performance, contributing to a better understanding of nonprofit climate action worldwide.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Mixed Methods, Applied, International, Climate Change, Service Provision/Delivery, Southeast Asia

Nonprofit Collaborations with Faith-Based Organizations: Leaders amid Cultural Changes

**Ronnie Plasters, IUPUI; Patricia Herzog, Indiana University, Lilly Family School of Philanthropy, IUPUI; David King, Indiana University Lilly Family School of Philanthropy, Lake Institute on Faith & Giving*

This paper analyzes nonprofit collaborations with faith-based organizations. There are rising pressures on nonprofits to collaborate, yet questions remain regarding whether faith-based organizations align with or diverge from broader nonprofit trends, and individual leaders are not uniformly impacted by cultural changes. This paper investigates the research question: Are nonprofit collaborations more common among religious leaders who are more immersed in cultural changes? Data are drawn from the National Survey of Religious Leaders (NSRL), which collected surveys from a nationally representative sample of 1,600 religious leaders. Two cultural change measures are investigated: intergenerational and informational. Findings have implications for FBO-NPO collaborations.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Empirical, National, Collaboration, Partnerships, & Mergers, Faith-based, Generations/Generational

Nonprofit Governance and Innovativeness: A Configurational Approach

**Jiawei Sophia Fu, Rutgers University; Rong Wang, Vanderbilt University; Katherine Scrivani, Rutgers University*

This research investigates the relationship between nonprofit governance mechanisms and organizational innovation. Based on survey data from 44 nonprofits, we employed a configurational approach to uncover how the

combination of four governance factors (i.e., board size, board involvement, centralization, and government funding) influence organizational innovativeness. fsQCA results revealed that all four factors emerged as core conditions when predicting either high or low nonprofit innovativeness. Moreover, findings revealed three pathways to high innovativeness and two pathways to low innovativeness. These findings provide theoretical contributions for research in nonprofit governance and management, as well as practical implications for nonprofits to strategize innovation.

Boards and Governance

Keywords: qualitative comparative analysis, Empirical, Case based, Innovation, Board of Directors, Governance

Nonprofit Participation in Racialized Policy Fields

**Mary Kay Gugerty, University of Washington; Jennifer Mosley, University of Chicago; Lehn Benjamin, O'Neill School of Public and Environmental Affairs, IUPUI; Nicole Marwell, University of Chicago; Harley Pomper, University of Chicago*

In order to address existing racial, political, and economic inequities, state governments often seek to include relevant stakeholders, particularly nonprofit service providers, in participatory processes. However, it is not clear if nonprofit inclusion in such processes leads to differences in policy implementation outcomes, more inclusive policy choices, or shifts in the understanding of state administrators. Using a comparative case study of two states implementation of federal child welfare legislation, we find that more inclusive implementation processes that included nonprofit and community voices did not produce more responsive policy and that equity-advancing policies and processes are often ceremonially enacted.

Public Policy, Law, Regulation, and Advocacy

Keywords: Qualitative, Empirical, State, Participatory/Participation, Families, Governance

Nonprofit resiliency in homeless services during the early pandemic

**Sara Ford, University of North Texas; Hee Soun Jang, University of North Texas*

Using a national survey of homeless Continuum of Care (CoC) networks, this proposed study tests key factors associated with nonprofit resiliency and the ability to provide services without significant disruptions based on Searing, Wiley, and Young's nonprofit resiliency framework (2021). Nonprofit resiliency was critical during the early pandemic because disadvantaged populations relied on services provided by nonprofits for survival. We answer the research question, "What factors are associated with CoC resiliency during the pandemic?" using descriptive statistics and Chi-square test of association. The preliminary findings show that government relations and response plan engagement are associated with early pandemic resiliency.

Open Track

Keywords: Quantitative, Empirical, National, Nonprofits/NPOs/NGOs, Resiliency/Resilience, Homelessness

Nonprofit studies and history: An assessment and research avenues

**Peter Weber, Auburn University; Gregory Witkowski, Columbia University*

History, both ontologically as a sequence of past events and epistemologically as the study of past events, matters to nonprofit studies. Although history was central in the field's interdisciplinary origins, nonprofit studies evolved towards social scientific approaches. Contributing to the growing interest in methods, this study (1) evaluates the uses of historical methods in nonprofit studies by systematically reviewing articles published in NVSQ, Voluntarism, and NML; (2) details archival research practices, highlighting identification of sources, criteria for inclusion/exclusion of sources, and analytical strategies; and (3) proposes uses of history in refining our understanding of nonprofit organizations and philanthropic practices.

Data and Methodology

Keywords: Systematic Literature, Methodological, Literature review, Scholarship, History/Historical, Typology

Nonprofit Trust Over Time: The Influence of Time on Citizens' Trust in Nonprofits During Disasters

**Clinton McNair, The University of Oklahoma; Travis Ruddle, Romney Institute of Public Service and Ethics, Brigham Young University; Periloux Peay, Georgia State University*

Studies have highlighted the nonprofit sector's positive reputation amongst citizens, but recent research has focused on crises and their impact on this perceived halo. This nonprofit sector halo has been theorized as a protective shield against blame compared to other actors. However, new evidence suggests the halo is rather fragile. Our study steps further in examining the enduring effect of a crisis initially on nonprofits' perceived trustworthiness but also over time across sequential periods. Our study utilizes an experimental survey (1,028 respondents) via Lucid to test these effects through citizens' evaluations in the context of collaborative disaster response.

Conference Theme

Keywords: Experiments, Empirical, National, Crises/Disasters, Public Opinion, Emergency/Response/Management

Nonprofit Wage Differentials, A Systematic Review

**Tiana Marrese, University of Pennsylvania; Husel Husile, School of Social Policy and Practice, University of Pennsylvania*

Nonprofit wage differentials are defined as differences in pay that arise between the nonprofit and for-profit sector given identical workers performing identical tasks. The last two decades have seen robust development in explanations surrounding this phenomenon. Despite this work, there fails to be a unified schism on the theoretical mechanisms that engender variations in pay between the sectors. This work seeks to fill that gap by providing a novel unified theory to elucidate the existence and interplay of wage differential mechanisms. Empirical evidence and best practices are paired with this model to motivate further research.

Nonprofit Finance

Keywords: Theoretical, Conceptual, International, Salary/Compensation/Wages, Sector, Work/Workplace

Nonprofits as Partners in Implementing Government Programs: A Cross-Sector Comparison

**Alan Abramson, George Mason University*

Scholars, including Lester Salamon (2002) and many others, have made clear that implementing government programs is a complex undertaking which not only engages a broad range of government agencies at all levels – federal, state, and local – but also often a variety of non-governmental, “third-party” actors in the nonprofit and for-profit sectors. This paper explores the difference “sector” makes in terms of the organizations involved in carrying out government programs. In particular, it considers the different values and capacities that implementation partners from the public, nonprofit, and business sectors bring when they become involved in delivering government-funded services.

Collaboration: In, Between, and Among Sectors

Keywords: Qualitative, Applied, National, Collaborative Governance, Competencies, Values

Nonprofits' Emotion-based Communication Strategies to Attract Donation via Social Media

**Tong Chen, School of Public Affairs and Administration (SPAA) at Rutgers University*

The rise of social media offers a new communication tool for nonprofit organizations to communicate with potential donors. However, a lack of proper strategy may cause the investment in social media to end up in vain. This

study investigates how nonprofits utilized the emotional content in their donation-related Tweets. Such Tweets were collected based on a list of over 70,000 NPOs under 25 categories across 49 States in the US continental. The result suggests using negative content can effectively attract viewers' responses while neutral text should be avoided.

Philanthropy, Fundraising, and Giving

Keywords: Text Mining, Applied, Country-specific, Communication, Donations, Social Media

Patriarchal Philanthropy? An Exploration of International Philanthropy and Gender-Based Advocacy Organizations in South Africa

*Brittany Branyon, Auburn University

Gender-based advocacy organizations are robust and vocal within South African civil society, often through seemingly unsuspecting actors. NGOs and CSOs have been described as the "connective tissue" that connects society and government, public and private sectors, and national, international, and local actors (Balboa 2018). However, this definition is challenged by activists and scholars who argue the women's movement has been overlooked within South African civil society (Hassim and Gouws 1998). The intentional and deliberative approach of this study informs the state of international philanthropy as it concerns gender-based advocacy in South Africa.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Community Engaged, Country-specific, Advocacy, INGO/Transnational NGO, Civil Society

Perceptions of Entrepreneurial Orientation Across the Sectors: Individuals' Responses to Nonprofit vs. For-Profit Entrepreneurial Behavior

*Minjung Kim, University of Alabama at Birmingham; Lewis Faulk, American University

In this study, we use an experiment to test differences in external stakeholders' perceptions of entrepreneurial orientation (EO) of nonprofit versus for-profit social enterprises. We identify the specific pathways that drive stakeholders' perceptions of EO in nonprofit and for-profit social enterprises, and we test how these factors affect individuals' willingness to support the organization in both the nonprofit and for-profit sectors.

Innovation and Entrepreneurship

Keywords: Experiments, Empirical, Individual/Behavioral, Donations, Entrepreneurship/Entrepreneurial, Social Enterprise

Person-centered approach to outcome identification and evaluation in multilateral collaborative settings

*Takayuki Yoshioka, Okayama University

Many social service nonprofits currently must balance the market principles of measurable outcome evaluations with the traditional value of personal connections reflected in the person-centered approach. Thus, we are exploring the ways service providers, clients, families, and case managers together identify and evaluate outcomes in the person-centered approach. Our study shows that, based on what a client identifies is important to himself/herself, the client, family, case managers, and service providers together assess his/her needs, identify his/her outcomes, choose necessary services, and evaluate the outcomes. Also, case managers must ensure that each service provider knows what is important to the client.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Qualitative, Empirical, Case based, Cocreation/Coproduction, Outcomes, Social Services

Philanthropic innovations: A review of scholarly and practitioner literature

**Reagan Myers, Auburn University; Peter Weber, Auburn University*

This study builds on a previously conducted systematic review of peer reviewed articles investigating philanthropic innovations. Twelve innovations are identified and categorized as being related to organization culture, approach, or practice. We expand this analysis by reviewing the grey literature on innovative funding models, as well as conducting an in-depth analysis of three main trade publications: The Nonprofit Quarterly, The Foundation News and The Chronicle of Philanthropy. This analysis helps identify shifting paradigms in foundation funding practices and highlights gaps in existing literature that typically focuses on foundations funding innovation.

Philanthropy, Fundraising, and Giving

Keywords: Systematic Literature, Methodological, Literature review, Innovation,

Philanthropy/Philanthropic/Philanthropists, Impact

Philanthropic Particularism & Administrative Exclusion from Nonprofit Care Programs

**Shaun Khurana, Indiana University - Bloomington*

Do higher rates of particularism predict higher administrative exclusion for out-group members? Using a mixed methods approach in the context of sex-based domestic violence and shelter services, this study evaluates if community-level rates of sex-based nonprofit particularization predicts a higher rate of client avoidance and denials among transgender clients. Data for this study come from the 2015 U.S. Transgender Survey public accommodations supplement, 2015 IRS form Open 990 data, the 2015 American Housing Survey, the 2015 Behavioral Risk Factor Assessment Survey, county-level public service directory websites, and insights from focus groups conducted in six geographic locations across the U.S.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Mixed Methods, Empirical, National, Administration, LGBTQIA, Implementation

Philanthropy and Financial Aid in Higher Education: Investigating Inequities and Opportunities for Marginalized Students

**Genevieve Shaker, Lilly Family School of Philanthropy; Arman Zhumazhanov, Indiana University Bloomington; Victor Borden, Indiana University Bloomington*

Abstract (50-100 words) Colleges and universities receive a large proportion of U.S. philanthropic dollars, some of which are designated for student aid. This project explores how philanthropy is (and isn't) helping institutions meet their students' financial needs. It explores whether and how philanthropic support for student aid affects student financial aid, and what the consequences are for students'--and especially historically marginalized and underrepresented students'--social and economic mobility. Data are drawn from 2003-2020 from the Voluntary Support of Education survey, NACUBO/TIAA Endowment Study, Department of Education primary and secondary sources, and the Opportunity Insights project.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Philanthropy/Philanthropic/Philanthropists, Equity, Higher Education

Police Mentorship: The Influence of Organizational Characteristics on Program Outcomes

**Vernise Estorcien, Paul. H. O'Neill School of Public and Environmental Affairs Indiana University Indianapolis*

A comprehensive task for law enforcement agencies is to keep youths off the streets and in school. This is supported by the growing number of police youth organizations and intervention programs targeting youths at-risk of academic and behavioral problems. Despite the impact of police youth organizations on youths' academic and behavior, little is known about the existence of such programs or how effective they are. Building on the institutional theory, this paper examines the organizational characteristics that are significant for the success of such programs.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Qualitative, Theoretical/Conceptual, Local, Community-based/Engaged, Evaluation, Structure

Political ideology and motivations to give to charity: An exploratory study

**Lauren Dula, Binghamton University, SUNY; Ruth Hansen, University of Wisconsin - Whitewater*

Research suggests political ideology can impact charitable behavior, but the results of studies vary widely. Using an Amazon MTurk survey of 1,400 American adults, we asked participants to identify their political leanings on a 5-point Likert scale from very conservative to very liberal. Respondents answered after reading an appeal letter for a children's cancer research hospital. We adapted the Motivations to Give scale (Konrath & Handy, 2018) to assess motives for giving. Our results indicate that political ideology is correlated to differences in charitable giving motivations in the US. These findings have implications for organizations seeking to increase charitable giving.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Politics/Political, Fundraising/Fundraiser, Survey

Public Policy for Social Enterprise Beyond Legal Forms: What the U.S. Can Learn from Abroad

**Sonali Chowdhary, George Mason University; Alan Abramson, George Mason University*

This paper identifies developments in social enterprise public policy in the US, beyond legal forms, and explores existing initiatives from countries that have a mature social enterprise policy framework. The paper then draws relevant lessons from these countries and proposes a comprehensive policy framework which emphasizes the need to strengthen accountability, financing, education, and awareness-building among others. The study expects to contribute to the emerging literature on social enterprise and public policy.

Innovation and Entrepreneurship

Keywords: Qualitative, Applied, International, Commercialism/Commercialization/Commercial, Policies, Social Enterprise

Putting Words into Action: Does Active Advocacy Correspond to Performance of Nonprofit Infrastructure Organizations?

**Palina Prysmakova, Florida Atlantic University; Qiaozhen Liu, Florida Atlantic University*

While research on nonprofit performance is extensive, the literature has largely overlooked the impact of advocacy on organizational effectiveness. Drawing from the 2022 Nonprofit Infrastructure Survey data, we investigate the intensity of advocacy efforts and its association with organizational effectiveness, measured in three ways. Our findings reveal mixed results. First, advocacy involvement does not significantly impact the effectiveness of strengthening other nonprofits' programs and management capacity. Second, it negatively affects the ability to enhance financial sustainability. Third, advocacy involvement positively influences public trust in the nonprofit sector. These findings shed light on the complex relationship between advocacy and nonprofit effectiveness.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, National, Advocacy, Service Provision/Delivery, Nonprofit Infrastructure Organization

Reimagining Public Service Delivery: Benefits of Involving Non-Profit Organizations in Public Parks Management in Texas

**Marilyn D Rozario, University of Texas at Arlington; Alejandro Rodriguez, University of Texas at Arlington*

Public service delivery has undergone significant changes in recent years, with the increasing involvement of non-state actors, such as Non-Profit Organizations (NPOs), and the emergence of network governance as a new decision-making model. Using public parks in Texas as a case study, this research addresses the significance of balancing efficiency in public service delivery. The study employs a regression analysis to analyze the impact of non-profit organizations in providing public park services. The findings show that NPOs positively impact park performance and are essential in delivering public park services. The essay finishes with policy and theoretical implications.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Empirical, Case based, Collaborative Governance, Nonprofits/NPOs/NGOs, Efficiency

Remittances as Soft Power in International [Hometown] Associations

**Daisha Merritt, Embry-Riddle Aeronautical University; Sabithulla Khan, California Lutheran*

Remittances are private money transfers from person to person, in between different countries. Civil society in developing nations depend on these monies as part of their daily operations and at time a large portion of GDP. Organizational leadership needs to be aware of these transactions, while the household sector should also take note of the importance of a dollar (USD) moving from one location to the next and what it may mean for the livelihood of their country of origin. Impacts of these movements of money is discussed within this paper from identification as well as a civil society lens.

Philanthropy, Fundraising, and Giving

Keywords: Mixed Methods, Community Engaged, International, Boundary spanner/Spanning, Community-based/Engaged, Remittances

Reporting for the greater good? A systematic literature review on the effects of public-nonprofit accountability.

**Aaron Van Steenlandt, Ghent University; Dr. Prof. Zaki Bishoy, University Ghent; Prof. Ben Suykens, Ghent University*

Although a daily reality for the vast majority of nonprofit organizations (NPOs), public-nonprofit accountability is typically studied in a piecemeal fashion. Scholars tend to focus either on the public- or the nonprofit side, leading to a limited understanding which organizational effects (e.g., bureaucratic burden, organizational learning) appear under which conditions. Addressing this, we conduct a systematic literature review that (a) maps the organizational effects of accountability for both the public and nonprofit sector, and (b) discusses the boundary conditions under which public-nonprofit accountability is (un)likely to work purposefully.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Systematic Literature, Theoretical/Conceptual, Literature review, Accountability, Nonprofits/NPOs/NGOs, Government

Rethinking Ethics in Fundraising Communication: Learning from the Literature

**HyoungAh Kim, Jeju National University; Jiwon Suh, Univ of Texas at Arlington; Imane Hijal-Moghrabi, The University of Texas of the Permian Basin*

This study traces the evolution of fundraising communication research over the last three decades in an attempt to explore the ethical fundraising issues that have been addressed in nonprofit research. Using collected data from a bibliographic database, we conducted a text analysis and narrative review. We find that although research on

fundraising communication has been increasing in past years, ethical fundraising communication has been rarely studied. The results show that the emergence of new media was the main driver of diversifying research in recent years. This study provides directions for future research and practical implications with ethical guidelines.

Philanthropy, Fundraising, and Giving

Keywords: Systematic Literature, Community Engaged, Literature review, Ethics, Fundraising/Fundraiser, Strategies

Rethinking nonprofit-local government collaboration. Assessing how nonprofit services drive local government to adopt immigrant-inclusive policies.

**MAC-Jane Crayton, Appalachian State University*

How are nonprofits and local governments collaborating to meet the needs of their immigrant populations? Past work found that government-NPO partnerships increase financial resources, improve programs, and fulfill nonprofits' mission. Despite this, program overlap and duplication are inevitable due to shared funding priorities and factors such as institutional capacity, economic imperative, and local needs. Using data from the 2018 Local Government & Immigrant Communities survey, this study explores how the services provided by nonprofits in local communities influence local policy adoption. Results indicate that local governments are more likely to adopt inclusive policies when a nonprofit already provides such services.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Theoretical/Conceptual, Local, Collaborative Governance, Decision-making, Immigration/Immigrants

Retirement Disparities in Nonprofits: Community and Organizational Gaps in the Provision of Retirement

**Xintong Chen, San Jose State University*

The U.S. nonprofit sector provides around one in ten jobs, but retirement preparations and benefits in this sector are inadequate and inconsistent compared to private and public sectors. The article explores: 1) retirement trends in the nonprofit sector, 2) disparities in retirement preparations within the sector, 3) community-level and organizational level factors affecting retirement plans for employees using a multilevel (hierarchical) linear regression model. Data from the SOI Tax Statistics and U.S. census are used for analysis. Understanding these disparities can inform nonprofit policies and practices to reward and retain professionals while addressing community and organizational disparities.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, National, Employment, Form 990, Retirement Plan Provision

Rhyme or Reason: Understanding Variation in Nonprofit Fiscal Years

**Thad Calabrese, New York University; Todd Ely, University of Colorado Denver*

A fiscal year is the 12-month period established for an organization's reporting purposes, which does not necessarily match the calendar year. Fiscal years are so fundamental to nonprofit organizations' operations that the topic has escaped investigation. Yet nonprofits demonstrate wide variation in selected fiscal years. Given that many nonprofits have limited management capacity upon founding, the selection of a fiscal year may not be a calculated decision but the persistence of the choice has potential long-term operational implications. This research documents the variation in nonprofit fiscal years, before exploring empirically whether strategic management decisions factor into fiscal year selection.

Nonprofit Finance

Keywords: Quantitative, Applied, National, Accounting, Regulatory/Regulation, Finance/Financial

School District Tax and Expenditure Limits (TELS) Stringency and Education-Supporting Nonprofit Revenues

**Saerim Kim, Suffolk University; Alex Combs, University of Georgia*

This study examines the effect of school district TELS on the revenues of education-supporting nonprofits, differentiating nonprofits that serve schools from those that serve the broader community. Using a 2006-2019 panel of nonprofit-level financial data and a state-level TEL stringency index, fixed effects regression and a staggered diff-in-diff find as TEL stringency increases, school-supporting nonprofits receive more contributions, while community-supporting nonprofits see reductions in contribution, program, and total revenues. Overall, TELS impact education nonprofit revenue and may worsen inequality by shifting resources away from inclusive nonprofits and toward nonprofits more likely to support affluent schools.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, National, Education, Revenues, Taxes

Sectoral differences in resource allocation by nonprofit child care providers

**Gregory Collins, Muhlenberg College; Emma Eglinton, University of Pennsylvania; Roland Kushner, Muhlenberg College; Philip Sirinides, Penn State University*

Nonprofit firm participation in a competitive child care market may, as Weisbrod predicted, stem from an information asymmetry between providers and consumers. In this study, we report on the resources employed in child care. Applying the ingredients method to a sample of 41 child care centers in a Mid-Atlantic state, we compare resource allocation in nonprofit and commercial firms. We find that the total value of resources provided is 20% greater in nonprofit than for-profit centers. Nonprofit providers have both more highly-educated caregivers and more personnel per child, while for-profit providers in our sample were more likely to serve meals.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Mixed Methods, Empirical, State, Labor, Service Provision/Delivery, Human Services

Sense of Community's Impact on Philanthropic & Civic Behaviors

**Richard Clerkin, UNC Wilmington; Chris Prentice, University of North Carolina Wilmington; John Brennan, University of North Carolina Wilmington*

Sense of community is a multidimensional construct of people-place bonding. An individual's community connectedness can affect philanthropic behavior and civic engagement. Our data, collected as part of a larger panel study of the 2022 US election, allow us to explore the relationship between sense of community, philanthropic behaviors, and whether the respondent voted in the elections. Initial results indicate that sense of community is positively associated with the secular and religious volunteering but not with donating. We also find that sense of community is positively associated with the likelihood of a respondent voting in the 2022 mid-term elections.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, National, Placemaking, Volunteers/Voluntarism/Voluntary, Voting

Servant Leadership Development for Second-Generation Asian American through immigrant churches

**Sungil Chung, Mary Baldwin University*

This paper explores the leadership development opportunities for second-generation Korean American youths in Korean immigrant churches. It explores the specific roles of immigrant churches to the immigrant communities. Among many social services the immigrant churches provide to the immigrant communities, a leadership development opportunity can be one of the areas that many researchers and practitioners may find interests in. This paper focuses one

specific role, the leadership development, that many immigrant churches provide to the immigrant youths. With this study, pastors and immigrant parents can be aware of this leadership development opportunities for the youths.

History, Religion, and Arts

Keywords: Theoretical, Theoretical/Conceptual, International, Leadership/Leaders, Religious groups/Organizations/Institutions, Immigration/Immigrants

Serving communities in times of crisis: How civil society organizations adapted to Covid lockdown

**Zheng Chai, York St John University*

The Covid-19 pandemic poses a significant threat to organizations and requires managers to make rapid, context-specific responses in the face of uncertainty. This paper provides an empirical exploration of how CSOs responded to the first Covid-19 lockdown of 2020 and the factors that affected how they configured their response strategies. This study conducted online semi-structured interviews with six CSOs in Edinburgh that adapted their daily operations to provide essential support for local communities.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Empirical, Case based, Civil Society, Decision-making, Resiliency/Resilience

Should I say or should I omit: What is most important to account for?

**Gina Rossi, University of Udine; Chiara Leardini, University of Verona; Stefano Landi, University of Verona; Luca Piubello Orsini, University of Verona*

Which kind of information do nonprofits believe is more important to disclose for attracting donations? Nonprofits' perspectives and perceptions rarely inform the debate on the core question of "what for" being accountable for designing an effective disclosure toward donors. This paper aims to investigate what nonprofits think about disclosing information on organizational finances, performance, governance, fundraising needs, public recognition for donors' support, and opportunities for open communication aimed to collect donors' input and feedback. Employing PLS-SEM, preliminary results highlight that information on fundraising needs, public recognition, and open communication are deemed key success factors for attracting donations.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Quantitative, Empirical, International, Accountability, Perceptions, Donations

Social Enterprise Intermediaries in Community-based Social Enterprise Sustainability: Case Study in China and Japan

**Youxin Feng, Graduate School of Economics and Management, Tohoku University; Haruka Minemura, Graduate School of Economics and Management, Tohoku University; Shiqi Peng, Department of Social Work and Social Administration, Faculty of Social Sciences, The University of Hong Kong; Yuko Nishide, Tohoku University*

The purpose of this research is to understand the roles of social enterprise intermediary (SEI) in community-based social enterprise (CBSE) sustainability. CBSE adopts hybrid logic to deliver public goods by conducting business activities in community, and SEI interweaves and intermediates in the ecosystem between CBSE and multiple community resources and actors. We focus on Sichuan province, China and Miyagi prefecture, Japan, both of which suffered natural disaster, and witnessed the rapid growth of CBSE and SEI intervention. By employing qualitative case study design, our research is expected to enhance the insufficient understanding on CBSE and SEI in Asian countries.

Innovation and Entrepreneurship

Keywords: Qualitative, Empirical, Case based, Community-based/Engaged, Social Enterprise, Sustainability

Stakeholder engagement in nonprofit fundraising: Estimating the effects of outreach events on giving

**Paul Sum, University of North Dakota; Jason Jensen, University of North Dakota; Benjamin Kassow, University of North Dakota*

How do foundation efforts to engage stakeholders advance either relationship origination or stewardship and result in donations which include the act of giving, the frequency, and the amount of the gift? Using university foundation data, we evaluate the impact that initiatives to engage has on producing new donors and stewardship of existing donors. We find that the events have an overall positive impact, especially on first-time donors but that stewardship is a more complex process that requires more than intermittent contact through events.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, Case based, Donations

Fundraising/Fundraiser

Giving

Stakeholder Participation in Nonprofit E-Advocacy: Supervised Consumption Sits Campaign on Social Media

**Daejun Park, Ohio University; Seongho An, University of Central Florida*

This study addresses the following research questions: How did different types of stakeholders engage in e-advocacy? Which stakeholders are active in supporting and disseminating e-advocacy campaign? In order to analyze the involvement of stakeholders in a nonprofit organization's e-advocacy campaign focused on Supervised Consumption Sites (SCS), we gathered Twitter data from the Greater Harlem Coalition for the year 2022. Specifically, we examined SCS-related messages and the engagements of other users with the organization's tweets, including retweeting and favoriting, to identify these users and explore their level of involvement in the e-advocacy efforts.

Public Policy, Law, Regulation, and Advocacy

Keywords: Qualitative, Empirical, Case based, Advocacy, Social Media, Human Services

Steering the Conversation: an Analysis of Media Narratives Surrounding DEI Administrator Appointments at Universities

**Trevor Meagher, University of Texas at Arlington; Jala Morrow, University of Texas at Arlington*

This research assesses media coverage surrounding the appointment of university administrators to positions aiming to improve diversity on campus. Despite evidence of their positive organizational outcomes, the media narratives covering such appointments are insufficiently studied—especially because they play a crucial role in shaping the political discourse that influences organizational behavior. Drawing on theories of representative bureaucracy, social construction, and narrative analysis, we use content analysis to develop a framework for examining press releases, opinion-editorials, and other media sources concerning these appointments. Better understanding of these narratives will empower scholars and administrators to advance equity goals and promote organizational justice.

Diversity, Equity, and Inclusion in Organizations

Keywords: Qualitative, Conceptual, Media analysis, Academia, Media, Representation

Strategic or Funded? Implications of How Financial Sustainability Shapes Nonprofit Education

**Angela Seaworth, Texas A&M; Brittany Branyon, Auburn University; Peter Weber, Auburn University; Robert Long, Murray State (Retired)*

Once considered the foundation of nonprofit sector growth, nonprofit academic centers are facing similar financial challenges as the nonprofit organizations they were created to support. Building upon the study “Sustaining

Impact: Financial Sustainability of Nonprofit Academic Centers” (Seaworth, Branyon, Long, and Weber), this research explores whether nonprofit academic center leaders are following the best practices related to mission and strategy that they teach their students or if the strategy and programming decisions are based upon the funding received. Data gathered from interviews will provide insight and practical implications for center directors and donors funding the future of nonprofit education.

Nonprofit Finance

Keywords: Qualitative, Applied, Case based, Finance/Financial, Sustainability, Nonprofit Education

Strategic Responses in Arts Organizations during the Great Recession and COVID-19 Pandemic

**Vickie Edwards, Western Michigan University*

Both the Great Recession of 2008-2010 and the COVID-19 pandemic created a difficult environment for nonprofit organizations to both maintain and expand their bases of revenue, leaving charitable and educational programs potentially at risk. Using interviews with key administrative officials from arts-related nonprofits in Arkansas, this research expands upon the existing research on nonprofit strategy, examining finance and development strategies, board relations, program strategies, collaboration, and partnerships by comparing the organizations’ strategic responses to both economic events. The strategies used, their implications, and their potential are discussed in the context of arts-oriented nonprofits as well as the broader nonprofit community.

Management, Leadership, and Strategy

Keywords: Qualitative, Applied, State, Arts/Artistic/Artists, Finance/Financial, Strategies

Study of COVID-19 Pandemic Effects on the U.S. Homeless Service Networks: Context and Responses

**Jihoon Jeong, Texas A&M International University; Hee Soun Jang, University of North Texas; Jesus N Valero, University of Utah*

This study examines the impact of the COVID-19 pandemic on the U.S. homeless service network and reports the challenges the homeless service networks have faced during the pandemic. Using the national survey conducted in 2022, the descriptive findings inform that most homeless service networks experienced insufficient resources and ambiguity of government directions while managing the surge of service demands. This research presents key hardships and shows how social service networks experienced while adjusting governance and leadership.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Empirical, National, Collaborative Governance, Collective Action, Homelessness

Studying Community College Employment and Civic Engagement Outcomes Using Census Civic Engagement and Volunteering Supplement

**Stephanie King, Mississippi State University; Carol White, Mississippi State University*

It is widely understood that civic engagement in the form of volunteering increases with education. Community colleges educate nearly 40% of all undergraduates, the majority of whom are likely to be first-generation/minority and lower income than students at selective admission colleges. What is not widely examined in the literature is the relationship between civic engagement in the form of volunteering and college attendance and two-year degree completion. This study examined data from the U.S. Census Civic Engagement and Volunteering Supplement. Results indicate benefit from attendance at (some college) and degree completion at community colleges.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, National, Individuals, Social Capital, Volunteers/Voluntarism/Voluntary

Surviving COVID-19: Towards a Nonprofit Strategic Planning Model Tailored for Turbulence

**Isidora Sidorovska, Université du Québec à Montréal (UQAM)*

Despite the recognition that nonprofits operate in complex and turbulent environments, little has been done to adjust nonprofit strategic planning systems in response to the demands of multifaceted change. Using the COVID-19 crisis as an example of extreme turbulence, this study explores strategic planning approaches that enabled nonprofits to cope with volatile surroundings. Findings show that the strategic planning systems of organizations that successfully navigated the crisis had the following traits: (1) Simplified planning frameworks; (2) Integrative strategic planning as an ongoing process; (3) Culture of learning and innovation; (4) Embracing uncertainty; and (5) Partnership and collaboration.

Management, Leadership, and Strategy

Keywords: Qualitative, Empirical, National, Complexity, Planning, Third Sector

Sustainable Development in Local Communities: Insights from the Managers of U.S.-based Arts and Culture Nonprofits

**Alisa Moldavanova, University of Delaware; Nathaniel Wright, Rutgers University-Camden; Karine Ibrahim, Wayne State University*

This paper seeks to answer the following question: In what ways do arts and culture managers conceptualize their organizations' contributions to local sustainable development? We utilize answers to an open-ended question from the survey collected from the leaders of 438 cultural nonprofits located in ten U.S. metropolitan areas and conducted in January-April of 2020. The key finding is that the commitment to local sustainable development goals represents a form of mission broadening for arts and culture nonprofits seeking to connect with their communities and contribute to local governance in more diverse ways, beyond delivering their artistic and entertainment value.

Management, Leadership, and Strategy

Keywords: Qualitative, Empirical, National, Academia, Arts/Artistic/Artists, Placemaking

Swedish Voucher School Venture Formation (1991-2021): Exploring the Influence of Institutional Alterations on Founding Attempts

**Ebba Henrekson, Ersta Sköndal Bräcke University College; Fredrik Andersson, Indiana University*

This paper maps the evolution of new voucher school ventures (nonprofit and for-profit) over three decades in Sweden, and explores how changes to the institutional fabric of the voucher system influenced the entry rate by nonprofit and for-profit actors, and to what extent the voucher system has created a more plurality in education delivery from alternate actors.

Innovation and Entrepreneurship

Keywords: Mixed Methods, Empirical, International, Education, Entrepreneurship/Entrepreneurial

The (Spillover) Effect of Nonprofits' External Affairs Activity on Voter Turnout: Evidence from 2020 Election

**Tianyu Chen, American University; Lewis Faulk, American University*

Voting is a fundamental right and is associated with greater equality. However, US has been struggling with voter participation among underrepresented groups. Historical evidence show that nonprofits' voter engagement activities increase turnout. However, it is unclear whether nonprofits' general external affairs activities, such advocacy and lobbying, also improve turnout. Such activities could indirectly increase turnout by 1) Raising policy salience among underrepresented communities and 2) influencing lawmakers and administrators to reduce administrative burdens of

voting. Using a survey sample paired with 2020 election data, we find that nonprofits' daily external affair activities increase county-level turnout in the 2020 election.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Mixed Methods, Community Engaged, National, Advocacy, Elections, Voting

The Athlete Philanthropist: Exploring the Motivations, Longevity, and Viability of Athlete-Led Foundations

**Blair Thomas, The University of Central Florida; Ben Widdison, The University of Oregon*

Athlete foundations have long served as an opportunity for players to enact social change and build social capital in their communities. Minimal research exists on quality and longevity of their organizations. Building on the work of Babiak et al. (2012) and Thomas & Daniel (2022), this manuscript is appropriate for the track titled: "Advancing the Public Good..." this paper focuses on the impact of organizations started by National Football League players entering their first season from 1997-2002. We seek to identify factors that influence community impacts throughout an athlete's playing and post-playing careers and what lessons are applicable moving forward.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Exploratory, National, Nonprofits/NPOs/NGOs,

Philanthropy/Philanthropic/Philanthropists, Sports

The Continuing Stigmatization of Latina Sexual Health: LatCrit Examination of HIV Service Priority for Latinas

**Jack Brandon Philips, California State University East Bay*

HIV diagnoses are increasing in the Latina population of Texas. HIV policy does not perceive Latinas to be a high risk. LatCrit examines why Latinas are largely absent from government policy and how this absence stigmatizes their identity, health, and recognition as a population in need of prioritization. Houston, Texas emerged as a hub for solutions in addressing HIV and Latina health. This study will examine the environment of HIV services to Latinas through LatCrit to examine how Houston is showing success despite the barriers created in policy. This experiential knowledge can reshape how nonprofits serve the community.

Diversity, Equity, and Inclusion in Organizations

Keywords: Qualitative, Community Engaged, State, Advocacy, HIV/AIDS, Latina

The COVID-19 shock: measuring changing social media discourse in blood donor recruitment through word embeddings

**Sam Gorleer, Ghent University; Michaël de Clercq, Ghent University; Piet Bracke, Ghent University; Lesley Hustinx, Ghent University*

In this paper we analyze whether COVID-19 has transformed the social media communication of blood collection agencies (BCAs). Our goal is to scrutinize the role of a global health crisis in rearranging (either temporarily or permanently) the scripts that are drawn upon to promote and talk about donation. To this end, we focus on large-scale Twitter communication of BCAs and analyze the (changing) themes through use of word embedding models.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, International, Altruism, Sociology, Giving

The Development of Local-based Philanthropy in China: Exploring Community Residents' Support of Community Fund

**Lili Wang, Arizona State University; Rong Tian, Nanjing University*

A local-based philanthropic tool, community fund, has witnessed a strong growth in major cities in China in recent years. The development of community funds is not only influenced by government policy, but also dependent on community residents' support. Using data collected from residents in about 100 communities in close to 50 Chinese cities that have established community funds, this study explores the factors that foster community residents' contribution to community funds. Active involvement in a community and being asked to give would increase the likelihood of giving.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, local-based philanthropy in an international context, Communities, Philanthropy/Philanthropic/Philanthropists, Donations

The devolution and marketization of social care through social enterprise: Does workforce mediate service quality?

**Janelle Kerlin, Department of Public Management and Policy at Georgia State University; Kelly Hall, University of Birmingham; Meng Ye, Georgia State University*

This paper addresses gaps in our understanding of government privatization to social enterprises by exploring staffing metrics and their relationship to quality outcomes across different social care ownership models, including for-profit, nonprofit, government and Community Interest Company (CIC) social enterprises in England, to isolate the performance of CICs. It analyzes staffing trends from Skills for Care data and service quality data from the Care Quality Commission. By drawing on devolution and contract failure theories we examine the dynamics of staffing investment that influence client outcomes in devolved social care social enterprises. A number of policy and theoretical contributions follow.

Innovation and Entrepreneurship

Keywords: Quantitative, Theoretical/Conceptual, National, Privatization, Social Enterprise, Impact

The Effect of Collaborative Nudge: Evidence from Local Policy Intervention Programs on Subjective well-being(SWB)

**David Okereke, Virginia Tech*

This study explores the increasing involvement of local nonprofit organizations operating in low-income neighborhoods in promoting urban revitalization programs. This paper seeks to explain how patterns of people's interactions with policies at local level shape their quality of life experience. This study uses an exploratory sequential mixed methods research design from a statewide dataset on NRTC and primary data to examine the relationship between NRTC programs across low-income neighborhoods in the United States and subjective well-being (SWB) through the interaction between municipal government officials and community-based organizations (CBOs), and the strength of the ties in the communities and across government agencies.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, Case based, Community-based/Engaged, Neighborhood, Networks

The effects of racial diversity of nonprofits on collaboration and service delivery during COVID-19

**Sungeun Kim, Oakland University*

Nonprofits play a key role in providing social services for the vulnerable individuals in the United States. However, the COVID-19 pandemic has interrupted the service delivery of nonprofit organizations in various ways. Nonprofits serving for low-income, vulnerable, and disadvantaged population have experienced dramatic increase in service demand while struggling with uncertainty, staff shortage, and limited resources. Drawing on quantitative survey data collected from 23 social service nonprofits in Pontiac, MI, this study empirically examines how racial diversity of nonprofits affects their service delivery and how collaboration activities affects the association between equity in service delivery and racial diversity.

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, Local, Collaboration, Partnerships, & Mergers, Diversity, Service Provision/Delivery

The Evaluation Capacity of Czech Social Services Nonprofit Organizations

**Salvatore Alaimo, Grand Valley State University; Jakub Pejcal, Masaryk University; Simona Smrčková, Charles University*

The Czech nonprofit sector has grown substantially since the Velvet Revolution in 1989. This growth drives an increasing call for evaluation that presents challenges to evaluation capacity and prompts organizations to engage in evaluation capacity building (ECB). This study incorporates a national online survey and semi-structured interviews of directors of Czech social services organizations. Positive results for use, learning and improvement are mixed with compliance culture, variance in what is “evaluation,” lack of understanding of ECB, and lacking formal structure in the evaluation process, all suggesting the need for more national support for evaluation infrastructure and capacity.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Mixed Methods, Empirical, International, Capacity/Capacity building, Evaluation, Social Services

The FEP Database: The world’s largest public donation transaction database

**Parsa Torabian, GivingTuesday; Paul Remy, GivingTuesday; Edward Moore, GivingTuesday; Sana Farooqui, GivingTuesday; Woodrow Rosenbaum, GivingTuesday*

This paper documents the public launch of the Fundraising Effectiveness Project (FEP) database, the world’s largest donation transaction dataset. It explores the construction of the dataset, an overview of the data, some potential use-cases, and a deep dive into the methodology behind generating the quarterly FEP reports.

Data and Methodology

Keywords: Quantitative, Methodological, National, Data, Donations, Donors/Funders

The Future of the Nonprofit Organizing: Hybridity for Social Innovation, Capital, and Impact

**Jiawei Sophia Fu, Rutgers University; Katherine Cooper, DePaul University*

This article suggests a new theoretical framework to explicate the implications of organizational hybridity in the nonprofit sector. Hybrid organizing occurs in diverse contexts, including traditional donative nonprofits that blend social and business orientations; faith-based and religious organizations that integrate social welfare and religion logics; and cross-sector social partnerships. Drawing on the authors’ empirical research of global nonprofits in the past 10 years and three illustrative nonprofit contexts, we explicate the implications of hybrid organizing for social capital, social innovation, and social impact. We suggest theoretical and practical implications for nonprofit practitioners to leverage hybrid organizing for social change.

Innovation and Entrepreneurship

Keywords: Theoretical, Theoretical/Conceptual, International, Innovation, Social Capital, Hybridity

The Impact of Board Capacity on Community Foundation Performance

**Codi Smith, University of Pennsylvania*

A community foundation (CF) is a type of public foundation that aims to serve the interests of a particular geographic area by incorporating the direct input of residents, typically through monetary donation. While various direct inputs allow the community to influence multiple interests and priorities, many final decisions are still made under the

board of directors' leadership. Additionally, with over \$19.8 billion in donations and approximately \$12.4 billion in grants made among U.S.-based community foundations (Candid, 2022), the stakes of these decisions are crucial to local interpretations of community leadership (Wu, 2021), problem-solving, and organizational performance.

Boards and Governance

Keywords: Quantitative, Empirical, National, Board of Directors, Grants/Grantmaking, Community Foundation

The impact of Covid-19 on social enterprise resilience and sustainability

**Richard Hazenberg, University of Northampton; Claire Paterson-Young, University of Northampton*

The paper explores the impact of Covid-19 on nonprofit sustainability and resilience within the UK social enterprise ecosystem. The paper engages the theoretical concepts of organisational resilience and sustainability, and how these are impacted by exogenous shocks that can change ecosystem dynamics. The research explores this through a grant funding programme, delivered between 2021-2023. Utilising financial and organisational data gathered from 1,507 SEs between 2019-2022, alongside interviews with social enterprise managers and programme stakeholders, the research demonstrates how Covid-19 impacted organisations' resilience and sustainability over time. The policy implications for governments seeking to support the nonprofit sector post-Covid are discussed.

Nonprofit Finance

Keywords: Mixed Methods, Empirical, National, Resiliency/Resilience, Social Enterprise, Sustainability

The Impact of Foundations on Environmental Movements: Shaping a Sustainable Future or Hindering Progress

**Syeda Zoha Hassaan Gardezi, Lilly Family School of Philanthropy*

The paper highlights the importance of the roles that philanthropic foundations play in shaping and influencing environmental movements. This study offers a systematic review of the impact of philanthropic foundations on environmental movements through their donations and influence. The current literature on the role of foundations impacting environmental movements shows that scholars must consider the foundations to be important agents in bringing impact.

Public Policy, Law, Regulation, and Advocacy

Keywords: Systematic Literature, Theoretical/Conceptual, National, Philanthropy/Philanthropic/Philanthropists, Ecosystem/Conservation/Environment/Nature, Social Movements

The Impact of Government Funding on Nonprofits' Service Delivery and Policy Advocacy

**Huirong Bi, Zhejiang University*

Existing research points to conflicting arguments regarding the impact of government funding on nonprofits' results on service delivery and policy advocacy. We also do not know the mechanisms through which such impacts take place. Taking advantage of a unique dataset of central government funding to nonprofits in China, we find that donations, volunteers, and network quality are important mediators in this government funding – nonprofits' results relationship. While private donations mediate the impact of government funding on both types of nonprofits' results, volunteers and network quality only have a mediating impact on service delivery and policy advocacy, respectively.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Mixed Methods, Empirical, National, Advocacy, Service Provision/Delivery, Government

The impact of interlocking board on the financial sustainability of nonprofits in the U.S.

**Kennedy Musyoka, James Madison University*

The interlocking board phenomenon has drawn a lot of attention from scholars. This study focuses on interlocking boards, which is a form of board capital that typically arises or occurs in an organization(s) whenever there is an overlap of the board members. Interlocking boards can serve as valuable board capital for nonprofits that are faced with financial sustainability issues. The purpose of this study is to explore the relationship between the interlocking boards and the financial sustainability of nonprofits.

Nonprofit Finance

Keywords: Mixed Methods, Empirical, National, interlocking board, financial sustainability, efficiency

The influence of legal frameworks in EU countries on the competing logics in corporate foundations

**Puck van Ipenburg-Hendriks, Rotterdam School of Management, Erasmus University*

Corporate foundations (CFs) are hybrid entities in which competing institutional logics co-exist. Their corporate founder expects the CF to contribute to corporate goals and apply business practices while societal actors expect them to focus on their social purpose and practices that serve the public interest. This unveils how the regulatory framework in different EU countries facilitates the dominance of the business or social welfare logics in CFs. A comparative analysis of the legal frameworks for CFs uncovers four distinct CF archetypes and the different factors that influence whether within these archetypes the business or social welfare logic dominates.

Public Policy, Law, Regulation, and Advocacy

Keywords: Qualitative, Empirical, Comparative, Institutional/Institutionalism/Institutionalization, Regulatory/Regulation, Corporate foundations

The Influence of Local Organizational Fields on Volunteering Behaviors

**Laurie Paarlberg, Indiana University*

This study examines the relationship between the local organizational field (the collection of nonprofit, business, and public organizations in a community) and individual volunteering. Integrating concepts from community ecology and organizational institutionalism, we offer a concept framework that emphasizes the interactional and cultural processes through which organizational fields shapes individual volunteering. We posit that communities rich in a historical legacy of public-serving organizations will support individual volunteering, above and beyond other individual and contextual characteristics. Communities with more homogeneous member-serving organizations and professionalized organizations will dampen volunteering. We test this framework using confidential-level data from CPS Volunteering Supplement (2002-2015).

Voluntarism and Volunteering

Keywords: Quantitative, Theoretical/Conceptual, National, Rural/Urban, Volunteers/Voluntarism/Voluntary

The Influence of Partisanship on Volunteering and Charitable Donation in the United States

**Prince Oricha, Auburn University*

Polarization and partisanship have become synonymous in American society; they pervade and influence several aspects of individual living, even beyond political activities. I leverage two of the most recent versions of representative surveys of the American public in 2006 and 2021 that contain questions on nonprofit and charitable activity, partisanship, and party identity to explore the dynamics between partisanship and charitable involvement. I also investigate whether the intrinsic drivers of partisanship—like normative beliefs about the level of government involvement in economic activity—actually impact whether people decide to donate, how much they give, and the choice to volunteer.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Attitudes, Charitable Giving, Nonprofits/NPOs/NGOs

The invisible sector: The undervalued work of NGOs in the Czech Republic in maintaining democracy

**Tara Bryan, University of Nebraska Omaha; Robbie Robichau, Texas A & M University; Monica Lea, University of Nebraska at Omaha*

Thirty years after the fall of the communist regime, the non-governmental (NGO) sector in the Czech Republic (CR) is not yet institutionalized into the fabric of a democratic Czech society. However, there is limited data on Czech NGO's capacities to engage stakeholders in decision-making, and in turn, questions of how NGOs encourage or hinder a developing democracy remain. This study utilizes a mixed methods research design in which both survey and interview data were collected simultaneously between February-June 2022. Our findings demonstrate NGOs score high on capacities that are inward-facing, and low on capacities that are outwardly facing.

Conference Theme

Keywords: Mixed Methods, Empirical, International, Nonprofits/NPOs/NGOs, Democracy/Democratic/Democratization, Professionalization/Professionalism

The Jewish meat market in Amsterdam:A religious social enterprise reinvented

**Ronny Reshef, Erasmus University; Lucas Meijs, Rotterdam School of Management, Erasmus University; Tine de Moor, Erasmus University*

This study is dedicated to the changing legitimacy of a religious social enterprise during 200 years. Two main stages can be recognised. Between 1673 and 1808, the legitimacy of the Jewish meat market was affected more by internal than external factors. Between 1808 and 1900, this SE collapsed and reinvented itself, regaining new legitimacy. The second stage is characterised by more rapid, external factors. The expected contribution is a better understanding of shifts in perceptions of [religious] SEs over time, affecting their pragmatic, moral and cognitive legitimacy.

History, Religion, and Arts

Keywords: longitudinal qualitative, Conceptual, Local, Legitimacy, Religion/Religious, Social Enterprise

The Landscape of Nonprofit Bond Financing: An Exploratory Analysis

**Qingqing Sun, university of maryland*

Nonprofits now have more than \$150 billion in outstanding municipal bond liabilities to finance infrastructure. However, scholars have a limited understanding of nonprofit bond finance. What is the average borrowing cost for a nonprofit bond? How many municipal bonds that nonprofits issue? Using the newly available IRS form 990 schedule K forms that report nonprofit bond usage from 2009 to 2017, I conduct a descriptive analysis to understand the current trends in nonprofit bond usage, and then discuss the challenges nonprofits face in the bond market. This paper introduces a novel dataset and draws more attention to nonprofit bond finance.

Nonprofit Finance

Keywords: Quantitative, Empirical, National, Nonprofits/NPOs/NGOs, Finance/Financial, Fiscal

The LGBTQ+ Index: Measuring Charitable Giving to LGBTQ+ Organizations

**Tessa Skidmore, Indiana University Lilly Family School of Philanthropy; Anna Pruitt, Indiana University Lilly Family School of Philanthropy; Jon Bergdoll, Indiana University Lilly Family School of Philanthropy*

This session will present findings from the LGBTQ+ Index, the most comprehensive measure of total charitable giving to U.S. nonprofits primarily serving the LGBTQ+ community. The findings also examine the size, focus area, and geographic distribution of LGBTQ+ organizations. Nonprofits can use the LGBTQ+ Index findings to build the case for supporting their organizations; donors can use the findings to inform funding strategies. While the findings provide a broad overview of these organizations, the researchers will describe how scholars can use this free, publicly-available dataset to answer their own questions about LGBTQ+ nonprofits and philanthropy.

Data and Methodology

Keywords: Quantitative, Applied, National, LGBTQIA, Charitable Giving, Nonprofits/NPOs/NGOs

The Maine Course: The Right to Food in Vacationland

**Zach Curinga, Rutgers University-Newark*

Neoinstitutional theory is applied broadly applied in the nonprofit literature, but it has not adapted to explain mechanisms of organizational change. More recently, critics have noted inherent paradoxes in neoinstitutional theory that ignores informal dynamics integral to organizational function. This lack of attention it is argued, diverts attention away from groups that do not traditionally benefit from power dynamics, such as, women. This paper uses a case study approach, and feminist institutionalism to understand the gendered dynamics related to a grassroots organization in Maine, and how this affects organizational change. Additionally, the implications for research on small nonprofits is explored.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Theoretical/Conceptual, Case based, Legitimacy, Rural/Urban, Feminist/Feminism

The Missions of Environmental Nonprofits and Local Environmental Ideology

**Yu SUN, Florida State University*

The research questions of this paper are whether there a relationship between the features of nonprofits missions and the ideology of the local community, and what does the relationship look like? This paper will include ENPOs across the United States and the counties where ENPOs are located as the sample. I will first conduct text analysis on the mission statements of ENPOs to code their goals and strategies. Then, surveys will be conducted to measure local opinions on civil society, environmental, and climate issues. Finally, multi-level models will be employed to explore the relationship between ENPOs' mission and local ideology.

Open Track

Keywords: Quantitative, Empirical, Local, Climate Change, Missions, Nonprofits/NPOs/NGOs

The Need for Slow Philanthropy: Funder Responses to the COVID-19 Pandemic

**Stephen Danley, Rutgers-Camden University; Brandi Blessett, Hurbert H. Humphrey School of Public Affairs at the University of Minnesota; Melissa Thompson, Rutgers-Camden University*

In the midst of the COVID-19 pandemic, some argued for simplifying application and reporting processes. We argue funders must go further to address challenges for grassroots associations and nonprofits of color that have roots in racial disparities and segregation. We draw from discussions of COVID-19 and ethnographic observations to argue for slow philanthropy: an approach that invests in grassroots and small nonprofits of color by 1) simplifying application and reporting for funding 2) funding grassroots associations to build capacity 3) extending grant timelines to reflect the work necessary to build capacity and 4) providing technical support and training for capacity-building.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Community Engaged, Case based, Communities, Philanthropy/Philanthropic/Philanthropists, Critical

The NGO Halo Effect: Relating NGO Mission, Morals, and People to NGO Unethical Behavior.

**Isabel de Bruin Cardoso, Rotterdam School of Management, Erasmus University*

The NGO halo has been hypothesized to explain NGO unethical behavior, however this hypothesis has not been empirically tested. Drawing on two studies (N=804), we develop multidimensional survey instruments to measure the NGO halo and its effect on unethical behavior. Results show good psychometric properties of the instruments and that the NGO halo has a positive, significant, and moderate effect on NGO unethical behavior. Our study is the first to provide empirical evidence on the NGO halo effect, and we discuss the risks of an inflated appreciation of mission, morals, and people.

Management, Leadership, and Strategy

Keywords: Quantitative, Empirical, International, Behavior, Nonprofits/NPOs/NGOs, Ethics

The other 46 million: A case study of regional rural nonprofits

**Garret Zastoupil, Northland College*

Over 46 million Americans reside in rural counties. However, nonprofit researchers have largely neglected rural nonprofits. This study enters this conversation by presenting preliminary findings from a series of interviews (n=15) collected in 2023 with Executive Directors and Board Presidents of 501c3 organizations located in one rural region in the upper midwest United States. Findings from this study indicate 1) a dearth of capacity within organizations; 2) a need for greater financial resources from foundations and regional organizations; and 3) struggles with equity and inclusion in organizational leadership and practices.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Quantitative, Empirical, Case based, Ecosystem/Conservation/Environment/Nature, Civil Society, Rural/Urban

The potential and challenges of impact bonds as new nonprofit finance mechanism

**Ichiro Tsukamoto, Meiji University; Haruka Yamasaki, Deloitte Touche Thomats LLC*

Impact bond (IB) has attracted global interest since a world first IB launched in 2010. IB can be defined as outcome contract with using financial mechanism and public-private partnership. In reality, IBs have been criticized as marketization of nonprofits. Nevertheless, IBs have been anticipated to be a funding mechanism for nonprofits in that they can access up front funding to cover the operation cost and be encouraged to innovate to achieve the best possible outcomes. Our study explores the potential and challenges of IBs as new funding mechanism and value co-creation strategy for nonprofits with focusing on the UK cases.

Nonprofit Finance

Keywords: Qualitative, Empirical, Country-specific, Nonprofits/NPOs/NGOs, Public-private partnerships, Finance/Financial

The Prospect of Iranian NGOs: Struggle for Social Reform and the Crisis of Democracy

**Masumeh H. Toosi, Indiana University, Lilly Family School of Philanthropy*

This article aims to investigate the prospect of Iranian NGOs and the effect of political and social unrest on them and answer the question that how they respond to political conflicts and democratic backsliding. The article focuses on the Iranian NGOs' official and institutional activities, the different governments' approaches, and the opportunities and challenges NGOs have encountered in the last three decades. It finally introduces the emergence of new forms of philanthropic action that either cooperate with or diverge from NGOs and discusses to what extent these initiatives successfully fill the gaps left by the government and NGOs.

Conference Theme

Keywords: Qualitative, Applied, Country-specific, Nonprofits/NPOs/NGOs, Politics/Political, Democracy/Democratic/Democratization

The relationship between religious inspired solidarity initiatives and civil society

**Sarah Maes, Catholic University of Leuven, University of Antwerp; Peter Raeymaeckers, University of Antwerp Bert Broeckart, Catholic University of Leuven; Mieke Schrooten, University of Antwerp*

In this contribution we elaborate on the relationship between Religious inspired Solidarity Initiatives (RSIs) and the (local) government. We define RSIs as: 'Social actions and (in)formal initiatives that, from a religious inspiration, aim to aid people in need of support.'. Based on in-depth interviews and participant observations we theorize the relationship between RSIs and local governments based on the institutional logic approach. At the field level, an institutional logic - constructed by the RSIs based on (religiously inspired) definitions, rules and expectations - emerges that creates tensions when it interacts with the organizational structures and processes within the (secularized) field.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Theoretical/Conceptual, Case based, Religious groups/Organizations/Institutions, Social Services, Government

The Relationship Between Social Capital and Volunteering: A Scoping Review

**Majda Nassif, Penn State Harrisburg; Daniel Mallinson, Penn State Harrisburg*

Substantial research examines the linkages between social capital and volunteering, but it is scattered across multiple academic disciplines and types of volunteering. This comprehensive scoping review identifies to what extent researchers consider social capital as a cause of volunteering, or volunteering as a cause of growth in social capital, a point of significant debate. It also examines the volunteering fields that have been studied, methods and theories used for these studies, and relative degree of Western bias in this research. It concludes with future research directions addressing the gaps identified in the volunteer sector, theory, methods, and geography.

Voluntarism and Volunteering

Keywords: Systematic Literature, Conceptual, Literature review, Social Capital, Volunteers/Voluntarism/Voluntary

The Role of Nonprofit Organizations in Bridging the Digital Barrier

**Ruodan Zhang, University of Connecticut*

The digital divide affects the already disadvantaged populations in life, work, and civic participation. This study explores the role of nonprofit organizations in assisting individuals to access the Internet. Using focus groups, we identify the existing services available to the vulnerable and disadvantaged populations through nonprofit organizations to help them become connected. We also examine the barriers to get connected from four dimensions—affordability, knowledge, values and perception, and infrastructure. We find that different populations groups face distinct barriers and challenges that nonprofit organizations can address in efforts to improve digital equity.

Conference Theme

Keywords: Qualitative, Applied, National, Digital, Equity, Technology

The role of nonprofits in regional governance: a perspective on regional intergovernmental organizations

**Shuwen Zhang, University of Illinois Chicago; Omowonuola Fayemiro, University of Illinois Chicago*

Given the various attempts by local governments to solve complex public problems, this study examines the role of non-profit organizations (NPOs) among Regional Inter-governmental Organizations (RIGOs) by using a mixed-method approach. Our study examines 239 out of the 478 RIGOs that exist in the U.S. as of 2018 by using a mixed-method approach. Findings from our study show that there are two major roles of NPOs among RIGOs: co-management and co-governance. In addition, findings show that RIGOs with NPOs as voting members on the governance board are more likely to partner with NPOs than RIGOs without NPOs as voting members.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, Organizational, Collaborative Governance, Nonprofits/NPOs/NGOs, Cross-Sector

The Rural Nonprofit Sector and Local Government: Moving Towards Collective Impact

**Michael Ford, Whitburn Center at UW Oshkosh; Douglas Ihrke, University of Wisconsin Milwaukee*

The purpose of this paper is to use data and cases from Wisconsin to create a research-based guide on how local governments can build and execute nonprofit collective impact initiatives in rural areas. Specifically, we demonstrate how collective impact frameworks can be used by local government leaders as a tool for improving service delivery, increasing community trust, and building administrative capacity for rural nonprofits.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Applied, Local, Boundary spanner/Spanning, Local Governments, Collaborative Governance

The Status of the Research on Nonprofit Resilience: A Systematic Review

**Shuyang Peng, University of Colorado Denver; Tierney Bamrick, University of Colorado at Denver*

The COVID-19 pandemic has made the concept of resilience more relevant than ever for nonprofit organizations. This study systematically reviews existing research on nonprofit resilience. The aim is to provide a better understanding of nonprofit resilience, the obstacles to resilience, and strategies nonprofits use to build resilience. The findings of the systematic review also suggest directions for future research.

Open Track

Keywords: Systematic Literature, Theoretical/Conceptual, Literature review, Nonprofits/NPOs/NGOs, Resiliency/Resilience

Theorizing How Social Entrepreneurs Select, Combine, and Orchestrate Resources during the Opportunity Development: Effectuation Perspective

**Tamaki Onishi, UNC-Greensboro*

Literature of social entrepreneurship (SE) has highlighted resources as a vital component of the SE process since its early days. Still, extant research has not elaborated which resources are used and in what way at different phases while overcoming resource scarcities. Drawing on effectuation theory, this study examines social entrepreneurs'

strategies to use intangible resources (entrepreneurs' identities, knowledge, and networks) as well as tangible financial resources. Findings from eight case studies also reveal an important role of identity resources in resource combination strategies throughout the SE process, proposing the notion of identity-based resource mobilization.

Innovation and Entrepreneurship

Keywords: Qualitative, Empirical, Case based, Resources, Entrepreneurship/Entrepreneurial, Identity

To Research or Not to Research: An Experimental Survey of Donors' Understanding of Nonprofit Overhead

**Travis Ruddle, Romney Institute of Public Service and Ethics, Brigham Young University; Corbin Walls, University of Oklahoma*

Do you care about a nonprofit's overhead? If so, when did you last look for this information? While this first question is the epicenter of vigorous discussion, the latter remains unasked. Preliminary surveys suggest that most donors care about nonprofit performance but do not research it. This study aims to fill this gap by investigating donor-informedness as the mediating condition between donor intent and behavior. Using an experimental survey (2,000 respondents), this study provides the first examination of the methods donors use to gain information, the content of the information they gain, and the influence of this information on giving.

Philanthropy, Fundraising, and Giving

Keywords: Mixed Methods, Empirical, National, Behavior, Knowledge, Overhead

To what extent do resource flows to Canadian charities from governments reflect shared social identities?

**Christopher Dougherty, Carleton University*

The Canadian charitable sector is heterogeneous, reflecting diverse causes and identities, and it includes formalized elements of interest groups and social movements. Emerging research is pointing in the direction of a relationship-/identity-first model for how resources flow into charitable sector organizations and, by extension, how charitable sectors grow, the ways they interact with other institutions, and the roles they play in communities. This study looks at how individual and organizational identities, the alignment of identity between charities and political actors, and the ability of networks of organizations to express a common identity, affect how government resources are allocated to charities.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, Country-specific, Government, Grants/Grantmaking, Identity

Towards Justice Philanthropy: Can Organized Philanthropy Influence Health-equity Programs in Canada?

**Imoleayo Adeyeri, Indiana University Lilly Family School of Philanthropy*

Philanthropy in Canada is largely institutionalized, and with a steady rise in grantmaking is positioned to replace cuts in government health spending since the 2009 recession. Canada runs a universal, but imperfect publicly funded healthcare system with significant health disparities that have led to large and persistent gaps for racialized groups, particularly Black and Indigenous populations. This multi-method study creates a robust analysis to establish how foundations fund health-equity programs in racialized communities and provide suggestions to guide philanthropic and nonprofit scholars and practitioners, and donors toward conscious equity and justice-focused philanthropy and for future research.

Philanthropy, Fundraising, and Giving

Keywords: Mixed Methods, Conceptual, Country-specific, Philanthropy/Philanthropic/Philanthropists, Race/Ethnicity, Health/Healthcare

Tower of Babel? DEIA Framing and Practices in Veteran Serving Nonprofits

**Amanda Bankston, Syracuse University; Julia Carboni, William D. Ruckelshaus Center*

DEIA is a catch-all term for work promoting belonging of historically marginalized groups in predominantly white spaces. Review of the literature indicates there is no consistent definition or approach for DEIA work in nonprofits. Furthermore, focusing on one aspect of DEIA may come at the exclusion of others. Focus on diversity does not ensure equity or inclusion in organizational spaces. We examine DEIA framing and practices in veteran-serving nonprofits to understand how organizations approach this work. We supplement this data with surveys about individual veteran experiences in nonprofits. We provide guidance for organizations to develop and implement substantive DEIA work.

Diversity, Equity, and Inclusion in Organizations

Keywords: Mixed Methods, Community Engaged, National, Diversity, Equity, Inclusion

Training Future Nonprofit Social Enterprise Leaders: A Research-Based Instructional Needs Analysis

**Robert Adams, Marshall University; ChiaKo Hung, University of Hawaii at Manoa*

Nonprofit social enterprises (NSEs) require a different type of leadership than traditional nonprofit organizations, a distinctive competency model with specialized social work and business management training. Research has shown, however, that finding leaders with this necessary mix for effective management poses a challenge for NSEs. This exploratory study aims to examine the extent to which MPA and MNM preparatory programs include the primary NSE leadership competencies in their curricula. The results show that neither program type focuses strongly on teaching NSE leadership competencies. MNM programs and private universities cover several well and more extensively than MPA programs and public universities.

Teaching and Education

Keywords: Quantitative, Pedagogical, National, Leadership/Leaders, Entrepreneurship/Entrepreneurial, Education

Transforming Nonprofit Management Knowledge through Studio Learning: a Case from a Taiwanese Classroom

**Helen Liu, National Taiwan University*

Students enrolled on nonprofit management courses face challenges in application of nonprofit management theoretical frameworks to real world scenarios. This article outlines these issues, and argues for the effectiveness of studio learning in responding to these challenges and improving learning outcomes. Employing survey data collected from students enrolled on nonprofit management courses through pre and post surveys. The results demonstrate a strong quantitative significance supporting the hypothesis that studio learning improves the learning outcomes of nonprofit management students. Furthermore, this article argues for employment of technology enabled active learning (TEAL) platforms in nonprofit management educational settings.

Teaching and Education

Keywords: Quantitative, Pedagogical, Country-specific, Experiential learning/Education, Teaching, Technology

Trust-Based Philanthropy: A Different Giving Approach as a Response to the systemic inequalities

**Massumeh H. Toosi, Indiana University, Lilly Family School of Philanthropy*

The COVID-19 pandemic and the 2020 Racial Justice Protests have had a profound impact on global foundations' approach to addressing issues of equity and justice. Therefore, a new approach called Trust-Based Philanthropy has emerged as a response to the systemic inequalities highlighted by these two significant events. Trust-Based Philanthropy

has emerged to extend the grant-making system to voiceless groups and address the inherent power imbalances between funders, nonprofits, and the communities they serve. This article aims to investigate trust-based philanthropy and discuss how this approach seeks to shift power from philanthropic foundations to marginalized communities through the decision-making process.

Philanthropy, Fundraising, and Giving

Keywords: Theoretical, Methodological, Literature review, Donors/Funders, Equity, Trust

Twilight Effects of Social Capital: A Necessary Condition Analysis of U.S. County-Level Covid Vaccination Rates

**Kun Huang, University of New Mexico; Bin Chen, Baruch College; Zhiwei Zhang, Kansas State University; Gao Liu, Florida Atlantic University; Jinhai Yu, University of Connecticut*

We conceptualize partisanship and social capital as Necessary Conditions (NC) to explain U.S. county-level COVID-19 vaccination rates on August 1st, 2021. If the NC is absent, the outcome must not be present. We use 2020 Presidential election returns to characterize county partisanship and five Congress Social Capital Project county-level subindices: social-emotional support, religious groups, membership organizations, religious adherents, and charitable contributions. Necessary Condition Analysis reveals a twilight-effect: high levels of religious groups, membership organizations, religious adherents, and charitable contributions are necessary for a low vaccination rate, whereas a high social-emotional support index is necessary for a high vaccination rate.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Quantitative, Empirical, National, Social Capital, Health/Healthcare, polarization

U.S. Nonprofit Political and Civic Engagement in a Red, Blue, and Purple World

**Heather MacIndoe, UMass Boston; Lewis Faulk, American University; Mirae Kim, Schar School of Policy and Government, George Mason University*

This paper utilizes the Independent Sector's Public Engagement Nonprofit Survey (PENS), the first national survey of nonprofit public engagement in 20 years. We examine policy advocacy (including lobbying) and civic engagement across the political and economic diversity of U.S. states using Elazar's (1972, 1980) political culture framework. Elazar's framework consists of three political cultures that measure citizen attitudes about the proper role of government. Given dominant theoretical perspectives in nonprofit scholarship which describe the intertwining of the nonprofit sector with government (Salamon, 1987; Weisbrod, 1975), it is useful to investigate how the political culture framework relates to the nonprofit sector.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, Comparative, Advocacy, Politics/Political

Understanding AmeriCorps Volunteers' Service Frustrations on Their Self-related Service Outcomes

**Yinglin Ma, Eastern Kentucky University; Mary Tschirhart, The George Washington University*

National public service volunteering programs like AmeriCorps produce benefits, not just for individuals in communities served but also for those performing the service. These benefits include enhanced self-efficacy, learning, a sense of meaningful service, and service satisfaction. However, previous scholars have paid limited attention to public service volunteers' experienced frustrations during service. Drawing from 723 Ohio AmeriCorps volunteer members across three years, results show that volunteers' frustrations during service are negatively associated with their self-related service outcomes and the changes in those outcomes. The study discusses theoretical implications on volunteers' experience and practical implications in a public service volunteering context.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, State, Critical, Human Resource Management, Volunteers/Voluntarism/Voluntary

Understanding Civil Society in a Resource-Limited Setting

*Marie Denis-Luque, Florida State University; David Berlan, Florida State University

The independent sector in Haiti is a lifeline for many Haitians. Yet, the local-international dynamic and the sector functions under conditions of insecurity in cities like Port-au-Prince are substantially understudied. Prior scholarship on civil society in international contexts provides potential insights; however, the sector dynamics in low-income countries, particularly those facing a series of natural and man-made disasters, such as Haiti, merit greater attention. This case study explores the sector from a bottom-up approach and Haitian perspective rather than through the lens of international NGOs.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Applied, Country-specific, Networks, Grassroots, Haiti

Understanding Latinx Philanthropy: Generosity Trends Among U.S.-Based Latinx Communities

*Hannah Vos, Indiana University Lilly Family School of Philanthropy; Xiao Han, Indiana University Lilly Family School of Philanthropy; Afshan Paarlberg, IU Lilly Family School of Philanthropy; Una Osili, Indiana University Lilly Family School of Philanthropy

The U.S. Latinx communities are the fastest-growing ethnic population, and are highly diverse including variations in income, education, immigration status, and linguistic proficiency. Yet, research about Latinx philanthropy—which is driving nation-wide impact—has not kept pace with demographic and giving shifts. This study analyzes two literature reviews, two focus groups, and three longitudinal surveys to understand variations among philanthropic trends and patterns among the U.S.-based Latinx communities. It also offers recommendations for philanthropy, nonprofits, and fundraisers on how and why Latinx donors choose to give.

Philanthropy, Fundraising, and Giving

Keywords: Mixed Methods, Empirical, National, Charitable Giving, Race/Ethnicity, Generosity

Understanding service access and quality in persistently poor, rural counties

*Jayme Walters, Utah State University; Kylee Tidwell, Utah State University; Jaxon Didericksen, Utah State University; Laura Hepp Kessel, Utah State University

Focused on a rural, persistently poor county in southern Illinois, this qualitative case study examines how impoverished rural residents meet their basic needs with minimal services. The study was guided by social constructivism, Social Determinants of Health (SDOH) framework, and Conservation of Resources (COR) theory. Local organizations (n=20) and residents identifying as impoverished (n=8) participated in semi-structured interviews in person or via Zoom. Deductive two-cycle coding was employed to analyze transcripts. Findings address met and unmet resident needs and the impact of resource availability. Service gaps in rural areas are identified, and organizations providing aid outside their missions are recognized.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Qualitative, Empirical, Case based, Poverty, Rural/Urban, Human Services

Understanding volunteering intentions with computational text analysis

**Elisabet Doodeman, Vrije Universiteit Amsterdam; Arjen De Wit, Vrije Universiteit Amsterdam; John Mohan, Third Sector Research Centre*

In this study, we explore how computational text analysis techniques can be used to induce volunteering intentions from open-ended survey questions. We use data from a UK-based survey (n=7378) in which respondents, aged 50, wrote a short free-text response about how they envisioned their life at age 60. Preliminary analyses reveal that topic modelling does not yield meaningful topics, while supervised machine learning performed adequately in terms of precision and accuracy. By describing our methodological journey and reflecting on different choices, we help the field to better understand the potential of computational text analysis in volunteerism research.

Data and Methodology

Keywords: Quantitative, Methodological, Country-specific, Generations/Generational, Volunteers/Voluntarism/Voluntary, Computational Social Science

Unfreezing human service organizations: Key tensions hindering their mission and values

**Andrea Botero, University of Miami*

The paper presents a praxis-based framework with nonprofit organizations' tensions, including operational, epistemological, accountability, and participatory tensions. The literature on community psychology or nonprofit studies on these tensions is limited, and a critical approach is necessary to understand these tensions in the U.S. neoliberal context. A case study on a nonprofit organization in South Florida was used to collect data using qualitative interviews and focus groups. The framework is the result of a praxis process that combined the experience of the case study participants and the theory, which then was analyzed and reflected by the author and study participants.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Qualitative, Praxis, Case based, Capitalism, Power, Values

Unleashing a new wave of volunteers: The case of DigiVol

**Irit Alony, University of Wollongong; Debbie Haski-Leventhal, Macquarie University*

This study examines the motivations to engage in online volunteering at the Australian Museum's DigiVol Program. DigiVol has been digitising the Museum's collection, which is the most extensive collection of natural history in Australia. Over 15,000 people were recruited into this Program to digitize and enter data online as volunteers (DigiVol) in a large-scale citizen science project. However, not all registered recruits are active. Using self-determination theory, this research explored the differences between active vs. non-active volunteers and provides interesting insights into online volunteers and their motivations.

Voluntarism and Volunteering

Keywords: Mixed Methods, Empirical, Case based, Online/Virtual, Digital, Volunteers/Voluntarism/Voluntary

Unpacking the Non-donor Segment

**Silke Boenigk, University of Hamburg, Faculty of Business, Economics and Social Sciences*

In contrast to the well-established research area on donor motives and behavior, the non-donor segment received little attention within fundraising. We argue that the consideration of non-donors as a homogeneous group is overdue. Instead, fundraisers should try to unpack the non-donor segment. Data from the German Donation Monitor 2022 were used and analyzed (N=1,908). We find that non-donors are concerned about the future. 63.1% fear that their

personal economic situation will deteriorate in the next 12 months. Data also show that 18.9% can imagine donating money in the future. Five non-donor clusters were identified.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, Country-specific, Charitable Giving, Fundraising/Fundraiser

Unveiling the Key to Innovation: How Feedback Sources Shape Organizational Innovation in Nonprofit Contexts

**Byung (Brian) Min, Wayne State University; Sungdae Lim, Sam Houston State University; Danny Fay, Florida State University*

Nonprofit organizations providing social services face the challenge of innovating to meet the evolving needs of their community and beneficiaries. This study uses feedback-seeking behavior, internal management, and stakeholder theory to examine the relationship between feedback sources and organizational innovation. Structural Equation Modeling analysis shows that creating diverse feedback promotes organizational innovation. The findings highlight the importance of nonprofit value orientations and show how diverse feedback sources can facilitate understanding of distinctive values, ultimately leading to organizational innovation. This study expands the literature on nonprofit feedback and value management and contributes to the understanding of innovation in the nonprofit sector.

Innovation and Entrepreneurship

Keywords: Quantitative, Applied, National, Innovation, Communication, Decision-making

Unveiling the Power of Vulnerable Experts: Examining the Literature on the Engagement of Vulnerable Individuals

**Banamah Banamah, UMN*

This paper reviews the literature on engaging vulnerable individuals with lived experience, examining methodologies and key findings. Research on diversity, equity, and inclusion in public organizations has increased, but studies on engagement with vulnerable individuals are limited. Existing literature lacks differentiation and overlooks complexities. However, recent attention has focused on engaging vulnerable communities. A systematic search of electronic databases and a manual search of references will be conducted. The paper provides a comprehensive overview, highlighting themes, challenges, and strategies for engaging vulnerable individuals.

Diversity, Equity, and Inclusion in Organizations

Keywords: Systematic Literature, Theoretical/Conceptual, Literature review, Policymaking, Engagement, Inclusion

Using Google Maps to Generate Organizational Sampling Frames

**Brad Fulton, Indiana University; David King, Indiana University Lilly Family School of Philanthropy, Lake Institute on Faith & Giving*

Organizational researchers use a variety of methods to obtain sampling frames. The utility of these methods, however, is constrained by access restrictions, limited coverage, and prohibitive costs. This article presents a new method for generating sampling frames for any type of organization that is cost-effective, uses publicly available data, and produces near-comprehensive sampling frames for any geographic area in the U.S. The Python-based program we developed systematically scans Google Maps to identify organizations of interest and retrieve their contact information. Using Google Maps to generate sampling frames promises to substantially improve the process for obtaining representative samples for organizational studies.

Data and Methodology

Keywords: Quantitative, Methodological, National, Big data, Nonprofits/NPOs/NGOs, Survey

Using Vulnerability Theory to Map the “Social” in Social Enterprise from a U.S. Policy Perspective

**Janelle Kerlin, Department of Public Management and Policy at Georgia State University*

This paper draws on vulnerability theory to draft a preliminary scale of the “socialness” of social enterprise programming from a U.S. policy perspective. It explains basic tenants of vulnerability theory, examines the U.S. policy legacy informing it and operationalizes aspects of the theory for policy purposes for the first time. It does the latter by drawing on the LifeWorks Self-Sufficiency Matrix, a client assessment tool, to inform a scale of policy-relevant, social enterprise programming that supports citizens at various levels of vulnerability. It then maps social enterprises from a U.S. social impact initiative onto the scale to test its application.

Innovation and Entrepreneurship

Keywords: Qualitative, Theoretical/Conceptual, Country-specific, Categorization/Categories, Policymaking, Social Enterprise

Voices from the Community: The Perspective of Community Partners in Student Philanthropy Courses

**Erin Casolaro, Auburn University; Claire Simpson, Auburn University; Peter Weber, Auburn University; Portia Johnson, Auburn University, Alabama Cooperative Extension System*

This paper investigates the perspective of community members in student philanthropy courses. While most scholarship explores the impact that student philanthropy practices have on students’ learning process and the overall effectiveness of these courses, this study aims to understand the impact of student philanthropy courses on community partners. We rely on a survey and focus groups to assess the perspectives of both nonprofits that participated in student philanthropy courses and nonprofits that decided against participating. This study points to the possibility to better the student philanthropy processes and improve the experience of participating nonprofits.

Teaching and Education

Keywords: Mixed Methods, Pedagogical, Case based, Education, Experiential learning/Education, Grants/Grantmaking

Volunteer Management During the COVID-19 Crisis: Paradoxes and Solutions

**Huiting Qi, Valdosta State University*

Volunteer is important for the pandemic response and recovery during the COVID-19 crisis, yet the management of volunteers is facing many challenges resulted from COVID-19. This study explores challenges of volunteer management facing nonprofit organizations in China during the COVID-19 pandemic and analyzes possible solutions to the potential challenges. A qualitative study using semi-structured interview and focus-group discussions are conducted. The preliminary findings demonstrate a set of challenges and advocate some strategies in promoting volunteer management during crisis.

Voluntarism and Volunteering

Keywords: Qualitative, Empirical, Country-specific, Management, Emergency/Response/Management, Volunteers/Voluntarism/Voluntary

Volunteering Across the Ages: How Community Age Structure Shapes Individual and Age Cohort-Based Volunteer Behavior.

**Su Young Choi, University of Georgia; Rebecca Nesbit, University of Georgia; Laurie Paarlberg, Indiana University*

This study examines the influence of community age structure on volunteering behavior, contending that volunteer probabilities change dynamically over an individual's lifetime, influenced by the age structure of their

community. Using volunteering data from the Current Population Survey (2002-2015), it demonstrates complex life-cycle patterns in volunteering probabilities and the significant impact of community age structure on these behaviors. This research aims to fill a gap in understanding the role of community context in volunteering and contributes to discussions about rural-urban volunteer divides. This work promises valuable insights for developing community-specific volunteer programs and policies.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, National, Volunteers/Voluntarism/Voluntary, community age structure

Volunteering as a Buffer Against the Scars of Unemployment

**Arjen De Wit, Vrije Universiteit Amsterdam; Ellie Qu, Texas A&M University; Rene Bekkers, Faculty of Social Sciences, Vrije Universiteit (VU) Amsterdam; Bianca Suanet, Vrije Universiteit Amsterdam*

This study investigates to what extent volunteering serves as a buffer against the detrimental effects of unemployment on one's life satisfaction. We analyze harmonized microdata from seven panel surveys, covering over 1,000,000 observations from more than 300,000 respondents in 22 European countries. This project adds robust evidence from Europe about the relationship between unemployment, volunteering, and well-being, and provides actionable information about the potential of volunteering as a way to cope with unemployment-related stress.

Voluntarism and Volunteering

Keywords: Quantitative, Empirical, International, Employment, Volunteers/Voluntarism/Voluntary, Well-being

What are the network roles of civil participation for the air-pollution governance in Taiwan?

**CHU-Chien Hsieh, National Taichung University of Education*

Responding to past research' findings, the civil organizations played a crucial role in policy advocacy and actions within policy networks. This study aims to explore the transformative roles of local communities and civil organizations in the formal and informal networks. I employed social network analysis and conducted 114 actors to analyze the interactive roles of network structures for air pollution supervision through VGI approach. I found that the local people can be empowered through self-information gathering and social community interactions. Civil organizations played a crucial brokerage role in connecting relevant information and discussions with citizens.

Civil Society, Social Movements, and Grassroots Associations

Keywords: Mixed Methods, Empirical, Local, Action, Civil Society, Collaboration, Partnerships, & Mergers

What Do Americans Think About Nonprofits and Philanthropy: Trust and Knowledge In the 21st Century

**Jon Bergdoll, Indiana University Lilly Family School of Philanthropy; Chelsea Clark, Indiana University, Lilly Family School of Philanthropy, IUPUI*

Despite philanthropy's long, deep traditions and importance to many Americans, recent data trends have surfaced that have rekindled concerns about the health of the sector. Two such challenges are the declining number of donors and the general decline in trust in all institutions (see Indiana University Lilly Family School of Philanthropy, 2021; Trust in public institutions: Trends and implications for economic security, 2021). This paper will explore what Americans think about philanthropy and nonprofits and whether the attitudes of the general population differ from those of affluent households and/or along socio-demographic dimensions.

Conference Theme

Keywords: Quantitative, Empirical, National, Attitudes, Philanthropy/Philanthropic/Philanthropists, Trust

What do we mean by collaboration processes? A systematic review of the literature

**Danbi Seo, Arizona State University; Beth Gazley, Indiana University-Bloomington; Chao Guo, University of Pennsylvania*
Based on a systematic literature review of empirical studies on nonprofit collaboration processes published between 1972 and 2015 (n=135), this paper seeks to build a deeper understanding of the research design and methods of nonprofit collaboration processes. Our findings contribute to the literature by emphasizing the importance of processes in collaboration, highlighting the existence of multiple definitions and applications of the concept in research, and thus demonstrating the need for better clarity of and alignment between what we mean by process and how we approach the analysis.

Collaboration: In, Between, and Among Sectors

Keywords: Systematic Literature, Methodological, Literature review, Collaboration, Partnerships, & Mergers, Collaborative Governance, Processes

What Explains the Appointment of Female CEO? Investigation of Board Governance Factors

**Nara Yoon, James Madison University*

In this study, we examine the following question: What governance factors explain the appointment of female CEO? We argue that interlocking board linkages to female-led organizations and a critical mass of women in the boardroom increase the likelihood of female CEO appointment. We further assert that the relationship between interlocking board linkages, critical mass of women, and female CEO appointment is contingent upon the incumbent female CEO power. To test our ideas, we employ a longitudinal panel of nonprofits in three cities in Upstate New York from 1998 to 2014. The results provide consistent support for our theory.

Boards and Governance

Keywords: Quantitative, Empirical, State, Board of Directors, Power, Diversity

What happens when volunteers encounter illegitimate tasks: A moderated mediating model

**Qing Miao, Zhejiang University; Chao Pan, Zhejiang University; Jinhao Huang, Zhejiang University; Hui Yin, Zhejiang University*

In this study, we used the affective events theory to investigate the potential emotional mechanisms of illegitimate tasks in volunteer engagement. Based on data from a three-wave survey of 1,948 Chinese volunteers, we found that illegitimate tasks negatively affected volunteers' subsequent engagement through a dual pathway, including increasing volunteer surface acting and decreasing deep acting. The power distance of volunteers has a moderating role, which meant that it weakened the positive effect of illegitimate tasks on volunteers' surface acting, while also enhancing the negative effect of illegitimate tasks on volunteers' deep acting, reducing subsequent engagement.

Voluntarism and Volunteering

Keywords: Quantitative, Applied, National, Illegitimate tasks, Engagement, Volunteers/Voluntarism/Voluntary

What if fundraising expenditures are investments in intangible capital?

**Michael Carniol, Rutgers University*

Fundraising expenditures, like all marketing expenditures, are expensed immediately, even though these costs might build goodwill with donors and encourage donations for years to come. To consider the possibility that fundraising expenditures are a form of investment in an intangible asset, I derive and estimate a structural model. I estimate that the depreciation rate on a charitable organization's latent accumulated fundraising capital is 5.0% (3.1%) for small (large)

organizations. This finding suggests that fundraising expenditures are highly durable. Re-framing fundraising expenditures as an investment in a risky project, rather than an expense, might lessen its stigma among grant-makers.

Philanthropy, Fundraising, and Giving

Keywords: Theoretical, Applied, National, Finance/Financial, Fundraising/Fundraiser, Strategic Thinking

What is known about Donor Advised Funds? A Systematic Literature Review

*Ronnie Plasters, IUPUI; Sara Konrath, Indiana University, Lilly Family School of Philanthropy, IUPUI

Despite the prominence and substantial impact of Donor Advised Funds in the US, there exists no systematic analysis of the literature. In this novel review of scholarly DAF literature, we present various disciplines leading the research, their primary interests, and the prominent themes that currently dominate the field. Moreover, we provide suggestions for future research based upon missing themes, absent disciplines, and a lack of field application.

Data and Methodology

Keywords: Systematic Literature, Methodological, Literature review, Research, Scholarship

What Nurtures Women-led Social Enterprises? Informal Institutions and the Gender Difference in Social Entrepreneurial Financing

*Chen Ji, Louisiana State University - Shreveport

Biased evaluation and women entrepreneurs' internalization of gender stereotypes have been recognized as primary mechanisms explaining the gender gap in resource acquisition by prior studies. I examine the gender difference in acquiring philanthropic resources and the impact of informal institutions' moderation effect on the relationship between gender differences in leadership and resource acquisition outcomes. I argue that informal institutions (economic preference and culture) differentially influence female-led social enterprises' acquisition of philanthropic resources.

Innovation and Entrepreneurship

Keywords: Quantitative, Empirical, International, Institutional/Institutionalism/Institutionalization, Social Enterprise, Gender

When Do Nonprofit Organizations More Positively Deliver Public Services to Citizens than For-profit Organizations?

*Jae Bok Lee, Gyeongsang National University

Against this backdrop, this article aims to investigate the extent to which nonprofit organizations more positively deliver public services to citizens than for-profit organizations, and to explore the issue of how the organizational modes of marketized services moderate the mechanism of service distribution. Specifically, it demonstrates whether the gaps in citizens' access to services vary according to the types of services delivered by nonprofit or for-profit organizations, focusing on social services.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Quantitative, Empirical, International, Marketing/Marketisation, Ownership, Social Services

Which Nonprofits Become Government Contractors for Human Services? A Multidimensional and Multilevel Approach.

*Gowun Park, University of Washington

Given the growing interdependence between governments and nonprofits in the public service provision, this study aims to provide multilevel and multidimensional explanations for the factors associated with government-nonprofit

contracting employing three theories – transaction cost economics, resource dependence theory, and institutional theory. The synthesized theoretical framework provides a useful conceptual lens on how governments' cost factors, nonprofits' resource factors, and institutional pressures may influence the government's human service contracting with nonprofits. The preliminary findings show that organizational factors - nonprofits' use of performance measures, advocacy engagement, and administrative capacity - explain nonprofits' public contracting, while community context has little influence.

Collaboration: In, Between, and Among Sectors

Keywords: Quantitative, Empirical, National, Multi-dimensional/Multi-level, Contracting/Contracts, Public-private partnerships

Who applies and what blocks them from applying: Nonprofit managers' perception of government, foundation grants

**Jongmin Lee, Indiana University Bloomington; Jill Nicholson-Crotty, Indiana University, Bloomington*

Both government and foundation grants have been the primary source of revenues for nonprofits in the US. However, little is known about what motivates nonprofits to be more willing to apply for government grants over foundations or vice versa, especially since there is a lack of studies that compare nonprofits' perceptions toward both types of grants in one study. Therefore, this study aims to understand the perceptions of nonprofit managers toward government and foundation grants to explain the motivation and how that can shape the pool of applicants for each grant type.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Perceptions, Government, Grants/Grantmaking

Who Funds Nonprofit Advocacy Activities? Findings from National Survey

**Mirae Kim, Schar School of Policy and Government, George Mason University; Heather MacIndoe, UMass Boston; Lewis Faulk, American University*

This study examines the relationship between government funding and nonprofit engagement in advocacy, highlighting that larger budgets enable effective advocacy, while smaller budgets pose challenges. Revenue sources impact advocacy tactics, and government involvement can both restrict advocacy and increase engagement. The study explores how nonprofits involved in advocacy rely more on non-individual donation revenue sources like foundation grants and government contracts, while those not engaged in advocacy prioritize fundraising and community engagement. Findings from the Independent Sector's Public Engagement Nonprofit Survey data emphasize the importance of supporting non-engaged organizations through government funding or other means, informing policymakers and funders.

Public Policy, Law, Regulation, and Advocacy

Keywords: Quantitative, Empirical, National, Advocacy, Revenues, Survey

Who Stopped Donating During the Pandemic? A Quasi-Experimental Study Using Coarsened Exact Matching

**Jung Ho Choi, University of Pennsylvania; Femida Handy, University of Pennsylvania*

The COVID-19 pandemic has created a new context for addressing trust in nonprofit organizations. However, the impact of COVID-19 on trust in nonprofit organizations has not yet received sufficient scholarly attention. This study aims to explore the degree of change in levels of trust in nonprofit organizations of donors and non-donors before and during the COVID-19 crisis. Utilizing a survey conducted on a nationally representative sample, propensity score matching results show that respondents who have ever donated have a greater decline in trust in nonprofit organizations during the pandemic than those who have never donated.

Philanthropy, Fundraising, and Giving

Keywords: Quantitative, Empirical, National, Donations, Trust, COVID-19

Who verifies nonprofit information? Understanding trust mechanisms in the nonprofit sector

**Shinyoung Park, Indiana University Lilly Family School of Philanthropy; Jiwon Suh, Univ of Texas at Arlington*

This study aims to identify the mechanisms among the perceptions of sectoral role and transparency, trust, and verification information of nonprofits. This study has the following research questions: 1) Do perceived sector roles and transparency associate with trust in the nonprofit sector? 2) Does trust in the sector play a mediating or moderating role between the perception and verification tendencies? 3) Does the role of trust in the MZ generation differ from the older generation? This study will use cross-sectional data, Giving Korea by using a structural equation model. This study will provide tips for nonprofits' strategic communication.

Accountability, Effectiveness, Evaluation, and Program Outcomes

Keywords: Quantitative, Empirical, Country-specific, Accountability, Information, Communication

Why Give at Work? Motivations for Giving Among Three Donor Groups of Higher Education Employees

**Tracy Johns, University of Florida; Maeve Barger, University of Florida; Mark Motsch, University of Florida; Jennifer Jones, University of Florida*

This qualitative study examines employees' varying motivations for giving to a large public university's workplace fundraising campaign in the southeastern United States. Semi-structured interviews were conducted with 45 participants from different donor groups (female faculty, male faculty, and a mix-gendered group of hourly employees) as identified by cluster analysis in a previous study (Ruiz-Menjivar, Johns, Counts, & Jones, 2023). Interview questions focused on motivations for donating, volunteering patterns, and changes in giving over time. Several consistencies appeared, but one prominent difference was the hourly-employee group tended to donate smaller amounts than others, but to causes with high personal value.

Philanthropy, Fundraising, and Giving

Keywords: Qualitative, Empirical, Case based, Charitable Giving, Motivations, Higher Education

Why Meaning-making Capabilities for Nonprofit Executives? The Middle-range Context of Nonprofit Leadership

**Sungdae Lim, Sam Houston State University*

This paper elaborates and tests a model of nonprofit leadership development. Nonprofit leaders create and manage the shared meaning of the organizational reality for various participants and thus need to make sense of the variously interacting actions, interests, and values around the organization. Given the importance of meaning-making, this study advances the model of interpretive leadership skill as an essential nonprofit executive competency. This research suggests that interpretive leadership skill arises from developmental meaning-making capabilities and promotes leadership effectiveness for nonprofit executives. Data are drawn from a national survey of 720 nonprofit executives and their organizations.

Management, Leadership, and Strategy

Keywords: Quantitative, Theoretical/Conceptual, National, Leadership/Leaders, Missions, Meaning-Making

Will You Please Participate? Strategies and Pitfalls in Recruiting Committed Nonprofit Survey Participants

**Paloma Raggio, Carleton University; Callie Mathieson, Carleton University*

Data from governments and researchers on nonprofits is often outdated by publication, impairing insights into current issues. Researchers at Carleton University attempted to remedy this by recruiting a panel of over 1000 Canadian charities for real-time weekly insight. Existing literature provides little guidance on recruiting outside of STEM. This paper reviews recruitment strategies for this yearlong study, without monetary compensation, revealing surprisingly effective results. Initial results show a 70% response rate. These findings offer insights into reaching hard-to-reach organizations, emphasizing the need for innovative methods to increase participant commitment.

Data and Methodology

Keywords: Methodological, Methodological, National, Data, Public Opinion, Survey

Women and Church Leadership: Churches Led by Female Pastors

**Young-joo Lee, University of Central Florida*

This study applies glass ceiling and glass cliff theories to explain women's leadership in the church, focusing on the organizational factors affecting gender-based biases and stereotypes. The analysis of the linked data of the National Congregational Study-IV and the National Survey of Religious Leaders shows that churches with more regular participants are less likely to have a female pastor, implying that glass ceiling is more pervasive in larger churches. Churches with a stagnant or declining revenue are more likely to have a female pastor, which confirms what glass cliff theory suggests.

Diversity, Equity, and Inclusion in Organizations

Keywords: Quantitative, Empirical, National, Leadership/Leaders, Religious groups/Organizations/Institutions, Gender

Working with competitors? Perceived collaboration and competition within an elderly care network

**Helen Liu, National Taiwan University*

While competition improves the quality of services, it also presents challenges for collaboration among service providers. Building on theories, this study examines the relationships among collaboration and competition while accounting for actor and structural effects. By applying exponential random graph models, this study shows that collaboration and competition can coexist. This study further discusses conditions for collaborating with competitors, including complementary in-service provisions, resource diversification, and handling tension with competitors, based on the findings from the social network analysis results. Additionally, conditions for collaborating with potential competitors include long-term gain from professional knowledge and needs for professionalism and training improvements.

Collaboration: In, Between, and Among Sectors

Keywords: Mixed Methods, Empirical, Country-specific, Collaborative Governance, Implementation