

ARNOVA NEWS

In This Issue

ARNOVA's New Staff 4

Committee Members Serving in '08 4

Columns

The President's Message 2

The Executive Director's Perspective 3

Focus on Research 6

Member News 9

Calendar 12

Exciting Speakers and Rich Opportunities for New Learning Will Highlight the November Conference

By: Pat Bradshaw, Chair of the Conference Planning Committee

Most of you are aware, we trust, that ARNOVA's 37th Annual ARNOVA Conference is coming up from November 20 to 22, 2008, in

Philadelphia, Penn. For me, the benefits of being a member of ARNOVA are most clear at the annual conference. I love the intellectual stimulation, meeting old and new colleagues, and seeing new cities. I find it a chance to share what excites me and to engage in ever-deepening dialogues with those who share my passion, and with those who can challenge me to rethink or extend my assumptions.

Being the Conference Planning Committee Chair allows me to give back and lets me see the energy, commitment and sense of fun that ARNOVA members bring to ensuring that the conference is a success.

Judging by all the preparations made so far, you are sure to be thrilled with the conference in Philadelphia and I encourage you to attend. Let me give you a brief outline of what is currently being planned.

The theme of the conference is "Leading in Building Civil Society: Obligations & Privileges." We hope that this theme will thread its way through the conference so that we all can reflect on our roles in leading and building civil society. There are many papers and panels that take up this theme. We will welcome nonprofits from the local Philadelphia community to join with us as we explore these

important topics. We hope they will share how their local agencies have embraced the historical legacy of the "Holy Experiment" and the creation of a diverse society. We have our keynote speakers already on board to explore this theme and are delighted to have the



Don't miss this year's conference in Philadelphia. The city has been the home of many institutions, movements and people important to U.S. civil society – from the first Continental Congress to Saul Alinsky. It will offer a rich context in which to explore topics of keen interest to most ARNOVAns.

Photo Courtesy of Philadelphia Convention & Visitors Bureau; photographer Paul Bencivengo.

following outstanding leaders joining us:

Lynn Huntley, President of the Southern Education Foundation, and former Assistant U.S. Attorney General for Civil Rights (under the Carter Administration), will address the theme in our opening plenary on Thursday night. Michael Useem, a sociologist from the Wharton School at University of Pennsylvania, and expert on leadership development and transitions, will speak about those issues in the nonprofit world on Friday night. Michael Edwards, currently a



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Continued on page 4

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The President's Message

By Steven Rathgeb Smith, University of Washington

ARNOVA was founded in 1971 as an association of scholars dedicated to undertaking and promoting research on voluntarism and nonprofit organizations. In the ensuing years, the field of nonprofit and philanthropic studies has grown substantially, leading to the steady increase in academic programs, faculty positions, and research throughout the world. Consequently, ARNOVA and its members face a significantly different professional environment than they did even 10 years ago, with more opportunity as well as competitive challenges. Given this changed environment, the ARNOVA Board decided to embark upon a strategic planning process in order to ensure the continued growth of the association, to further enhance our support for members, and to enhance the impact of the association on the field.

The last formal effort to undertake

strategic planning by the ARNOVA Board was in 2002. This effort produced a five-year strategic plan (2002-07). The current planning process has two key components. First, the board established a Strategic Outreach Task Force, chaired by board member Pat Bradshaw of York University. Since its establishment in 2007, the Task Force has conducted a web-based survey, solicited feedback from members on the strategic priorities of the association at the annual meeting in Atlanta in November 2007, and created an online forum at the membership part of the ARNOVA website to further the discussion on the strategic priorities of the association. The Task Force and the board hope that the forum will allow interested ARNOVA members to provide regular input to the board on key strategic concerns.

Second, the board plans to discuss and revise the 2002 Strategic Plan at


the board's annual retreat in June 2008. The goal would be to have a strategic plan that we would subsequently post on the ARNOVA website for comment by the membership in the months prior to the annual meeting in Philadelphia in November 2008. At the membership meeting at the Philadelphia conference, we would provide the membership with further opportunity to discuss the strategic plan. The board would then ratify a final version of the strategic plan at the November meeting.

The board is also taking other steps to position the organization for the future. A Membership Task Force chaired by board member Susan Ostrander of Tufts University is reviewing the current structure of individual and institutional membership with the goal of fostering greater equity and more benefits for both membership categories. The board has established a Research Committee chaired by ARNOVA

member Alan Abramson of the Aspen Institute and George Mason University to investigate ways in which ARNOVA can support the research infrastructure of the field. The Publications Committee, chaired by board member Rachel Mosher-Williams of the Aspen Institute, continues to

review ARNOVA's publication portfolio in order to strengthen the impact of the association on research and teaching.

As the strategic planning process moves forward, the ARNOVA Board looks forward to working with the membership. The association has

always been committed to active participation of the membership in organizational governance. Through the planning process, the board hopes to deepen and strengthen this member engagement in support of heightened impact on the field and improved organizational vitality and growth. 

The Executive Director's Perspective

By Thomas Jeavons, ARNOVA Executive Director

Taking Advantage of Technology for the Best Purposes

When I first arrived at ARNOVA, about two years ago now, the organization was in flux. My predecessors had done good work, but it was clear there were many changes that needed to be made in the organization's systems – human and technological – to help us move forward.

Like many of the small nonprofits that some of us study, ARNOVA had not really kept current in technology. Only over the last year have I discovered just how far behind we had fallen, and come to understand how serious the resulting problems were in terms of our communications with and service to you, our members. Still, the good part about the sometimes painful process of seeing one's problems clearly is that then one has the real opportunity to fix them.

That is where we are. With the help of ARNOVA's newest staff member, this spring ARNOVA has begun a year-long project aimed at providing more resources and tools to our membership electronically with better data systems and another set of improvements to the ARNOVA website.

The first phase of this work has involved cleaning up a database that has been virtually untouched in 10 years, and preparing to replace the software on which the database is built. The new programming on the new software will give us greater accuracy and efficiency in data management, and much greater

capabilities. Once this foundation is complete, the database will be migrated to a web-based, open source management tool. This will allow for a streamlined membership application and renewal process with online payment options expanded to include secure payment by check. At the same time, online ordering of publications, other than *NVSQ*, will be available.


“Our goal in this new work is to make changes in our systems that enhance our members' experience of being part of a community engaged in a common enterprise of research on and service in the realms of philanthropy, voluntarism, nonprofit organizations, and civil society.”

Immediately following this migration, phase two will allow for real-time directory listings and user-edited updates. Shortly thereafter, users will set up their own personal login and pass code information.

Phase three, a portion of which is currently under beta testing, will provide members with opportunities to create and participate in online forums. For those who want to be in dialogue

with other ARNOVAns about their particular interests, to explore new research, and discuss important issues, but who do not like to deal with the traffic listserves generate, the forum option will provide a more focused venue. Forums can be created around themes or topics. For example, each ARNOVA Section might have its own. And we can see possibilities for putting other valuable resources online in special electronic collections of materials members may want to use or share.

Many of us have mixed feelings about technology. Part of ARNOVA's strength is that it has been from its origins a community as well as an association. And we are committed not to let technology supplant personal interactions and relationships. But where technology can help us better stay in touch, and allow us to do our work more effectively, we want to put it to the best use we can.

Our goal in this new work is to make changes in our systems that enhance our members' experience of being part of a community engaged in a common enterprise of research on and service in the realms of philanthropy, voluntarism, nonprofit organizations, and civil society. If you have ideas about other resources or services you think ARNOVA could make available online, we welcome your suggestions. We would like to explore all available options to make your membership the best value in the world of nonprofit research. 

November Conference (cont. from pg. 1)

program officer (and well-known scholar) in civil society at the Ford Foundation, will address the Saturday luncheon.

The quality of the papers to be presented is once again increasing. I am starting to hear back from Track Chairs as they review the proposals sent to them that they are raising the bar on quality because the abstracts they have received are so excellent. They are also working hard to combine papers into sessions and to organize their tracks so that the continuous processes of dialogue, learning and contributions to knowledge are enhanced. I am confident that you will feel enlivened and excited professionally by going to the sessions.

The Local Arrangements Committee, chaired by Ram Cnaan, is also helping plan and organize the non-academic side of the conference. For example, if you stay on after the conference, you can join tours of the famous Philadelphia Murals (spread throughout the city) or visit the Barnes Foundation, host of a world-famous art collection and a case study in nonprofit trust law over the last few years. The hotel is located near the "Avenue of the Arts" in Philadelphia, and not far from the historic district – where you can visit the new Constitution Center or the Liberty Bell. (Be sure to get your hotel reservations early. Information for booking at the hotel will go on ARNOVA's website in June.)

In addition to the many attractions of Philadelphia, the ARNOVA party tradition is being revived. One of the events I am most looking forward to is currently being organized by some fun-loving members. Felice Perlmutter, Ellen Netting and Roland Kushner are organizing a fun night including a talent show complete with a sing-along, skits, solos and whatever else people decide to share. (You should

have seen an e-mail from ARNOVA inviting you to be part of the entertainment.)

So, you can see that things are shaping up for a great conference experience. We sincerely hope to see you there! 🐾

ARNOVA's New Staff

I am hugely pleased to say that at the end of February, we hired a new Assistant Director for Member Services, Jonathan Kitto. Jon brings to ARNOVA a combination of business and nonprofit experience along with a heavy exposure to the world of academics.

For the past eight years, Jon has been, and continues to be, Executive Director of Greyhound Boarding and Retirement Kamp, Inc., (GBARK) a nonprofit that specializes in the placement of "special needs" and "senior" ex-racing greyhounds.

In addition, Jon has owned and operated several businesses with a heavy emphasis on operations, marketing and technology. Most recently, he was a Unit Manager with Manpower, Inc., and Spherion, Inc., two of the largest human resource solution companies in the world.

Jon is well acquainted, however, with the academic world as the son, grandson, nephew, brother and brother-in-law of college professors in areas ranging from vocal music and organ to physics and public administration. Finally, Jon is a graduate of Indiana University and a licensed Anglican minister.

With Jon's hiring, we gain someone with the knowledge and experience to help strengthen the operations of ARNOVA in critical areas at this juncture. He is also proving to be a delightful colleague, and I trust our members will enjoy getting to know him as we welcome him into ARNOVA's operations this year. 🐾

Committee Members Serving in 2008

In each issue of *ARNOVA News*, we run a list of donors to ARNOVA. We greatly appreciate the financial support people provide with the contributions, and hope it will continue and grow.

We also recognize, however, that for most of us, gifts of time are as precious as gifts of money. So we include here – with our deep gratitude – a list of the members of committees and task groups (in addition to the board) who have this year served ARNOVA to help move its work forward. This is truly a voluntary organization. Staff members serve, too. But the work we are carrying forward could not be accomplished without the generous contributions of time from these members. So we acknowledge them here with thanks.

2008 ARNOVA Committees

■ Awards Committees

Best Paper of the 2007 Conference

Jo Anne Schneider (Chair)
Heather MacIndoe
Mary Katherine O'Connor

Book Award

Gil Clary (Chair)
Dana Brakman-Reiser
Robert Donmoyer
Erna Gelles
Mark Wilson

Conference Scholarship

Linda Parsons (Chair)
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Nonprofit and Voluntary Sector Quarterly Award

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We appreciate all who donated to ARNOVA from January 1, 2008, through May 29, 2008.

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Andrew Young School of Policy Studies/Nonprofit Program at Georgia State University
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This section features the latest research findings of ARNOVA members. We welcome your latest research news for publication in a future issue of *ARNOVA News* and are particularly interested in research that relates to practice. You may submit your information to *ARNOVA News* by e-mailing Thom Jeavons at tjeavons@arnova.org. Your research news may be submitted as a short announcement or longer summary no more than approximately 800 words. Make sure you include your research results and how they might be used in nonprofit organizations. For more information, e-mail Thom Jeavons at tjeavons@arnova.org or call 317-684-2120, ext. 11.

Mapping the Underlying Structure of Inter-sector Collaboration: Examining Networks Among Nonprofit, Government, and For-Profit Organizations

By: **Chisung Park, Seoul National University, and Kevin Kearns, University of Pittsburgh**

Research Questions

Today it is almost trite to assert that the boundaries separating the three major sectors of the U.S. economy – government, business, and nonprofit – have become significantly blurred. Businesses now provide several types of public services that were previously provided primarily, if not exclusively, by government or nonprofits. In turn, many nonprofits are engaged in profit-making activities in the form of “social enterprises” that make them look more and more like businesses. At the other extreme, some nonprofits have morphed into quasi-governmental agencies, with many of the bureaucratic characteristics and pathologies normally ascribed to

government. And, finally, government agencies at the federal, state, and local levels have become financiers rather than direct service providers.

As we continue to evolve toward networked governance structures, we can expect that public services increasingly will be delivered by organizations from all three sectors – government, nonprofits, and private businesses. Prior research has not analyzed in a detailed way the underlying structure of these intersectoral relationships. In order to begin to address this knowledge gap, this exploratory research project attempted to map inter-sector networks of social service flows among organizations in a community north of Pittsburgh, Penn., using network analysis. Our findings suggest that public, nonprofit, and business organizations may play distinctive roles and perform specific functions in facilitating the flow of resources. This study compared two different types of social service networks – client referral networks and formal contract networks. We addressed the following research questions:

1. Is there a discernable pattern or flow of interaction within and between the three sectors, specifically with respect to client referrals and formal contract networks?
2. What are respective roles for the nonprofit, business and public sector in two networks?
3. Do two social service networks show any evidence of systemic patterns that coordinate or integrate the social service delivery networks?

4. What are implications for management strategies and public policy?

Methodology

As it is typically used, social network analysis produces diagrams called *sociograms* that portray a web-like pattern of one-way or reciprocal exchanges, typically generated by citations given by respondents to a question like “Who is your best friend?” or “To whom do you talk when you need help with computers?” With the help of specific network analysis programs, the web-like sociograms can be dissected in great detail to reveal particular roles and functions played by individual actors in the network (e.g., opinion leader, gatekeeper, liaison) or by groups of actors (e.g., cliques).

Blockmodeling is a way to simplify extremely complex sociograms. Blockmodels are particularly useful when the researcher is interested in the systemic level of network because the blockmodel enables researchers to cluster network members into discrete subsets that have structurally similar patterns of relationships each other.

Data for this study were collected via a survey that was mailed to 42 organizations located north of Pittsburgh, Penn. The organizations were not randomly selected. Instead, the researchers chose to examine an existing network comprised of organizations affiliated with North Hills Community Outreach, a social service organization that works with public, private, and nonprofit organizations to

serve the needs of citizens north of Pittsburgh. All of the 42 organizations had some connection to North Hills Community Outreach, either as members, contractors, or as supporters, but the researchers did not know whether these organizations had relationships *with each other* nor did we know the nature of those relationships. Data were collected in the two rounds of a mailed survey. Of the 42 organizations, 33 useable surveys were collected, a response rate of 78.6%.

Findings

This exploratory research project provides a glimpse into the invisible supply chain of social service delivery wherein actors from the three sectors move together and apart in dynamic ways, with a unique and highly important role for the nonprofit sector.

The two types of social service networks – client referral networks and formal contract networks — revealed clearly different structural characteristics. While client referral relations are dense and centralized with a few hub nonprofits, the structure of formal contract network is relatively fragmented.

In the client referral network, we found a sector-based division of labor. This network can best be described as a *centralized network structure*, because all peripheral relations are directly connected to a few core nonprofit organizations that form the hub in the client referral network. In this centralized structure, a role of nonprofits is the most important in that they not only bridge the three sectors, but also facilitate and coordinate flows of clients in the network. The data suggest that the nonprofit organizations play a broker or coordinating role between the government and business sectors. Businesses receive a significant number of client referrals from nonprofits and the government sector mostly sends client referrals to the nonprofit sector.

It is important to note that the exchange of client referrals in the network is at the discretion of the participants, not dictated from above. In this sense, nonprofits appear to play a dynamic role as network managers, located between the various sectors but facilitating rather than dictating flows of clients within the network and especially playing a bridging role between government agencies and the other two sectors.

In the formal contract network, we found a hierarchical network structure in which there is no hub organization. The public sector stands on top of the formal contracting network and is the main source of funds. In this hierarchical structure, public agencies that possess resources play an initiating role for operation of the network by granting funds mostly to nonprofit organizations in the network. Through a network of subcontracting, these nonprofits redistribute resources to the other nonprofits. Thus, flows of money in the formal contract network begin from the government sector, channel through a coordinating nonprofits, and finally arrive at periphery of the network where other nonprofits and businesses reside.

Implications

In a seamless economy, many authors have speculated that nonprofit organizations are in danger of losing their distinctive comparative advantages, especially in relation to business organizations. Yet this research suggests that there may be hope that even in a seamless economy, where businesses enjoy certain comparative advantages in serving certain types of clients, nonprofit organizations will continue to play the role of trusted intermediary when clients need assistance finding their way in an increasingly large and complex system of service delivery.

Naturally, we are reluctant to make strong normative claims or recommendations based on this result. Nonetheless, if findings such as those

reported here are discovered elsewhere, there are a few interesting implications for all three sectors: government, nonprofit, and private business.

The coordinating roles played by the nonprofit organizations in this study represent a distinctive comparative advantage for them versus their counterparts in the business sector. In that respect, nonprofits seem to enjoy a unique and highly valued role in this network, perhaps by virtue of their “hybrid” or “boundary spanning” character. But that unique and valued role is not sacrosanct. For example, it is easy to imagine that business sector organization might covet the brokering or coordinating role for themselves, or even wish to circumvent the “middle man” altogether in order to establish direct client referral and formal contract relationships with government. Networks like the one described in this essay likely have both collaborative and competitive components. On the one hand, nonprofits are voluntarily engaged in the client referral network in order to best serve the needs of the community. On the other hand, these same nonprofits are competing for visibility, credibility, and market share with other nonprofits and business organizations.

Thus, it seems prudent to suggest that nonprofit organizations that already play these unique and highly valued brokering and coordinating roles should continue to make strategic investments to protect and grow their comparative advantage in these roles. Without continuous investment, the comparative advantage they currently enjoy is likely to atrophy and eventually disappear completely. Investments in areas such as information technology and database management could help nonprofits stay attentive to changes in the service delivery network, including the entry and exit of network members and

Continued on next page


Mapping the Underlying Structure of Inter-sector Collaboration (cont. from previous page)

monitoring the strengths and weaknesses of all network members in order to play a more effective role as gatekeeper to that network.

Businesses can help their own cause by assisting nonprofits in developing the capacity they need to be effective mediators and brokers. Supplying

nonprofits with objective and timely information on program capabilities, product differentiation, market segments, and client outcomes could help nonprofit mediators make important judgments on coordinating flows of clients and funds in the social service delivery networks.

From the standpoint of *accountability* for service delivery, government managers who suspect that they are working in social service delivery networks like the ones described here

would be wise to find out more about how the client referral process proceeds once it leaves their hands. If multiple actors from all three sectors interact in dynamic ways in serving clients, with funding derived mostly from government grants and contracts, then the public sector should be able to at least describe the network of service delivery and, perhaps, assert itself more aggressively in ensuring that quality standards are met as the value chain becomes more and more diffuse. 

NEWS BRIEFS

Atlantic Philanthropies Publishes “Why Supporting Advocacy Makes Sense for Foundations”

The Atlantic Philanthropies recently published “Why Supporting Advocacy Makes Sense for Foundations.”



The *Report* explores the experiences of a growing number of funders around the world who are committed to supporting advocacy as a strategy to advance social change. It describes various forms of advocacy that a foundation can support, including commissioning research, policy development, community organizing, coalition work, legislative lobbying, litigation, mass campaigns and more. Drawing on the work of Atlantic, other foundations and several organizations in the United States, Northern Ireland, the Republic of Ireland and South Africa, this publication identifies a number of key questions for funders and potential funders to consider before investing in advocacy.

GuideStar Offers Public Service Program for Colleges and Universities

GuideStar offers its highest level of service available at no charge to academic researchers, instructors, and students involved in nonprofit studies through Edu@GuideStar at <http://www.guidestar.org/using/edu.jsp?source=edulink>.

“As we have learned more about our users over the last few years, we’ve been surprised and delighted to find that a large number of students, teachers, and researchers use GuideStar data every day,” noted Robert G. Ottenhoff, GuideStar’s president and CEO. “More than 600 academic institutions offer degrees and individual courses on the nonprofit sector. As part of our public service as a 501(c)(3) nonprofit organization, we are excited to offer complimentary GuideStar Premium subscriptions to this important audience. Through Edu@GuideStar, those who are strengthening the nonprofit sector through education can receive our highest level of service

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GuideStar, www.guidestar.org, offers information about the programs and finances of more than 1.7 million IRS-recognized nonprofits. GuideStar promotes public disclosure for and about tax-exempt organizations in order to help people connect with information about America’s nonprofit community. With this information, donors of all kinds can make more informed giving decisions. For more information about GuideStar, go to www.guidestar.org.

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NEWS BRIEFS

Program on Nonprofit Leadership and Strategic Networks Launched at the University of Connecticut

The University of Connecticut Center for Continuing Studies is launching the Program on Nonprofit Leadership and Strategic Networks. Designed to meet the needs of adult learners, the program seeks to strengthen the education, communication, and engaged scholarship capacity of the Connecticut nonprofit sector.

“The area of strategic networks, noted in the name of the UConn venture, is critical to the focus of the program and

the future of the American nonprofit sector,” states Dr. David Garvey, ARNOVA member and director of the program. “Making an impact and gaining traction on societal issues requires crossing borders—nonprofits not only need to collaborate with other nonprofits to meet society’s needs, but they must refine and strengthen their work with community, government, and corporate sectors.”

“It is the mission of this Program to work in academic partnership with the schools and colleges of the University of Connecticut to create credit and noncredit educational programs and pursue engaged scholarship beneficial to the Connecticut nonprofit sector

and in congruence with the academic plan of the University, states Dr. Susan Nesbitt, Director of the Center for Continuing Studies (CCS), home of the UConn Program.

We have a strong community advisory board to help guide our work.” states Dr. Garvey. In addition, the UConn program seeks to be a catalyst for strengthening the continuum of learning between the Connecticut nonprofit sector and the State’s sister institutions of higher education.

Include your latest news in the upcoming issue of ARNOVA News. E-mail your latest news to Danie Becknell at dbecknell@arnova.org.

MEMBER NEWS

Elizabethann “Liz” O’Sullivan, North Carolina State University, has received a Fulbright award to Universiti Sains Malaysia. Her proposed research topic is “Examining Malaysian NGO-Government relations from the perspective of collaboration.”

A number of ARNOVA members met in Seattle, Wash., on April 25th for a workshop as part of the Nonprofit Accountability Clubs Project, organized by Mary Kay Gugerty of the Evans School of Public Affairs and Aseem Prakash of the Department of Political Science, both at the University of Washington, Seattle. The project seeks to better understand the ways in which nonprofits can enhance nonprofit governance and accountability. Project participants include Rene Bekkers, Woods Bowman, Angela Bies, Maryam Deloffre, Deborah Avant, Peter Frumkin, Andreas Ortmann, Dana

Brakman Reiser, Mary Tschirhart and Dennis Young. Workshop and project information is available at <http://evans.washington.edu/node/722> or by contacting Mary Kay Gugerty at gugerty@u.washington.edu.

Michael Edwards, a longtime ARNOVA member and Program Officer in Civil Society at the Ford Foundation, has just published a new book entitled, “Just Another Emperor? The Myths and Realities of Philanthrocapitalism.” Edwards is the author of a previous volume on “Civil Society.”

ARNOVA members Michele and Paul Govekar have written a chapter included in the following book: Govekar, P. L. & Govekar, M. A. (2007). Volunteer Recruiting, Retention and Development. In Adrian Sergeant and Walter Wymer (Ed.) *The Routledge Companion to Nonprofit Marketing*, (pp. 361-372). Oxon, England: Routledge.

Anita Plotinsky has established a consulting practice in the Washington, D.C., area specializing in leadership and capacity-building assistance for nonprofits (www.AnitaPlotinsky.com). Anita served as director of the Foundation Center-Washington, D.C., from 2000 to February 2008 and was formerly executive director of ARNOVA. She can be reached at Anita@AnitaPlotinsky.com.

Wiley has published *Comparative Approaches to Program Planning* written by F. Ellen Netting, Mary Katherine O’Connor, and David P. Fauri of Virginia Commonwealth University School of Social Work. This book explores program planning as a multi-layered and complex process, and examines a traditional linear problem-solving model as well as an alternative emergent approach to program planning. Its intent is to help professionals successfully develop and enact effective and culturally competent planning in diverse

Continued on next page

MEMBER NEWS

Continued from previous page

organizations and communities. A number of nonprofit cases are used to illustrate different approaches.



In the fall, ARNOVA member Mark Hager will join the faculty of the School of Community Resources and Development at Arizona State University. He also will take on the role of Director of Research in ASU's Lodestar Center for Philanthropy and Nonprofit Innovation.



ARNOVA member James L. Perry, a Chancellor's Professor of Public and Environmental Affairs at Indiana University (Indianapolis, Ind.), was recently honored by the American Society for Public Administration. The Dwight Waldo Award is tantamount to journalism's Pulitzer Prize. Perry was honored for his outstanding contributions to the professional literature of public administration over an extended career. He has spent nearly 35 years as a scholar, and is a nationally and internationally recognized authority in public administration, the study of how organizations are managed.



ARNOVA member and Associate Professor Melissa Stone, director of the Public and Nonprofit Leadership Center and area chair for public and nonprofit management, has been named a 2008 recipient of the University of Minnesota's Distinguished Teaching Award. This prestigious award honors outstanding contributions to post baccalaureate, graduate, and professional education and honorees are inducted into the Academy of Distinguished Teachers.



ARNOVA member Jo Anne Schneider is the project director and principal investigator for a new project to be based at the University of Baltimore. The project will be funded

by a new two-year, \$500,000 grant from Lilly Endowment Inc. The project will allow researchers at the University of Baltimore to examine the faith community's connection to nonprofits in their care, and work with these organizations to develop self-assessment tools pertaining to the relationship between the community and the nonprofits.

The grant will be managed by the Faith and Organizations project, an ongoing national research and practice initiative. This larger initiative examines the role of the founding religion in a nonprofit's mission and activities, as well as faith-based organizations' relationships with program participants, the government, other nonprofits, and their connections to their founding faith. The Faith and Organizations project plans to develop practical guidelines on each of these issues.



Marquette University Press has published ARNOVA member Mordecai Lee's book *Bureaus of Efficiency: Reforming Local Government in the Progressive Era* as the fourth volume in its Urban Life Series. The book is a case study and intersectoral comparison of bureaus of efficiency which were nonprofit organizations and their counterparts within municipal government.



René Bekkers and Linda Bridges Karr conducted a study of the impact of mandatory civic internships on the civic orientation, civic skills, and civic engagement of high school students (12-18 years of age) in the Netherlands. More than 2,500 students in 37 different schools participated in the study, which was commissioned by the Dutch Ministry of Health, Welfare, and Sport. A quantitative evaluation conducted by Bekkers showed that students who had participated in a civic internship in the previous year scored higher on

civic orientation than did students from the same school who had not yet participated. In addition, they reported more civic skills and greater civic engagement. The effects of civic internship on civic outcomes were stronger among students who reported their experiences as more positive. A qualitative evaluation conducted by Karr showed that students often have difficulty reflecting on their experiences, in part because the goals of civic internships are unclear. This could partially explain why only a minority of students felt that their efforts had made a valuable contribution. Bekkers and Karr have recently begun a follow-up study to investigate longitudinal gains in civic outcomes among students. The study includes a field experiment to test the effect of materials designed to promote reflection.



ARNOVA member John Whitman is the recipient of the Michel LaFerrière Doctoral Research Award for best doctoral thesis in international education for 2008 in recognition of his research completed in 2006 at the Ontario Institute for Studies in Education of the University of Toronto. This award is from the Comparative and International Education Society of Canada, a division of the Canadian Society for Studies in Education, the largest organization of professors, students, researchers and practitioners in education in Canada.

In addition, Whitman's paper based on his thesis, "Evaluating Philanthropic Foundations According to Their Social Values," was published in *Nonprofit Management & Leadership*, Vol. 18, No. 4, Summer 2008. The issue also includes a book review by Whitman, on the book *Ground Up: Grassroots Organizations Making Social Change*, by Chetkovich and Kunreuther (Cornell UP, 2006).

Discounts on Journals and Books for ARNOVA Members

ARNOVA members can take advantage of these benefits, offering special discounts:

■ **Wiley/Jossey-Bass Books, Videos and CD-Roms**

ARNOVA members can order books, videos and/or CD-roms online through an affiliate program with Wiley/Jossey-Bass and save 15% off the list price. However, they must first go to the ARNOVA website and then click on the Wiley/Jossey-Bass link at the ARNOVA website. Going to the Wiley website through the ARNOVA website will help bring additional non-dues revenue to ARNOVA. For details on obtaining the discount and promotion code information, visit the “Members-Only” section of the ARNOVA website.

■ **Kumarian Press**

Kumarian Press is a leading publisher on international development, international NGOs, humanitarianism, and other global issues. Kumarian is pleased to offer ARNOVA members a 20% discount on all titles throughout 2007, for orders placed by mail, phone, fax or through the Kumarian Press website at www.kpbooks.com. Just mention the “ARNOVA discount” when placing your order to get your 20% discount. For more information, visit the Kumarian website at www.kpbooks.com or call Kumarian’s customer service department at 800-289-2664.

■ **Nonprofit Quarterly**

ARNOVA members who are first-time subscribers to the *Nonprofit Quarterly* magazine receive \$10 off the subscription price. The discounted price for first-time subscribers is \$39 for four issues. *Nonprofit Quarterly* provides value-based, proven management practices and relevant research about issues concerning governance, fundraising, advocacy, financial management, leadership, evaluation, and philanthropy. To order, call 617-227-4624 (and identify yourself as an ARNOVA member) or go to store.nonprofitquarterly.org and enter coupon code ARN07 at checkout to receive your discount.

■ **Stanford Social Innovation Review**

ARNOVA members are invited to become subscribers to the *Stanford Social Innovation Review (SSIR)*. Published by the Center for Social Innovation at the Stanford Graduate School of Business, *SSIR* presents thought-provoking analysis and strategies for executives engaged in social innovation at nonprofits, foundations, and socially responsible businesses. ARNOVA members receive a special 29% off a regular individual subscription price. Subscribe at www.ssireview.org, go to “subscribe” and enter 2ARNOVA as the “promo code.”

■ **Indiana University Press**

Established in 1950, Indiana University Press is the second largest university press in the country. It publishes approximately 170 new titles each year, with more than 2,000 titles in print. IU Press publishes in over 30 subject areas, many of which reflect the academic strengths of Indiana University, including history, philanthropy, and contemporary issues. ARNOVA members may order any IU Press title at a 20 percent discount by visiting <http://iupress.indiana.edu>. Be sure to use the discount code DMX2VX.

■ **Fieldstone Alliance Books**

ARNOVA has teamed up with Fieldstone Alliance (formerly Wilder Publishing Center) to offer ARNOVA members a 20% discount off their publications. Fieldstone Alliance’s hands-on guides are designed for busy nonprofit managers. From the *Collaboration Handbook*, to *Benchmarking for Nonprofits*, their books provide straightforward information and step-by-step guidance on nonprofit management, collaboration, and community building. You may order by phone at 800-274-6024 (mention that you are an ARNOVA member and provide the discount code M1206ARNV). Or, order through the special link provided in the Fieldstone Alliance section within the member area of the ARNOVA website.

■ **Nonprofit Management & Leadership**

ARNOVA members receive a 25% discount off of the personal subscription rate of *Nonprofit Management & Leadership (NML)*. To take advantage of this benefit, contact Jossey-Bass Subscription Services at 888-378-2537. When ordering your *NML* subscription, be sure to mention that you are an ARNOVA member and mention the code 60545.

2008 CALENDAR

July

9-11

2008 Annual Alliance for Nonprofit Management Conference, "Keys for Nonprofit Excellence: Accountability, Sustainability, Impact," Dearborn, Mich.; Contact: www.allianceonline.org

9-12

8th ISTR International Conference and 2nd EMES-ISTR European Conference in partnership with Cinefogo, "The Third Sector and Sustainable Social Change: New Frontiers for Research," CIES-University of Barcelona, Barcelona, Spain; Contact: www.istr.org and www.emes.net

13-16

2008 Association of Leadership Educators Annual Conference, Spokane, Wash.; Contact: www.leadershipeducators.org

August

8-13

2008 Annual Meeting of the Academy of Management, "The Questions We Ask," Anaheim, Calif.; Contact: www.aomonline.org

20-23

2008 Association of Professional Researchers for

Advancement International Conference, Denver, Colo.; Contact: www.aprahome.org

October

14-17

28th International Fundraising Congress, Noordwijkerhout, the Netherlands; Contact: www.resource-alliance.org

23-24

ASPA/ARNOVA Co-Sponsored Symposium, "Accountability and Performance Measurement in the Hollow State: A Reflective Dialogue on the Evolving Role of Nonprofits in Public Service Delivery," Cleveland, Ohio; Contact: http://urban.csuohio.edu/cap_symposium/index.html

November

9-11


2008 Independent Sector Annual Conference, Philadelphia, Pa.; Contact: www.independentsector.org

November 20-22

2008 Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference, Sheraton Philadelphia City Center Hotel, Philadelphia, Pa.; Contact: ARNOVA at (317) 684-2120 or www.arnova.org

Include your event information in *ARNOVA News*. Send your event announcement to Danie Becknell at dbecknell@arnova.org.

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