

# ARNOVA's Catalog of Current Research

## *46th Annual Conference*

### *Strengthening Local Communities: The Role of Nonprofit and Philanthropic Organizations*

*Grand Rapids, Michigan, November 16-18, 2017*

The 2017 Catalog of Research includes authors and abstract summaries from ARNOVA's 46th Annual Conference; Strengthening Local Communities: The Role of Nonprofit and Philanthropic Organizations.

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. **Please note: ABSTRACTS were pulled directly from submitted papers.**

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

Shariq Siddiqui

Executive Director

ARNOVA

## **ACCOUNTABILITY MEASURES VS PERFORMANCE STANDARDS: DO THEY COEXIST IN NONPROFIT ORGANIZATIONS?**

*\*Sarah L. Pettijohn, University of North Carolina at Charlotte (spettijo@uncc.edu)*

Nonprofit organizations are under great pressure to demonstrate that they are effective in fulfilling their mission. Private and government funders frequently require nonprofit organizations to report performance goals and outcomes. This paper examines how external accountability measures implemented by funders translate to enhancing internal performance standards. The paper uses nonprofit nursing homes in the Mid-Atlantic region as a case study to explore accountability measures on performance standards.

## **A CENTURY OF NONPROFIT AND PHILANTHROPIC STUDIES: THE INSTITUTIONALIZATION OF THE FIELD 1925-2016**

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Although the existence of voluntary and philanthropic organizations can date back to as early as the seventeenth century in the United States, the study of nonprofit and philanthropy only begins in the 1890s (Hall 1999, 522). The “inventing of the nonprofit sector” is merely a recent endeavor from the mid-1970s (Hall 2006, 54). During the early age of this field, the knowledge of nonprofit and philanthropy was produced by scholars from various mainstream disciplines, e.g., history, sociology, and economics (Hall 1999, 523). Scholars have been trying to model the knowledge produced in this area to better understand how the nonprofit studies has been formed as a research field since the 1990s using content analysis. However, existing studies are limited in comprehensiveness and analytic capacity. This study uses a collection of more than 12-thousand peer-reviewed journal articles published between 1925-2016 worldwide and more than 311-thousand reference entries to examine the knowledge production and institutionalization of this field from three perspectives: 1) Descriptive analysis of the research activities between 1925-2016, 2) the knowledge cohesion of this research field, and 3) the evolution of research interests.

## **A CLASH OF VALUES: THE IMPACT OF MANAGERIALISM ON STAFF EXPERIENCES IN SOCIAL JUSTICE NONPROFIT ORGANIZATIONS**

*\*Lauren Willner, UCLA (lnwillner@gmail.com)*

The nonprofit sector is heavily impacted by processes of managerialism, which is understood as the adoption and implementation of principles and practices derived in the for-profit sector (Maier and Meyer, 2009; Maier, Meyer, and Steinbereithner, 2016). However, given the inherent differences between nonprofits and for-profits (Anheier, 2005) particularly organizations whose missions and goals are focused on social justice, an examination of the impact of this trend is necessary. This paper will present the findings of a qualitative study specifically exploring how staff members at social justice nonprofit organizations experience managerialism, and the impact of this trend on overall organizational functioning.

## **A CLOSER LOOK AT BIFURCATION OF STATE REGULATION OF CHARITIES: MODELS OF DIVIDED REGULATORY AUTHORITY OVER CHARITIES**

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State-level charity regulation is often split between two entities, the state attorney general and another state agency, most commonly the Secretary of State. Little has been written about the structures of these bifurcated offices and little research has been done to examine the effect state-level bifurcated authority has on the regulation of the charitable sector. This paper will provide a framework for future discussion of the different models of state-level regulatory authority of the charitable sector and may show patterns between the structure of the regulatory authority in the state and the robustness of the regulatory environment.

## **A COMPARISON OF FUNDRAISERS' AND DONORS' PERCEPTION TOWARD GIVING IN KOREA: DO FUNDRAISERS READ DONORS' MIND IN A RIGHT WAY?**

*\*Yeonhee Rho, The Catholic University of Korea & The Beautiful Foundation (yxr3@catholic.ac.kr)*

This study intends to explore perceptions of fundraisers toward giving behaviors in Korea and to compare them with donors'. This study uses two different datasets on giving in Korea. The first is collected by using the online-survey method for the purposive sample of 207 fundraisers. The second is collected through a telephone-survey method with the random sample of 2,500 citizens in Korea. The results show that there are differences in fundraisers' and donors' perceptions. The study has a practical implication for developing a fundraising strategy by providing a clue how to narrow the perceptual gap between donors and fundraisers.

## **A CONVERSATION ABOUT FUND DEVELOPMENT: PERSPECTIVES ON FUNDING IN A NEW POLITICAL CLIMATE**

*\*Katherine Muthoni Ngaruiya, North Carolina State University (k\_muthoni@hotmail.com); \*Anne-Lise K. Velez, Virginia Tech (aknox@vt.edu)*

To preserve financial stability, nonprofits and community agencies are constantly looking for new funding partnerships, to achieve their mission-centered goals. Simultaneously, donors and grantmaking institutions, are looking for opportunities to invest in innovative, sustainable and impactful initiatives. At the intersection of these relationships are questions of mission alignment, measurable impact, sustainable programming, and even return on funder investment. Through a content analysis of blog posts and interviews with key informants with foundation and nonprofit leaders, this study will explore changing perceptions, attitudes, and behaviors of philanthropic organizations, in this new political climate. Here we examine foundations with an education giving focus, in light of recent politicized conversations around K-20 education in the United States.

## **A CORPORATE MODEL: ALIGNING NATIONAL NONPROFIT EXPECTATIONS WITH REGIONAL/LOCAL EFFORTS TO SERVE THE MISSION**

*\*Emma A Powell, Central Michigan University (emma.powell@cmich.edu)*

Corporate model nonprofit organization's structure is unique to other nonprofits within a local community. Understanding the corporate model design better illustrates the obstacles to and advantages of aligning knowledge and behaviors with headquarter expectations. The focus is to study conditions that lead to better alignment between regional staff understanding and implementation of the national expectations, by identifying alignment behaviors in five indicator areas. These indicators are fundraising, mission delivery, volunteer engagement, HR/operations, and PR/external communications. The study revealed that alignment is caused by a shared understanding of the indicator expectations and clear information dissemination allows each level of the organization to demonstrate behaviors that are aligned.

## **ADVANCING ADVANCEMENT? UNDERSTANDING FUNDRAISING AT A GROWING, URBAN, RESEARCH UNIVERSITY**

*\*Benjamin J pendry, University of North Carolina at Charlotte (bpendry1@uncc.edu); \*Joanne G. Carman, University of North Carolina at Charlotte (jgcarman@uncc.edu)*

In an era of decreasing state appropriations for public higher education, university advancement divisions have been asked to carry a greater responsibility for resource development and revenue generation. For some institutions, this requires transformational change over a very short amount of time. At one quickly growing, urban, research institution, the advancement operations staff are using data to help target human and financial resources to generate the greatest return on investment. This paper describes how staff are using data to identify which characteristics make an individual a stronger candidate for donor cultivation and solicitation as a major gift prospect.

### **ADVANCING CURRICULUM DESIGN IN ONLINE NONPROFIT EDUCATION: RETHINKING THE USE OF CASE STUDIES**

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This paper will present an argument for constructing case studies based on feedback from organizations who participate in online applied learning projects. Using three applied projects, student feedback and nonprofit organization surveys will be evaluated and feedback by three stakeholders will be analyzed to determine which theoretical framework best fits online coursework. We will discuss this approach by comparing Principle-agent theory to Stakeholder theory. We argue that creating case studies for graduate level-nonprofit education can be a natural extension of Stakeholder theory. The benefits to students, both current and future, as well as faculty and nonprofit organizations will be examined.

### **ADVANCING STRATEGIC HRM IN THE NONPROFIT FIELD: A SYSTEMATIC REVIEW AND RESEARCH AGENDA**

*\*Alina Baluch, The Centre for the Study of Philanthropy & Public Good, University of St Andrews (amb33@st-andrews.ac.uk)*

This review paper builds on prior conceptual and empirical work on strategic HRM (SHRM) in nonprofit studies to shape the future research directions in this nascent yet growing field. Providing a comprehensive systematic review of the studies on SHRM in nonprofit organizations (NPOs) published over the last 15 years, we identify key themes emerging from the structured content analysis and point to the opportunities and challenges in developing the field both conceptually and methodologically, culminating in a research agenda.

### **ADVOCATE OR OPPRESSOR? J.B. LEHMAN, A WHITE PRESIDENT OF A BLACK COLLEGE**

*\*Thad S Austin, Lilly Family School of Philanthropy (thad.austin@gmail.com)*

Scholars have referred to President J. B. Lehman—President of Southern Christian Institute—as paternalistic, hegemonic, totalitarian, and morally bankrupt. This paper offers a more nuanced understanding of his leadership, highlighting the ambiguity and tension of university leadership and fundraising for an African American institution following the Civil War.

### **A GOVERNANCE MODEL IN AN EMERGING NONPROFIT SECTOR**

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During the communist regime, which ended in 1989, the nonprofit sector was non-existent in Romania. The Romanian nonprofit sector is still developing by experiencing an explosive growth due to the rapid political changes taking place in the region. Presently, there are over 100,000 nonprofits with one third active. This exploratory research aims to provide an understanding of the current Romanian nonprofit governance model and of the balance of power among board members, executive directors and public grant-makers (the most important funders for Romanian NGOs).

## **ALCOHOL FOR THE GODS AND CASH FOR THE CHIEFS: CULTURAL DYNAMICS AND CHALLENGES OF NGO COMMUNITY PROJECT MANAGEMENT IN GHANA**

*\*Justice Nyigmah Bawole, University of Ghana (jnbawole@ug.edu.gh)*

This paper reports of the experiences of the authors in the implementation of community projects in Ghana. The key argument is that major challenges remain in navigating the project management maze in poor rural communities in Ghana. Cultural epiphytes have not been replaced by the drive for development and communities' view of good project management is not an excellent and timely project completion but the extent to which culturally appropriate strategies are adopted and applied. Project success may be depended not only on the management skills and even the official engagement strategies adopted but how social relations are nurtured.

## **ALL THE WORLD'S A STAGE: EXAMINING THE EXPECTATION OF GLOBAL LEADERSHIP IN THE ARTS**

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The arts will continue to be an important medium through which to understand and communicate across difference. Yet, the question of cultural fluency as an expectation of nonprofit arts professionals largely remains. This research explores the way in which senior arts leaders are prepared for and expected to navigate their professional responsibilities in a global context. In order to understand this expectation, the authors examined job description data for senior arts leaders in the U.S. and will complete qualitative interviews in a second round of analysis. This study has implications for global leadership competency in the nonprofit context.

## **A LONGITUDINAL STUDY OF GENEROSITY MEASURED BY RELIGIOUS INTENSITY AND IDENTIFICATION ON CONGREGATIONAL, NON-CONGREGATIONAL, AND TOTAL GIVING: 2003-2013**

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Using the most recent data from the PSID (2013 wave) and the Philanthropy Panel Study (PPS), we examine the role of religious intensity (as measured by worship attendance) as well major religious affiliations on longitudinal giving not only to houses of worship but also as a percentage of total giving. (2003-2013). We use Probit and Tobit to assess incremental effects of these variables on the probability of a household being a donor to a religious congregation in contrast to other charitable institutions and how much these variables affect the incremental effects on how much is given.

## **A MATCH MADE IN HEAVEN? PARTICIPATORY ACTION RESEARCH AND NONPROFIT EDUCATION**

*\*Khanh Nguyen, University of San Francisco (khnguyen3@dons.usfca.edu)*

Mirabella (2013) calls upon nonprofit education to embrace a democratic, critical and interdisciplinary methodology. Following Freire's pedagogy of education, the purpose of education is to liberate individuals into critical consciousness that facilitates questionings rather than rationalize accountability frameworks. Participatory action research (PAR) has the potential to support such an educational module. As a methodology, PAR attempts to centralize marginalized communities reality for the purpose of social transformation to eliminate dominations, dependence, and exploitation. This paper explores the link between PAR and nonprofit education among scholars, practitioners, and communities to co-create deliberately constructed, rather than prescribed and predetermined, solutions.

## **A META-ANALYSIS OF PLACE-BASED GIVING DAYS IN THE UNITED STATES: THE LANDSCAPE AND EFFECTS**

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Over the past decade, local and regional community leaders across the United States have adopted “giving days” as a means to build awareness, bolster community pride, and raise money for local nonprofit organizations. However, despite the increasing prevalence of giving days, little scholarly research has empirically examined this phenomenon and its impact, particularly at the local and regional levels. To address these gaps, this study employs a meta-analytic approach to examine similarities and differences across communities’ giving days, and seeks to evaluate the extent to which these days have been effective in leading to more giving at the community level.

## **A MODEL FOR NONPROFIT LEADER SUSTAINABILITY**

*\*Jeffrey Daniel Frey, Weatherhead School of Management Case Western Reserve University (jeffrejdrey@gmail.com)*

The wellbeing of nonprofit leaders is suffering. The phenomenon exists for doctors, pastors and other executive directors in social service organizations. This study intends to elevate the wellbeing of nonprofit leaders by examining the effects of personal wellbeing on leadership and organizational effectiveness. Nonprofit leaders were surveyed along with their spouses and direct reports to validate their wellbeing and leadership effectiveness respectively. Publicly available data was trended to understand organizational effectiveness. It was hypothesized that higher nonprofit leader wellbeing has positive effect on leader and organizational effectiveness. Associations between wellbeing and effectiveness will be shown and discussed.

## **ANALYZING THE NATURE, ROLES, AND BOUNDARIES IN COPRODUCING COMMUNITY PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT**

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This paper examines the sector boundary-blurring that occurs when social entrepreneurs innovate community partnerships to solve multidimensional community problems. We present a unique case in which professionals and community users coproduce services directed toward sustainable economic development, environmental protection, and enhancing social capital. We employ key informant interviews and extensive field observation in a rural Florida county to uncover the emergent community dynamics. We illustrate how a social economy lens provides greater explanatory utility for this emergent coproduction process than a conventional focus on characteristics of the non-distribution constraint.

## **AN EMPIRICALLY BASED TAXONOMY OF SOCIAL ENTREPRENEURSHIP**

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1. Abstract Most of the existing typologies in the research field of social entrepreneurship are based on conceptual considerations and hardly any are based on quantitative approaches or are empirically validated. The following study closes this gap by conducting a cluster analysis with definition dimensions emerging from a large-scale literature review. As a result it provides a self-perception-based taxonomy of three social enterprise types; Social Services Businesses, Social Change Promoters and Social Philanthropists. With respect to theory development, a framework called Social Entrepreneurship Distinction Rhombus was created that opens up opportunities for future research.

### **AN EMPIRICAL STUDY OF THE OVERHEAD MYTH**

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Public scrutiny of the nonprofit sector often focuses on the overhead ratio. Yet the sector's rebuttal has largely been normative with limited empirical evidence that relates a nonprofits' overhead expenses to its performance. Using Habitat for Humanity affiliates across the U.S., a unique dataset is built using performance, financial, and community level data, to evaluate the overhead myth by empirically assessing the effect of overhead expenses on mission outputs. The findings are useful for explaining why overhead expenses are a poor measure of performance, and to extend conversations beyond the myth and into more productive discussion about nonprofit effectiveness.

### **AN EXAMINATION OF CHILD FOOD ASSISTANCE PROGRAMS**

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To address the problem of child food insecurity, both the public and private sectors are implementing programs. We examine the state sponsored Summer Food Service program in the Arlington Independent School District in Texas, by focusing on summer meals provided by schools and nonprofit agencies. By surveying 75 school and nonprofit administrators, we examine the effects of the program. We also conduct a scoping study of child hunger in Texas schools. Specifically, we identify gaps, understand operations and the effects of services, and explore challenges faced by schools and nonprofits in providing food assistance.

### **AN EXPLORATION OF LOVE IN THE TIME OF INEQUALITY: SOCIAL JUSTICE AND PHILANTHROPY**

*\*Nicolette M Naylor, Ford Foundation Office for Southern Africa (n.naylor@fordfoundation.org)*

Paper will focus on language and meaning – real and assumed – by looking at the contradictions in the language and the practice of social justice philanthropy. It starts by separating philanthropy as a concept from social justice and sets out the historical and classical Greek definition of philanthropy as well as the more modern understanding of philanthropy. This concretizes the understanding of philanthropy within the realm of the 'love of humanity' as opposed to a discussion around money or wealth.

### **AN INTERDISCIPLINARY REVIEW OF COLLABORATION THEORY AND COMMUNITY HEALTH COALITIONS: ARE WE 'TALKING' ABOUT THE SAME THING WHEN WE COLLABORATE?**

*\*Melanie Chapman, University of Nebraska Omaha (mmchapman@unomaha.edu)*

Community coalitions are becoming a popular approach for engaging multiple sectors of a community to work together to achieve a common goal, particularly to address intractable health problems. Scholars in the fields of public administration and public health have taken on the challenge to understand what makes collaborative models more or less effective in achieving desired outcomes. The overall goal of this scoping review was to identify and assess accepted theoretical constructs of collaboration from different disciplines in the context of community health. It is argued that governance theories can offer a point of engagement between the fields of studies.

## **AN INTRODUCTION TO QUALITATIVE COMPARATIVE ANALYSIS (QCA) AS A CASE-ORIENTED RESEARCH METHOD**

*\*Bin Chen, Baruch College - CUNY (bin.chen@baruch.cuny.edu)*

This presentation provides the audience with a brief overview of Qualitative Comparative Analysis (QCA) as a mixed method that brings together qualitative or quantitative data derived from cases to identify necessary and sufficient conditions for an outcome of interest.

## **AN INVESTIGATION OF THE MOTIVATING FACTORS THAT INFLUENCE THE METHOD OF JOINING A NONPROFIT BOARD: AN APPLICATION OF PSM THEORY**

*\*Patricia Birungi, Old Dominion University (pbiru001@odu.edu)*

The study will utilize Public Service Motivation theory to investigate the difference in motivating factors between individuals who are solicited to join nonprofit boards, and individuals who personally seek out service on nonprofit boards. Secondly, the study aims at investigating the difference in types of roles played by individuals belonging to either of the two groups. Board composition based on member recruitment strategies has been known to contribute to overall board performance. Therefore, an in-depth understanding of the difference between the motivations and roles of individuals within each recruitment group is important for nonprofits to obtain suitable board members.

## **APPLYING BENEFITS THEORY OF NONPROFIT FINANCE INTERNATIONALLY: AN ANALYSIS OF NONPROFIT REVENUE PORTFOLIOS IN GHANA**

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Benefits theory of nonprofit finance asserts that nonprofit revenue portfolios are based on the organization's mission and nature of services provided (Young 2007). Thus far, application of benefits theory is limited to Western contexts. However, there are important differences between developed and developing economies in financial resource availability. This paper uses financial statement of nonprofits registered in Ghana to explore the utility of benefits theory in this context. We find that benefits theory provides a useful construct, but there are important differences in revenue sources for public good provision. The paper concludes with propositions and future directions.

## **A PRELUDE TO CIVIL WAR: INDIANA ABOLITIONISTS' CONTRIBUTION TO DEBATES OVER SLAVERY, HIGHER EDUCATION, AND RELIGIOUS PHILANTHROPY**

*\*Thad S Austin, Lilly Family School of Philanthropy (thad.austin@gmail.com)*

This paper examines the role of higher education and religious philanthropy in the debate over slavery prior to the American Civil War by exploring conflict between members of the Disciples of Christ regarding abolition. In this case, the social sector functions as battlefield upon which competing forces may engage in a kind of civil war by other means.

## **ARE NONPROFIT REVENUE PORTFOLIOS EFFICIENT? AN EMPIRICAL ANALYSIS OF NONPROFIT REVENUE STRATEGIES**

*\*Ellie Heng Qu, The Bush School of Government and Public Service, Texas A&M University (hqu@tamu.edu)*

In this study, I use modern portfolio theory to examine the questions that few studies have explored. Using the nonprofit tax return data, I examine if nonprofit revenue portfolios are efficient, that is, if it maximizes portfolio return for a certain level of portfolio risk or minimizes risk for a given level of return. In addition, I explore the factors (i.e. organizational size, age, subsector, type of organizations) associated with the risk of a nonprofit revenue portfolio. This study will further advance modern portfolio theory as an innovative method in nonprofit finance research.

## ARE THE INSTITUTIONAL VALUES OF GOVERNMENT AND NONPROFIT ORGANIZATIONS COMPETING, COMPLEMENTARY, OR CONFUSING? UNPACKING THE POSSIBILITIES WITH OSTROM'S GRAMMAR TOOL

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In this paper we explore the values associated with nonprofit organizations relative to government organizations. We explore the possibility that 'sector' may be more accurately defined by institutional logics and that the logics of any particular sector may be somewhat mixed and dynamic (Bromley and Meyer 2014; Thornton, Ocasio, & Lounsbury, 2012). We focus specifically on the institutional logics of government and nonprofit organizations. We use an experimental design to probe the extent to which government organizations send clear institutional signals, and how those signals are perceived by citizens.

## ARE TWO HEADS BETTER THAN ONE? EFFECTS OF WORKING AS A TEAM VS. ALONE ON FUNDRAISING EFFECTIVENESS AND FUNDRAISER SATISFACTION

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This experiment studies the effect of a team-based approach on fundraising effectiveness (defined as total dollars raised) and fundraiser satisfaction (defined as the self-reported sense of accomplishment, enjoyment in the process, and confidence in the quality of the work). We randomly assign participants to either a solitary or team-based fundraising task, measure fundraiser satisfaction with the task, and examine the effectiveness of the work completed. Participants are professional fundraisers, a unique sample for which there is little research. Results inform work on fundraiser traits, work satisfaction, factors in appeal effectiveness, and organizational resource allocation.

## ARTS FUNDING ECOLOGIES AND ORGANIZATIONAL SURVIVAL: THE CASE OF PHILADELPHIA

*\*Leah Reisman, Princeton University (lreisman@princeton.edu)*

This study explores giving patterns in a philanthropic ecosystem and implications for grantee survival. Using a dataset linking organizational mortality and grant-level funding data for Philadelphia arts organizations, I identify sets of funders that tend to support the same arts organizations, investigate their preferences for different grantee types, and link organizational characteristics and funder support with likelihood of grantee survival. Findings show that funders cluster via organizational formality and proximity, and that clusters give unequally to certain types of arts organizations. Grantmaker clustering is consequential - support from a funder cluster is found to predict organizational survival independently of dollars received.

## ASSESSING NORMS IN THE GOVERNANCE OF CATHOLIC COLLEGES AND UNIVERSITIES

*\*Thomas Southard, Cabrini University (ts849@cabrini.edu)*

Catholic colleges and universities, like all other nonprofit organizations, must follow federal laws, the regulations promulgated by the Internal Revenue Service, and corporate and other state-level laws. Uniquely, they must follow the Code of Canon Law, placing them under the care of "competent ecclesiastical authorities." This paper examines the relationships between founding orders and higher education institutions, through the lens of legal relationships and board governance, reflecting on the changes that occurred in Catholic higher education in 1967 at the Land o' Lakes conference. It considers the historical progress of those relationships, and proposes best practices for legal relationships.

## **ASSESSING THE CAPACITY OF COMMUNITY-BASED NONPROFITS AT THE GRASSROOT LEVEL IN HONG KONG AND TAIWAN**

*\*Helen K. Liu, The University of Hong Kong (helenliu4@gmail.com); \*Chiako Hung, Arizona State University (chung17@asu.edu)*

Community-based nonprofits deliver a broad range of the social services at the grassroots level. However, existing evaluation tools designed to measure nonprofit capacity might not accurately reflect the strengths and weaknesses of community-based nonprofits. This study aims to explore the capacity of community-based nonprofits in Hong Kong and Taiwan through a new evaluation framework that includes six dimension: resource, organization, program, development, network, and innovation. The results based on the analysis of 96 in-depth interviews with community-based nonprofits illustrate why and how different types of nonprofits are associated with different strengths and weaknesses of capacity development.

## **ASSESSING THE IMPACT OF ORGANIZATIONAL SOCIAL RESPONSIBILITY WITHIN NONPROFIT MEMBERSHIP-BASED ASSOCIATIONS**

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This study examines the awareness and impact of social responsibility among members of community sport organizations, a prevalent form of membership association. This research reveals that awareness of club efforts of socially responsible activities has both a direct and indirect positive effect on club member's intention to stay involved with the club. Results of this research will provide community sport organizations with an in-depth understanding of how social responsibility influences member perceptions and behaviours, which may help them focus their efforts and more effectively manage their social change agenda moving forward.

## **A STRUCTURAL ANALYSIS OF CONTEMPORARY JEWISH PHILANTHROPY: AN ERA OF CHANGE?**

*\*Hanna Shaul Bar Nissim, Brandeis University (hannashaul@brandeis.edu)*

Jewish philanthropies operate in increasingly turbulent political, demographic, socio-economic and technological environments. These trends have enhanced the shift in the structure and nature of Jewish communal philanthropy moving away from central public organizations to a decentralized system dominated by private philanthropies. These developments have not received scholarly attention and there is little we know about the changing nature of the Jewish philanthropic sector. The paper assesses the nature of these change and their implications for communal giving. It compares diverse types of Jewish grant making organizations, highlights sectoral differences between their missions and goals, the services they fund and provide, and their decision making processes.

## **A STUDY OF CLIENT INFLUENCE ON NONPROFIT FUNDRAISING AND PROGRAM STRATEGY**

*\*Eric Boyer, University of Texas, El Paso (ejboyer@utep.edu)*

Through the analysis of 50 semi-structured interviews with executives of 10 human service-oriented nonprofits on the U.S.-Mexico border, this study examines perceptions of stakeholder influence and involvement in nonprofit fundraising strategies. Specifically, we examined the extent that leaders balance client interests with those of their donors. The results indicate that client preferences play a central role in both fundraising strategy and program development within the sampled organizations. Contrary to research indicating the potential for paternalism to influence organizations that are more "mature" or "professional" than others, we find no influence of organizational age on client engagement priorities.

## **A STUDY OF PHILANTHROPIC DONORS IN APPALACHIAN OHIO**

*\*Christine W. Cugliari, High Point University (ccugliar@highpoint.edu)*

Appalachian Ohio is poor in philanthropic assets. The purpose of this study is to identify, examine, and understand the motives and criteria of donors for making philanthropic gifts to Appalachian Ohio. The intent is for the knowledge garnered to be of value to those working in Appalachian Ohio to expand philanthropic giving and endowed assets in the region. A post-positivist qualitative study was conducted. Philanthropic donors were identified and interviewed. A grounded survey was completed by community foundation professionals from within the region. The data generated provided a means of evaluating for convergent and divergent thinking among donors and professionals.

## **A STUDY ON THE FORMATION OF NONPROFIT BOARD INTERLOCKS**

*\*Nara Yoon, Syracuse University (nyoon@syr.edu)*

Existing research finds that board interlock affects organizational outcomes, but only focuses on analyzing the consequences of board interlocks. In this study, I examine two questions: (1) what are the micro-processes that drive the macro-level network structure and (2) what does the overall network structure look like? I use a unique longitudinal panel of over 400 public charities in mid-sized cities in New York between 1998 and 2012 (over 5,600 observations). Exponential random graph models is employed to analyze the actor-driven network formation mechanisms. In separate analysis, I present the aggregate properties of the observed network over a fifteen-year period.

## **A SURVEY EXPERIMENT ON THE EFFECTS OF NONPROFIT REPUTATION ON CHARITABLE GIVING**

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This study examines how a nonprofit's reputation affects charitable giving behavior. Using a factorial survey experiment, we assess if the willingness to give among potential donors increases with the level of nonprofit reputation. We expect to find that organizational reputation matters to individual charitable giving, and three underlying factors of reputation (performance, visibility, and accreditation status) work together in a highly synergistic way to create joint effects on charitable giving decisions. Our results will have implications for nonprofits interested in investing more to manage their reputation and contribute to the literature on charitable giving mechanisms.

## **A SYSTEMATIC REVIEW OF CRITICAL APPROACHES IN THE NONPROFIT SECTOR LITERATURE**

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This paper reports on findings from a systematic review of 'critical' papers in three key journals dedicated to nonprofit research—*Voluntas*, *NVSQ*, and *Nonprofit Management and Leadership*—to explore two core questions: How critical is nonprofit scholarship as portrayed in these journals and how has it changed over time? What has critical scholarship contributed to the understanding and practice of nonprofit studies? By critical, we mean scholarship that questions the taken for granted; challenges instrumentalism, structures of domination and asymmetrical power relations; and involves skepticism about the moral defensibility and social sustainability of dominant models of organization.

## **A SYSTEMS APPROACH TO EXAMINE THE ROLE OF THE NONPROFIT SECTOR IN THE CHANGING LANDSCAPE OF HEALTH CARE REFORM**

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Health care reform has resulted in changes throughout the health system, presenting both a unique opportunity and challenges for the nonprofit sector's increasing role in this changing landscape. This study examines the nonprofit sector in 260 population health cross-sector networks to better understand the variety of nonprofit types that commonly collaborate with public and private agencies to achieve collective population health outcomes, and measures the most common types of resources these organizations bring to their collaborative arrangements. In this paper we analyze the current capacity and role of the nonprofit sector as it pertains to the larger population health system.

## **AUTOMATION ADOPTION BY SMALL BUSINESSES IN A COMMUNITY DESIGNATED FOR REVITALIZATION: EFFECTS ON EMPLOYMENT, BUSINESS RESILIENCY, AND GROWTH**

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A good vision of the community is one that embraces a genuine collaboration between the nonprofit sector and businesses. Today, small businesses in economically challenged areas are confronted by advancements in technology and this requires community-based nonprofit organizations to acquire knowledge on automation to guide small businesses. The study focuses on the factors that influence small business adoption of automation and the effects on the businesses and the implications for community revitalization.

## **BALANCING ACT: MANAGING SOCIAL AND FINANCIAL PERFORMANCE IN SOCIAL ENTERPRISE**

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Social enterprises have been described as organizations with a dual nature, balancing social and commercial objectives, based on the institutional logics of the nonprofit and for-profit sectors. Scholars suggest that social enterprises may use performance measurement as a mechanism to address potential governance challenges that arise due to this dual nature. Using a qualitative approach, I study how seven social enterprises balance their social and financial missions through the use of performance measurement. I find that social enterprises work closely with their funders to select appropriate performance measures, and use these measures as a "check" against straying from either mission.

## **BARRIERS AND OPPORTUNITIES FOR BUILDING POLITICAL CAPACITY: FINDINGS FROM A NATIONAL SURVEY OF COMMUNITY BASED NONPROFIT ORGANIZATIONS**

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Social advocacy organizations have gained increasing recognition as a viable strategy for fostering individual and community empowerment. As an outgrowth of the civil rights movement, these organizations have worked to stimulate economic development in poor neighborhoods, build community leadership, and connect citizens to political institutions. However, relatively, little scholarly attention has been paid to how organizational attributes and contextual factors contribute to the achievement or failure of political capacity building initiatives. This paper seeks to report the findings of a national study of CBDOs, which will help scholars understand what organizational and social economic indicators matter to increasing political capacity.

## **BELOW-THE-RADAR: UNDERSTANDING THE INFORMAL CIVIL SOCIETY IN UKRAINE**

*\*Svitlana Krasynska, University of San Diego (skrasynska@sandiego.edu)*

Informal practices permeate most aspects of Ukraine's economic, political and social spheres. However, civil society scholarship focuses predominantly on formal organizations in its assessment and analysis of the sector. This paper establishes a basic understanding of what Ukraine's informal civil society looks like, why it exists, and how it interacts with formal institutions. Its goal is to contribute to the development of more robust theories of civil society – theories that would capture informal civic engagement in non-Western developing contexts. This knowledge will inform appropriate policies, more effectively integrating civil society's informal and formal activities, in Ukraine and other developing contexts.

## **BENEFIT CORPORATION LEGISLATION AND CONVERGENCE OF FOR-PROFIT AND NONPROFIT MISSIONS AND FUNCTIONS: UNDERSTANDING THE "FOURTH SECTOR"**

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Nonprofit law, defined as legal developments to support organizational forms dedicated to social missions, has evolved to give for-profits a bigger role. Although several scholars have noted the blurring of sectoral boundaries, members of the Fourth Sector Network Concept Working Group argue that the degree of convergence in recent years is unprecedented and we are witnessing emergence of the Fourth Sector. In this paper, we try to better understand the "fourth sector" by conducting multiple case study of 31 state legislations. Our primary research question is—what is the Fourth Sector as indicated by the regulations that legally sanction it?

## **BETTER TOGETHER? EXPERIMENTAL EVIDENCE REGARDING THE IMPACT OF SIMULTANEOUS SOLICITATIONS ON CHARITABLE GIVING**

*\*Danielle L. Vance-McMullen, Duke University (dlv4@duke.edu)*

Online, collaborative giving days, such as Giving Tuesday, are becoming an important part of the philanthropic landscape in the United States. These time-limited giving opportunities are an extension of other types of federated giving that involve a list of approved charities. Research has not explored how donor decisionmaking regarding lists of charities differs from their decisionmaking regarding single-organization, year-end solicitations. This paper presents evidence from experiments on simultaneous (list) vs. sequential (one-by-one) solicitation decisionmaking. The experiments reveal how the amount donors give and the organizations they choose differ in the simultaneous charitable giving context.

## **BEYOND ASSUMPTIONS OF ALTRUISM: JOB SATISFACTION IN AN AGE OF NONPROFIT PROFESSIONALIZATION**

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Which motivating work values, when fulfilled, most strongly predict job satisfaction for nonprofit employees? Moving beyond the traditional focus on altruism/social service and financial compensation, I analyze four additional motivating work values traditionally studied in professionalized for-profit firms – cognitive engagement, work-life balance, the affective work environment, and the physical work environment. With advanced polynomial regression models and response surface methodology, I find a) that cognitive engagement and the affective work environment are far more important than previously demonstrated, and b) that the extent to which an individual's personal value profile is met matters more for some constructs than others.

### **BEYOND CONTENT TYPES: ASSESSING THE RELATIONSHIP OF ASSOCIATION STRUCTURES TO MEMBER POLITICAL PARTICIPATION**

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Studies often use content-based association typologies to explain the effect of associations on political participation. This dubiously assumes that associations pursuing similar content have similar civic structures. We ask: how much would findings change if we used structures to categorize associations rather than content? Using data from the American Citizen Participation Study, we derive two association typologies—one content-based, the other structure-based—and use each to explain political participation. We find that the structure-based typology produces more straightforwardly interpretable results that better align with theory. Our findings suggest the need for more organization-level data on civic structures.

### **BEYOND FUNDING: THE ROLES OF CAPACITY AND RELIGIOSITY IN FAITH-BASED PARTNERSHIPS**

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Prior research on faith-based organizations (FBOs) and their partnerships suggest that they are less likely to receive government funding and less likely to collaborate with others. This study builds on prior FBO research by exploring how religiosity and organizational capacity influence within-sector and cross-sector partnerships. This study suggests a more nuanced understanding of faith-based partnerships in which operational capacity and government funding were associated with more government relationships, staff and service religiosity was positively related to the number of business relationships, and higher formal organization religiosity was negatively correlated with the number of business partners. Implications for FBOs and their partners are discussed.

### **BEYOND THE BUZZWORD: EXAMINING COLLECTIVE IMPACT AS A FRAMEWORK FOR CROSS-SECTOR COLLABORATION**

*\*Mollie Brooks, University of Richmond (Brooks.mollie@gmail.com)*

Despite the large financial and human capital investment in the nonprofit sector, large social issues continue to plague our society. Collective impact, a framework for cross-sector collaboration that emerged in 2011, offers an approach that harnesses the capabilities of each sector to address systems-level change. A case study approach was used to examine the strengths and weaknesses of collective impact. The author conducted interviews with stakeholders from one collective impact organization addressing education in a mid-sized city in the United States. This study reports the findings, implications, and recommendations gained from a qualitative analysis of the interview data.

### **BIASED ALTRUISM? HOW RELIGION AND REGION AFFECT DONOR SUPPORT TO GLOBAL HUMANITARIAN ORGANIZATIONS**

*\*Joannie Tremblay-Boire, Georgia State University (jtremblayboire@gsu.edu); \*Aseem Prakash, University of Washington, Seattle (aseem@uw.edu)*

Currently, refugees are being displaced by war and disasters in record numbers. In this paper, we ask whether providing potential donors with information about refugees influences the donors' charitable behavior. Using Mechanical Turk, we conduct a survey experiment (1,650 individuals in the United States) to explore whether information about the religion of refugees and the regions in which refugee camps are located influences these individuals' willingness to donate to a humanitarian organization helping refugees. To our knowledge, this is one of few studies examining whether recipient characteristics other than need make a difference in people's decision to donate to charity.

## **BLACK LIVES MATTER: FRAMING AN INTERSECTIONAL BLACK LIBERATION MOVEMENT**

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The rise of Black Lives Matter (BLM), the hashtag-turned-social movement, forces us to consider the ways in which BLM is redrawing the lines of Black activism and the Black Liberation Movement. The founders of BLM have strategically framed the movement as one that honors past Black Liberation struggles, but transforms traditional framing to include all Black lives inclusive of differences based on gender, orientation, nationality, or criminal status. We employ a critical feminist content analysis of public statements of the founding members to highlight how BLM is reinventing progressive tactics and discarding patriarchal hierarchies of leadership.

## **BLACK PHILANTHROPOID: FREEMAN B. RANSOM AND PHILANTHROPIC ADVISING FOR AMERICA'S "FIRST SELF-MADE FEMALE MILLIONAIRE"**

*\*Tyrone Freeman, IU Lilly Family School of Philanthropy (tyfreema@iupui.edu)*

Wealthy entrepreneur Madam C.J. Walker (1867-1919) developed a broad-based approach to philanthropic giving for Black racial uplift during Jim Crow. Attorney Freeman B. Ransom (1880-1947) provided her with legal advice and structure as he implemented her wishes, managed her assets, and advised her on relationships and opportunities. While extant historiography has typically documented Black philanthropy as an informal community practice or a characteristic of social institutions such as the church, this paper presents Black philanthropy as a formalized system coordinated through commercial enterprise and, therefore, deepens our understanding of alternative ways it was operationalized in the fight against Jim Crow.

## **BLENDED OR DYSFUNCTIONAL? THE STATE OF RESEARCH ON THE FAMILY CALLED 'COMMUNITY PHILANTHROPY'**

*\*Susan D Phillips, Carleton University (susan.phillips@carleton.ca)*

Addressing the diverse expressions of community philanthropy, this paper develops a conceptual framework for comparing the various strands of the extended family of approaches that are part of, or closely related to, the notion of community philanthropy, including: place-based, engaged, horizontal, grassroots, diaspora and minority, indigenous and participatory philanthropy. Recent work on each of these sub-types is surveyed, common theoretical propositions and empirical findings mapped and compared, and blindspots identified in order to develop a broad assessment of the state of the field.

## **BOARD EFFECTIVENESS AND COMMITMENT: ASSESSING THE AFFECTIVE COMMITMENT SCALE AND DEMOGRAPHIC INFORMATION**

*\*Jeff Aulgur, Arkansas Tech University (jaulgur@atu.edu); \*Jeremy Schwehm, Arkansas Tech University (jschwehm@atu.edu)*

Effectiveness in nonprofit organizations is a multidimensional social construct related to the efficiency of the governing board of directors (Herman & Renz, 2008). This study explores board effectiveness through the lens of affective commitment by analyzing board member demographic data and the relationship to their commitment as measured by Allen and Meyers Affective Commitment Scale. If a nonprofit board member expresses a high level of affective commitment, he or she will likely identify with the organization's goals and values. If it can be determined demographics influence affective commitment, then organizations may utilize this knowledge to prescreen potential board members.

## **BOARD EFFECTIVENESS AND INNOVATION IN NONPROFIT ORGANIZATIONS**

*\*Kristina Jaskyte Bahr, University of Georgia (kjaskyte@gmail.com)*

This study examined the relationship between board effectiveness and innovation in the ARCs - service providing associations - from the perspectives of agency, resource dependency, and resource-based theories. Results based on 349 respondent surveys showed that the board's effectiveness plays a meaningful role in influencing innovation; and that the relationship between board effectiveness and innovation varied by innovation type.

## **BOARD GENDER COMPOSITION AND THE UNITED WAY**

*\*Lauren Dula, Indiana University, Bloomington (ldula@indiana.edu)*

Does the gender composition of the board of directors at United Way affiliates impact their financial performance? Gender operates as an institutionalized set of beliefs regarding the competencies of men and women in professional roles. Given this background identity, this work seeks to investigate 1,151 United Way boards over four points in time to see if there is correlated change over time. Initial investigation suggests that community characteristics play a role in deciding whether women are chosen for boards of directors. This effect will be incorporated into the study through a two-stage model.

## **BREAKING THE NONPROFIT STARVATION CYCLE: HOW CHINESE CIVIL SOCIETY ORGANISATIONS MOBILISE SYMBOLIC, CULTURAL, SOCIAL AND FINANCIAL CAPITAL**

*\*Andreas Fulda, University of Nottingham (andreas.fulda@nottingham.ac.uk); \*Jennifer Yuan Jean Hsu, University of Alberta (jenniferhsu@cantab.net)*

Resource dependence theory can help shed light on the capabilities of Chinese civil society organisations (CSOs) to mobilise resources from the local community, global civil society, party-state and corporate sector. We hypothesise that selective mobilisation of symbolic, cultural, social and financial capital - understood in Bourdieu's terms - from more than one source can help Chinese CSOs secure legal status, reduce single-donor dependence and enhance their organisational sustainability.

## **BRIDGING THE GAP FROM THEORY TO EVIDENCE: EVALUATING THE IMPACT OF CREATIVE PLACEMAKING INVESTMENTS**

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Join us for a thought-provoking discussion exploring the results from a multi-year study evaluating the social impact of venture philanthropy investments in the creative placemaking arena, as outlined in a recently published white paper. The study's design and methodology were developed to test the creative placemaking funder's theory of change, using frameworks that included site-specific, qualitative and quantitative data collection. The white paper discusses key findings, as well as broader implications for the creative placemaking field including insights into arts-based strategies to build social capital in communities and the assessment of different impact measurement approaches.

## **BRIDGING THE LOGIC DIVIDE IN PUBLIC SERVICE DELIVERY? THE CASE OF PLACE-BASED EARLY ACTION INTERVENTIONS IN THE UK**

*\*Ellen Katherine Bennett, Sheffield Hallam University (ellen.bennett@shu.ac.uk); \*Tracey Coule, Sheffield Hallam University (t.m.coule@shu.ac.uk); \*Beth Patmore, Sheffield Hallam University (b.a.patmore@shu.ac.uk)*

We explore the dynamics of logic synthesis within three nonprofit-led place-based early action pilots in the UK that aim to provide solutions to the challenges of preventative policy. Our analysis of interviews with project stakeholders illuminates various forms of institutional work (purposive action) influencing fusion of the logics of 'efficiency' (cost saving) and 'effectiveness' (quality of life). Whilst synthesis of competing logics can be achieved relatively straightforwardly at the level of strategic narratives, various forms of institutional work disrupt such synthesis at the level of everyday practice, highlighting the power of micro-level work routines in disrupting macro-level policy agendas.

## **BUILDING AN INSTITUTIONAL THEORY OF SCANDINAVIAN CIVIC ENGAGEMENT**

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In this paper, we try to build an institutional theory of Scandinavian civic engagement. Our argument is that the high level of Scandinavian civic engagement should be explained by three concurrent institutional mechanisms, which in turn leads to a combination of a high demand for volunteers AND a high supply of volunteers. The three institutional mechanisms are the popular movements, the enabling state institutions, and the tamed or negotiated market economies.

## **BUILDING COALITIONS OF INTEREST: THE ROLE OF FOUNDATIONS IN SHAPING POLICY OUTCOMES**

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In this paper we use a qualitative case comparison to show how foundations not only work to influence the governmental agenda, but also promote specific policies across different state policy contexts, and ensure they are implemented in a way that aligned with their preferences. First, we show how foundations work as policy demanders in the agenda setting stage of the policy process by funding ground level advocates to promote specific policy alternatives. Our research provides empirical evidence that foundations often work more closely with advocates than is commonly believed. Foundation grants do more than simply channel activity, they also help to shape norms within policy communities, with far-reaching consequences. Second, as interest group participants, foundations often develop long standing interests (both ideological and financial) in particular policy alternatives. When those alternatives are finally adopted, foundations often stick around to ensure that the implementation of those policies is carried out in a way that is true to their vision. In this paper we show how this role may be growing as implementing government agencies lose capacity in the "hollow state." In this environment, foundations can exercise substantial control over what the eventual policy product will look like by funding specific groups to intervene in the rulemaking process.

## **BUILDING RELATIONSHIP EQUITY IN LEGAL AID AND BEYOND: HOW STRATEGIC HUMAN CONNECTIONS FACILITATE ENGAGEMENT AND ACTION IN HUMAN SERVICES**

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This paper reports on a study of collaboration between legal aid attorneys and clients. Through 28 interviews and two focus groups with legal aid attorneys and client community members, this study finds that legal aid organizations are contested political and social spaces in which federal policies, organizational cultures, and individual perspectives shape how alliances form between attorneys and clients. Study participants contributed to the refinement of the findings through focus groups. A central finding is that attorneys work with clients, and with social workers and other professionals within and across organizations, in order to respond effectively to both individual and systemic concerns associated with poverty. However, numerous barriers face those seeking to move beyond individualized services. This paper highlights and explicates the process of building relationship equity, whereby professionals and clients develop relationships strategically over time to overcome obstacles to collaboration and create broader change. Equity is defined in the accounting sense of assets minus liabilities, e.g. home equity. Five specific features of relationships—trust, longevity, shared power and expertise, dynamism, and self-awareness—are delineated as assets in generating relationship equity. Five related liabilities – suspicion, brevity, domination, stasis, and reactivity – are explicated as well. This paper provides inductive, ground-level data to support further exploration in the field of human services toward the goal of change across the individual-system level divide. Future research will develop interventions as well as evaluative and prescriptive tools to assist nonprofit organizations in maximizing the value and impact of relationships between professionals and directly affected populations.

## **BUILDING REPUTATION IN NASCENT SOCIAL ENTREPRENEURSHIPS**

*\*Carolyn Johanna Waldner, University of Hamburg (carolin.waldner@wiso.uni-hamburg.de); \*Jurgen Willems, Hamburg University (jurgen.willems@wiso.uni-hamburg.de)*

Nascent organizations benefit significantly from having a sound reputation. However, theoretically supported reputation-building strategies to reach a positive reputation remain underexplored. Social entrepreneurship (SEs) have an impressive access to reputation-shaping resources. This explorative study therefore aims at identifying critical success factors nascent SEs should consider to create a positive reputation. The dynamic capabilities view (DCV), which addresses organizational capacities for sustainable resource exploitation in a recent stream of strategic management literature, offers an appropriate theoretical framework. By evaluating how nascent social entrepreneurship build organizational reputation, the contribution of this article is the introduction of a DCV-driven framework for reputation-building strategies.

## **BUILDING RESILIENT COMMUNITIES: THE ROLE OF VOLUNTEERISM IN A TURBULENT WORLD**

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The primary focus of this research poster is to illustrate the distinctive characteristics of volunteerism that help or hinder diverse communities' capacity to cope and adapt during adverse events. It assesses how volunteerism contributes to six core principles of community resilience (connectivity, learning, self-organization, diversity, inclusion, and social cohesion). Using interviews and focus group discussions, the poster will illustrate results of qualitative primary research conducted across communities in 15 different countries. The poster will also illustrate linkages between the field research and the United Nations global 2018 State of the World's Volunteerism Report (SWVR).

## **CAN LOCAL CITY GOVERNMENT AGENCIES SUCCESSFULLY BUILD THE CAPACITY OF COMMUNITY-BASED NONPROFIT PARTNERS RESULTING IN IMPROVED OUTCOMES?**

*\*Lyn Corbett, The University of San Diego (lyncorbett@sandiego.edu); \*Laura Deitrick, University of San Diego (lauradeitrick@sandiego.edu)*

Much has been written about how foundations fund capacity building efforts of nonprofit organizations; however, little research has highlighted how local city governments can strengthen the governance and capacity of local nonprofits. Although partnerships are not required, many city governments partner with local nonprofits for the provision of essential city services. As Salamon (1989) has argued, the nonprofit-government relationship is essentially a partnership; one that has been, and continues to be, stressed by changes in federal spending priorities, social changes, and other challenges. This exploratory research will raise questions about the role of government and the intersection of the nonprofit and government sectors.

## **CAN PHILANTHROPIC ACTIVITY INFLUENCE A DONOR'S COMPLEXITY OF MIND? A DEVELOPMENTAL ANALYSIS**

*\*Jennifer Amanda Jones, University of Florida (jenniferajones@ufl.edu)*

Developmental theory suggests that, over the course of their lifetime, adults gradually adopt an increasingly complex mental map. This mental map informs thoughts and decisions, including philanthropic decisions. However, it is unclear how, if at all, the activity of philanthropy influences developmental growth. This exploratory study empirically examined donors' developmental meaning making in philanthropic and work activities (n=14). Three patterns were identified: equal meaning making in work and philanthropy, more complex meaning making in philanthropy, and more complex meaning making in work. The study identified factors contributing to this variation. These findings have both practical and theoretical implications.

## **CAN THE KNOWLEDGE OF VOLUNTARY AND NONPROFIT SECTOR RESEARCH BE VISUALIZED?**

*\*Marian Min Chen, Tsinghua University (marian.m.chen@gmail.com); \*David H. Smith, Research and Emeritus Professor of Sociology, Boston College, Chestnut Hill, USA; (ddhortonsmith@hotmail.com)*

This paper attempts to fill the research gap by applying Machine Learning and Scientometrics to voluntary and nonprofit sector (VNPS) research. A total of 165,000 papers and 203,541 references have been sampled from Web of Science SSCI database from 1998 to 2015. More than 37,000 papers are manually coded by trained students. Hence huge citation data is analyzed through different algorithms and the results are visualized and analyzed by a world leading scholar. The most important contribution of this paper is not only to depict interdisciplinary development trends but also to decode the context of these changes.

## **CAPITAL EXPANSION PLANNING FOR THE NONPROFIT LIVE PERFORMING ARTS**

*\*Roland J. Kushner, Muhlenberg College (kushner@muhlenberg.edu)*

This paper develops a planning model for enterprise expansion using targeted strategic management techniques applied to planning activities arising from social enterprise and institutional theory perspectives, with a focus on the performing arts. In this paper, I suggest an iterative process to help answer the capital expansion question often faced by arts organizations: Should we obtain and spend capital funds to build a new facility?

## **CAPITAL STRUCTURE AND GENDER DIVERSITY IN THE BOARDROOM: AN EMPIRICAL ANALYSIS IN A BELGIAN NONPROFIT SETTING**

*\*Machteld Van den Bogaerd, KU Leuven (machteld.vandenbogaerd@kuleuven.be)*

In this study we examine the influence of female board members on the capital structure of Belgian nonprofit organizations. A linear regression is analyzed on 1093 large nonprofit organizations. Results indicate that not the presence of female board members influence the leverage of organizations, but rather the presence of a female chair of the board. If the chair is female, the nonprofit organization will have less total debt and short-term debt. Moreover, this influence of female chairs holds for donative nonprofit organizations, whereas the capital structure of commercial nonprofits is not influenced by a female chair.

## **CAPTAINS OF PHILANTHROPY AND TEAMS OF CIVIC ACTORS: REVIEWING PITTSBURGH'S CULTURE OF GIVING**

*\*Gregory Witkowski, IU Lilly Family School of Philanthropy (gwickows@iupui.edu)*

Pittsburgh created some of the wealthiest men of the Progressive era and some well-known philanthropists, whose foundations continue to influence social issues a century later. This essay examines four major philanthropists who made their money in Pittsburgh and who gave back both in Pittsburgh and elsewhere, often in dramatic ways.

## **CAREER PATHS OF HIGHER EDUCATION FUNDRAISERS**

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Fundraisers are a critical part of the higher education ecosystem, yet they account for some of the sector's highest turnover rates. These losses can have devastating effects for universities, underscoring the importance of improved retention. Using a phenomenological approach, this qualitative study seeks to understand how higher education fundraisers characterize, in their own words, their motivations for joining the field as well as those factors that have influenced their career trajectory. Findings could provide valuable insight into fundraiser motivations, including surfacing specific areas that influence fundraisers' intentions to join or leave the field.

## **CAUSE-RELATED MARKETING FROM A NONPROFIT PERSPECTIVE: EXPLAINING SIMILARITIES AND DIFFERENCES IN ATTITUDES TOWARDS COLLABORATION**

*\*Peter Schubert, University of Hamburg (peter.m.schubert@gmail.com)*

While Cause-related Marketing (CrM) has gained great interest within the scientific community and among practitioners, little is known about the potentially heterogeneous motives of nonprofits to engage in CrM and arising internal struggles and concerns to reconcile diverging stakeholder interests. Placing nonprofit organizations at the heart of the analysis, guided interviews were conducted with staff of German humanitarian nonprofits, in order to identify potential differences in collaboration goals and concerns due to a nonprofit's funding model. This study aims to illustrate the effects of CrM on nonprofits' stakeholder management and move the discourse towards a more nuanced analysis.

## **CEO'S POWER AND NONPROFIT EFFECTIVENESS: EVIDENCE FROM CHINESE PHILANTHROPIC FOUNDATIONS**

*\*Qian Wei, Memorial University of Newfoundland (qian.wei@mun.ca)*

Although there is extensive literature about the relationship between CEO power and firm performance, how much power a CEO has and its impact on organizational performance of nonprofits has hardly been studied before. This paper addresses this gap by proposing a two-dimensional framework to conceptualize the CEO's structural power and strategic power in nonprofit organizations. Several indicators are developed to operationalize these two kinds of power. Findings show that CEO's structural power is positively associated with the nonprofit performance while the strategic power has a negative impact.

## **CHANGE AS A MULTILEVEL PROCESS: A STUDY OF THE SAN FRANCISCO BAY AREA NONPROFIT SECTOR, 2003-2013**

*\*Aaron Horvath, Stanford University (ahorvath@stanford.edu)*

Change is frequently stirring in the nonprofit sector – both in the institutional environment in which nonprofits are embedded and within nonprofit organizations themselves. Changes in the institutional environment of nonprofits – funding structures, supply and demand for collective goods, training of employees, and common knowledge about proper management – set the preconditions of nonprofit behavior. Inside organizations, change involves the alteration of goals, structures, practices, and personnel. To understand the various ways multiple aspects of change intersect across levels, we ask how do organizational characteristics influence their responsiveness or receptivity to changes in the environment?

## **CHANGES IN PHILANTHROPY IN NORWAY**

*\*Karl Henrik Sivesind, The Institute for Social Research (khs@socialresearch.no); \*Daniel Arnesen, Institute for Social Research (daniel.arnesen@socialresearch.no)*

The share of households that give in Norway has increased strongly from 51 to 70 percent from 1998 to 2014. What was the reason for this strong growth? Wiepking and Handy point out eight mechanisms that determine the success of philanthropy in a country (2015), and we consider changes in each of them. The most important causes for increase in giving seem to be higher levels of education and income, a stronger culture of philanthropy, and more professional fundraising operations recruiting personal sponsors and regular donors. Changes in policies and fiscal incentives do not have any immediate effect

## **CHANGING COMMUNITIES THROUGH TECHNOLOGY LED VOLUNTARY ACTION: CIVIC HACKATHONS AND THE FUTURE OF THE SECTOR**

*\*John G. McNutt, University of Delaware (mcnuttjg@udel.edu); \*Jonathan B Justice, University of Delaware (Justice@udel.edu)*

This paper reports research on the use of civic hackathons in American communities. As an emergent form of voluntary action, this development is important to the sector and to nonprofit theory.

## **CHANGING FORMS OF INVOLVEMENT IN SOCIALLY ORIENTED CSOs? MAPPING THE ORGANIZATIONAL REPERTOIRE OF INVOLVEMENT IN FOUR CSOs FROM 1996 TO 2015**

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This study set out to explore the organizational repertoire of involvement in four socially oriented CSOs in Sweden from 1996 to 2015. Data are drawn from a content analysis of organizations archived websites. Over time, tentative results indicate a looser connection between being a formal member and doing voluntary work for that same organization, a significant increase regarding forms of involvement categorized as voluntary work as well as giving and, a shift in terminology. Finally, in light of comparison to prior studies the authors suggest adding yet another empirical dimension to the organizational repertoire of involvement – attention.

## **CHANGING LANDSCAPE OF FINANCE IN HIGHER EDUCATION: BRIDGING THE GAP THROUGH DATA ANALYTICS**

*\*Cory Campbell, Case Western Reserve University (cac205@case.edu)*

Higher education must adapt to the new normal that we are facing because external environment is changing; which impacts funding for both private and public non-profit schools. As various sources of funding tighten and stakeholder expectations rise, schools look towards data analytics to adjust to this shifting paradigm. We apply structural equation modeling to a Data Maturity Index of institutions of higher learning, in order to explore the factors that influence effective use of data analytics. An increased understanding of these factors may lead to a greater level of effectiveness, thus helping schools operate more efficiently in this changing environment.

## **CHANGING POLICY FOR CREDIT: BENEFITS AND PITFALLS IN BRINGING ADVOCACY TRAINING INTO THE CURRICULUM**

*\*Joseph Mead, Cleveland State University (j.mead@csuohio.edu)*

In light of the increased call by scholars and practitioners for nonprofits to engage in policy, this proposal describes a novel course design that required students to advocate for policy changes. Students reported increased self-efficacy, and several laws were changed and relationships forged due to this class. While the class provided clear benefits to some students, it also posed serious pitfalls and risks. This proposal offers a critical evaluation of some of the more substantial risks and how they were managed.

## **CHARITABLE GIVING AND LIFE SATISFACTION: DOES WHO DECIDES MATTER?**

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This paper investigates the relationship between charitable giving and self-reported levels of life satisfaction by gender and household structure. Using data from the Panel Study of Income Dynamics (PSID), we find that charitable giving increases life satisfaction, particularly for female-deciding households. We find evidence for the hypothesis that giving to charity increases life satisfaction as a way of complying with social norms since regular givers increase life satisfaction rather than occasional givers and those who give a higher fraction of income report higher satisfaction levels.

### **CHARITABLE INTENTION ON SHIFTING SANDS**

*\*John Picton, University of Liverpool (J.Picton@Liv.ac.uk)*

A critical historical paper looking at the framing of donor intention in Charity Law. The key legal argument is that, contrary to an orthodox view, in the process of trust reform (e.g. charitable cy-près) the law does not straightforwardly attempt to ‘effect’ the wishes of donors. Instead, the law frames donor intention with policy concerns. Those policy concerns change over time, and so the law’s understanding of donor intention is a shifting process.

### **CHARTING SALARY BUBBLES IN THE REPUBLIC OF NGOS: WHAT EMPLOYERS WANT AND HOW THEY GET IT**

*\*Anthony James DeMattee, Indiana University (demattee@indiana.edu)*

This paper uses the case of Haiti to better understand the origins and durability NGO-salary premiums in developing countries. With position-level salaries serving as the unit of analysis, two-wave data collection from more than 135 formal employers—i.e., businesses, NGOs, government, and international organizations—provide over 1,500 responses reporting salaries alongside position responsibilities and employee qualifications. When controlling for differences across organization, position, and employee qualifications, findings indicate that the supposed NGO salary premium is statistically significant but inconstant across the high dimensional non-linear dataspace. This paper utilizes a multi-level analysis because nearly one-half of the total variability in salary is attributable to level-2 employer factors.

### **CITIES IN ACTION: A COMPARATIVE STUDY OF SUSTAINABILITY PRACTICES IN U.S. CITIES**

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How do a local community’s nonprofits affect its propensity to take responsibility for social problems? Drawing on institutional theories of actorhood, we suggest that cities’ agency is culturally constituted. The dual embeddedness of city administrations in a shared institutional environment and in a local organizational ecosystem empowers cities’ actions. Survey and administrative data on the practices of 1,500 municipalities throughout the U.S. support this argument. Cities in innovative states that accommodate expansive nonprofit sectors most likely display agency, controlling for a host of demographic, political, and geographic factors. We conclude with implications for institutional theories of communities and urban governance.

### **CITIZEN INITIATIVES IN THE MIDST OF A REFUGEE CRISIS: THE CASE OF LESVOS**

*\*Hanne Haaland, Global Development and Planning, University of Agder (hanne.haaland@uia.no); \*Hege Bergljot Wallevik, University of Agder (hege.wallevik@uia.no)*

In this paper we explore citizen initiatives (CIs) as they have evolved as a response to a humanitarian crisis in Europe: the refugee crisis. The ethnographic context for this study is the island of Lesbos, Greece, which was radically transformed in 2015 with an influx of thousands of refugees. We examine how the new citizen initiatives evolved and through the concepts of power and agency we explore how they engaged with refugees, local people and the many volunteers arriving from abroad. We also discuss the CIs’ position towards the more established NGOs and local government through the same analytical framework.

## **CIVIC CULTURE & SOCIAL SERVICE VOLUNTEERING IN RUSSIA**

*\*Maria Wathen, Loyola University Chicago (mwathen@luc.edu)*

This paper examines the ideological landscape of civil society in Russia by applying the theoretical construct of civic culture framework and comparing social service volunteers with nonvolunteers. The results of this in-depth exploration of civic culture frameworks' relation to volunteering shows the importance of frameworks in understanding local volunteering in solving social problems. The results are particularly illuminating for post-Soviet civil society in which non-state controlled volunteering is a newer phenomenon, devolution of social services happened abruptly, and state regulation of grassroots NGOs and volunteering has increased.

## **CIVIC ENGAGEMENT OF CHINESE MIDDLE CLASS: MORE LIKELY TO VOLUNTEER YET LESS LIKELY TO VOTE?**

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Based on a national representative dataset from the 2012 Chinese General Social Survey (CGSS), this paper examined the probability of China's middle class to participate in local voting and in volunteering by using logit regressions. The results suggest that compared to non-middle classes, middle class in China are more likely to volunteer yet less likely to vote. This conclusion is consistent across different dimensions (education-based, income-based, subjective, or combined) of middle class measurements (except in the case of the effect of subjective measure on voting).

## **CIVIL SOCIETY ROLES IN GLOBAL HEALTH POLICY: A SYSTEMATIC REVIEW OF THE LITERATURE**

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Civil society has played significant roles in elevating HIV/AIDS and tobacco control on the global health agenda. There has been little systematic inquiry into global civil society mobilization for health beyond these issues, however. This study systematically reviews the literature on global civil society mobilization for health. Civil society organizations have become influential in the global health arena, with the United Nations Sustainable Development Goals an exemplar. This study suggests civil society has been effective in advancing some global health causes, but has been challenged to mobilize transnationally to address some of the highest burden health issues of our time.

## **COLLABORATING TO IMPROVE SOCIETAL OUTCOMES: HOW CAN WE MAKE CROSS-SECTOR COLLABORATION WORK?**

*\*Robyn Mobbs, University of Colorado Denver (robbyn.mobbs@ucdenver.edu)*

Policy makers and community leaders around the world have increasingly relied upon collaboration between the government and nonprofit sectors to address social welfare challenges. This presentation shares new findings which link aspects of cross-sector collaboration to performance and outcomes. It will outline how the characteristics of cross-sector relationships and key dimensions of connectivity and trust among public, private and nonprofit organizations working together towards improved early intervention affected their performance. Framed by systems theory and network research, these findings aim to provide nonprofit organizations the knowledge to harness and leverage the strengths of collaboration to more effectively achieve their goals.

## **COLLABORATION AND PUBLIC SECTOR SOCIAL MEDIA COMMUNICATION: THE CASE OF HURRICANE MATTHEW**

*\*Wanzhu Shi, University of Central Florida (wanzhu.s@knights.ucf.edu); \*Pamela Medina, University of Colorado Denver (pamela.medinagutierrez@ucdenver.edu)*

Emergency management has experienced dramatic changes related to the development of new technology. The public sector, learning from prior experience, utilizes social media as a tool for distributing accurate and timely information in various phases of the emergency management process. This study performs an analysis of social media content for non-profits and local governments during various stages of Hurricane Matthew in order to observe differences in behaviors related to the roles of each of the sectors in dealing with the disaster. The study highlights the complex roles of leadership when local government and non-profit organizations collaborate for emergency management.

## **COLLABORATIVE CAPABILITIES IN A CHANGING WORLD: BRIDGING THE DUAL CITIZENSHIP OF THE NONPROFIT SECTOR**

*\*Jennie Perzon, Stockholm School of Economics (jennie.perzon@phdstudent.hhs.se)*

In a rapidly changing world where sectorial boundaries are blurred and traditional lines between sectors have become less distinct, identifying opportunities and managing challenges will likely be critical. To access the resources needed to prosper, collaborative capabilities are essential. In this paper we argue that organizational culture is a central enabler for all collaborative capabilities. Taking a non-profit focal point, this paper aims to understand what role culture plays to the collaborative capabilities of the organization in a changing world with new market actor roles, through interviews with senior management at one of the biggest international non-profit organizations.

## **COLLABORATIVE EVOLUTION: PATH DEPENDENCY AND CAPACITY EFFECTS IN COMMUNITY SYSTEMS**

*\*Kate Albrecht, North Carolina State University (kralbrec@ncsu.edu)*

Increasingly, health and social services are delivered by collaborative networks comprised of both nonprofit and public agencies. These networks are so prolific that both government and philanthropic investment often favors them for solving complex social problems. While there is a precedent in practice, network research has not yet focused closely on evolutionary dynamics in communities with multiple, highly embedded collaborative groups. By taking an inter-organizational network perspective, the proposed paper explores the evolution of collaboratives that share members. First, a typology of collaborative changes over time will be created by extending possible outcomes to include transformative deaths and births. Transformative death and birth takes place when a collaborative is discontinued, but the significant elements, like core membership and resources, are gathered together to form a new collaborative. To date, this proposed stage of network evolution has not yet been described in regards to the factors that support this kind of transformation. Second, my empirical analysis explores the specific research question: What are the effects of path dependency and internal capacity on the evolution of goal-directed networks? Using longitudinal network data, this paper explores the exogenous and endogenous factors that may contribute to survival, death, or transformation of community collaboratives. A typology of network evolution types accompanies the empirical analysis of network characteristics that lead to different evolutionary outcomes. Results further extend network evolutionary theories, as well as inform public and philanthropic policies in regards to investing in and supporting community health promotion collaboratives at different evolutionary stages.

## **COLLABORATIVE GOVERNANCE REGIMES, PLACE-BASED PHILANTHROPY AND COLLECTIVE IMPACT: HOW DO THEY DIFFER AND WHY DOES IT MATTER?**

*\*Mary Kay Gugerty, University of Washington (gugerty@uw.edu); \*Emily Finchum-Mason, University of Washington (eafinch@uw.edu); \*Kelly Husted, University of Washington (khusted@uw.edu); \*Austin Sell, University of Washington*

This paper examines place-based initiatives, including Collaborative Governance Regimes, Place-Based Philanthropy and Collective Impact efforts in order to develop a common theory of such collection action initiatives. Twelve case studies test the theory across a range of geographies.

## COMMUNICATION AND SOCIAL MEDIA ENGAGEMENT WITH COMMUNITIES: EVIDENCE ON MUSEUMS' FINANCIAL SUSTAINABILITY

*\*Jiwon Suh, The University of Texas at Dallas (jiwon.suh@utdallas.edu)*

Nonprofits must communicate with their communities to gain financial resources for organizational sustainability. However, it is questionable that spending administrative costs on communication is legitimate and operating communication channels enhances financial sustainability. To investigate these questions, this paper examines museums' communication channels and Facebook engagement and their various financial indicators. This study finds that the number of communication channels and Facebook engagement positively influence revenue diversification and equity ratio. Further, this paper also finds that the number of communication channels does not increase administrative cost ratio. The results suggest that nonprofits may gain long-term benefits by promoting communication with communities.

## COMMUNITY ENGAGEMENT AND NONPROFIT ACCOUNTABILITY: EXAMINATION OF DONORS, CLIENTS, AND SOCIAL MEDIA ENGAGEMENT IN KOREA

*\*Jiwon Suh, The University of Texas at Dallas (jiwon.suh@utdallas.edu); \*Kwang Bin Bae, North Carolina Central University (kbae@nccu.edu)*

This study examines the relationship between organizational community engagement and nonprofit organizations' accountability using randomly selected 290 social service nonprofit organizations in Korea. Based on the preliminary logit analysis, this study suggests that community engagement with nonprofits positively influences organizational accountability practices, indicating that a community's involvement with nonprofits promotes organizational accountability and transparency. First, donation ratio, program cost ratio, and the number of Facebook engagements have significant positive relationships with organizational financial disclosure. Second, the results show that these three types of engagements are also positively associated with performance disclosure accountability.

## COMMUNITY FOR ALL? PROCESSES OF INCLUSION AND EXCLUSION IN THREE DANISH VOLUNTEERISM PROJECTS

*\*Laerke Bonnesen, Roskilde University, Denmark (lbonnesen@ruc.dk)*

Volunteer work is politically lauded for embracing individuals who are excluded from other parts of society, such as politically discarded groups, social isolates, or those unable to participate on the labor market. Nevertheless, much research indicate that the voluntary sector mirrors social inequalities found on the traditional labor market. Still, most studies fail to demonstrate how this happens. Based on a qualitative study of three least-likely cases for social exclusion in Denmark, I paint a picture of the social selection processes that directly or indirectly lead to the exclusion of some aspiring volunteers and the inclusion of others.

## COMPETENCIES FOR NONPROFIT LEADERS AS IDENTIFIED BY ORGANIZATIONAL STAKEHOLDERS: A SYSTEMATIC REVIEW

*\*Jayme Walters, The University of Tennessee (jaymewalters.msw@gmail.com)*

Competencies of effective managers in today's nonprofits are requisite for employing the most qualified candidates, as well as training students in applicable programs, who are ultimately tomorrow's leaders. By soliciting the thoughts, views, and experiences of professionals in the field, insight can be gained into the needs, challenges, and trends facing nonprofits currently. Thus, this systematic review addressed the question, "According to nonprofit stakeholders, what knowledge, skills, and traits are needed to be in leadership and management positions within nonprofit organizations?" The extraction process yielded 11 studies. Findings are compared to competency models offered by NSWM and Nonprofit Leadership Alliance.

## COMPETITION FOR DONATIONS: HOW TO DEFINE THE MARKET?

*\*Teresa D Harrison, Drexel University (tharrison@drexel.edu)*

Philanthropy, although perhaps inherently present through cultural and societal norms, is no doubt influenced by nonprofit's fundraising abilities. This paper provides insight into how fundraising changes the propensity for individuals to actively express their generosity. The number of other nonprofits competing for donors, as discussed above can impact the level of fundraising and, perhaps more importantly, the effectiveness of the fundraising efforts. The potential competitive interactions have implications for the level of service provision and therefore overall societal welfare.

## COMPETITORS, ACTIVISTS OR CONFIDANTS: SECTOR BLURRING, ORGANIZATIONAL IDENTITY AND THE NATURE OF STAKEHOLDER RELATIONSHIPS

*\*Julie A Langer, University of Illinois at Chicago (jlange8@uic.edu)*

Globalization has ushered in an era of organizing characterized by dynamism, fluidity and the blurring of conventional boundaries. Today, the growing influence of economic individualism in most arenas of organizational life has prompted many organizations in the nonprofit sector to embrace processes of marketization and prioritize its tenets of efficiency and effectiveness, which critics believe challenge sector identity by changing the fundamental nature of relationships between organizations and those they serve. This research examines the nature of nonprofit organizational identity through the lens of Organizational Identity Orientation, which asks the question “who are we” as an organization vis-à-vis our stakeholders.

## COMPLEMENTARY OR SUPPLEMENTARY? ILLUMINATING THE RELATIONSHIP BETWEEN GOVERNMENT AND NONPROFIT SECTOR SIZE

*\*Jiahuan Lu, Rutgers University - Newark (jiahuan.lu@rutgers.edu); \*Chengxin Xu, Rutgers University-Newark (michael.hsumh@gmail.com)*

This research explores the relationship between government size and nonprofit sector size in a given jurisdiction. Based on a meta-analysis of existing published and unpublished studies, we meta-analyze the relationship between the two. In addition, we employ meta-regression analysis to explore the moderators accounting for different findings from original studies.

## COMPLEMENTING INSTITUTIONAL LOGICS IN THE COMPARISON OF THE NONPROFIT SECTOR WITH THE LEGAL PROFESSION

*\*Hyunseok Hwang, Texas A&M University (gustjr2002@gmail.com)*

Drawing upon institutional logics perspective, this analysis proposes complementing logics in the nonprofit institution and shift in profession logics. Since the nonprofit institution is not institutionalized as the profession like the legal profession, this analysis provides the theoretical framework with categories and ideal types of institutional orders by comparing the nonprofit institution (the quasi-profession) to the legal institution (the pure profession).

## CONCEPT INNOVATION, IDEA DIFFUSION AND PRACTICE PROMOTION: INSTITUTIONAL ENTREPRENEUR AND THE DEVELOPMENT OF GRANT-MAKING FOUNDATIONS IN CHINA

*\*WeiJun Lai, The Chinese University of Hong Kong (laiweijun.cuhk@gmail.com)*

The past decade has witnessed the emergence and substantial growth of grant-making philanthropic foundations in China. Viewing these newly emerged grant-making foundations as an organizational field, this study investigates how the organization field construction of grant-making foundations happens in China. Drawing on data collected through various methods, the paper shows that one core philanthropic foundation plays an institutional entrepreneur role within the field construction process, and the strategies that the institutional entrepreneur utilizes in the field construction promoting efforts include concept innovation, idea diffusion and practice promotion. These strategies constitute a three-stage model of organizational field construction.

## CONCEPTUALIZING AND MEASURING REQUIREMENTS FOR EVIDENCE USE IN FEDERALLY FUNDED, NONPROFIT-DELIVERED PROGRAMS

*\*Christopher S. Horne, University of Tennessee at Chattanooga (Christopher-Horne@utc.edu)*

Based on qualitative analysis of 35 federal funding announcements, this research offers a conceptual framework for describing the promotion of evidence use in federally funded, nonprofit-delivered programs. Evidence use promoted by federal funding programs varies in terms of the intended use, the degree of coercion, and the degree to which the funder, fundee, or both determine "what counts" as evidence. The evidence use promoted is of greater variety, by less coercion, and more inclusive of (often nonprofit) applicants as arbiters of evidence than would be suggested by previous research, which focuses on the evidence standards applied by evidence-based program registries.

## CONCEPTUALIZING ARTS NONPROFITS AS CIVIC ACTORS: FINDINGS FROM THE NATIONAL SURVEY OF NONPROFIT ARTS AND CULTURE ORGANIZATIONS

*\*Mirae Kim, Georgia State University (mkim141@gsu.edu); \*Jodi Benenson, University of Nebraska Omaha (jbenenson@unomaha.edu)*

The term "community engagement" has emerged as a buzzword in the arts and culture nonprofit sector, but has been interchangeably used with terms such as "civic engagement" and/or "audience engagement." Using original survey data from 106 nonprofit arts and culture organizations, our study intends to identify the overlap as well as the gap between audience engagement and civic engagement understood by arts and culture nonprofits. We also identify common organizational characteristics that are associated with certain types of audience and/or civic engagement activities.

## CONCEPTUALIZING THE NONPROFIT VENTURE FOUNDING PROCESS

*\*Fredrik O. Andersson, SPEA - IUPUI (fanders@iu.edu)*

The central claim of this paper is that the ability of explicating the founding of a new nonprofit venture represents a core objective for nonprofit entrepreneurship researchers. However, the "founding"-concept remains poorly understood and operationalized. This conceptual paper depicts founding attainment as the final step in a set of multiple progressions, and introduces and characterizes each progression and proposes ways to identify key properties of the various steps. Being a starting point for future research this paper posits better precision of nonprofit founding will facilitate and improve the understanding of what otherwise might appear an overwhelmingly complex phenomenon to disentangle.

## CONFESSIONS FROM A (SOCIAL CHANGE) FIELDWORK NOVICE

*\*Erynn E. Beaton, John Glenn School of Public Affairs, The Ohio State University (beaton.13@osu.edu)*

This paper is a confessional ethnography (Van Maanen, 2011) of my experiences in the field observing three nonprofit organizations over the course of a year. The tale describes my long journey from neophyte to amateur fieldworker and impassive management professional to academic activist. The goal of this piece is to share my experiences of confronting biases, embracing critical perspectives and honoring the nonprofit spirit. My hope is that by sharing my experiences others, especially fledgling doctoral students, will come to similarly appreciate all that a critical, ethnographic and nonprofit perspective brings to society and to academia.

## CONNECTING VERTICAL AND HORIZONTAL PHILANTHROPY: THE CASE OF AFRICAN COMMUNITY FOUNDATIONS

*\*Susan Wilkinson-Maposa, Graduate School of Business, University of Cape Town, South Africa (swilkinsonmaposa@gmail.com)*

Drawing on insights and experiences from the African continent, this paper critically discusses the potential, opportunities and challenges of community foundations in bridging horizontal and vertical expressions of philanthropy. To this end, the paper examines insights from academic and grey literatures and from interviews with African community foundation leaders and relevant infrastructure organisations. The lessons provided offer a basis for a 360 degree consideration of connecting vertical and horizontal philanthropy from a community perspective.

## CONSTANTLY CONNECTED - FREQUENTLY ENGAGED? THE IMPACT OF INTERNET ACTIVITIES ON CIVIC ENGAGEMENT

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What influence does 24-hour connectivity and internet access have on civic engagement? Researchers have had difficulty settling these questions with empirical evidence from large-scale, nationally representative data collections, in part because technology changes so quickly. To address these questions, we plan to use linked data from the 2013 and 2015 Computer and Internet Use Supplements and Volunteer Supplements of the Current Population Survey (CPS). We estimate multivariate models with four main dependent variables – formal volunteering, informal volunteering, attending public meetings, and contributing to charity – where specific internet activities are the independent variables of interest.

## CONTEXTUAL SENSITIVITY AND STRATEGY IN SAUDI FOUNDATIONS

*\*Afnan E. Koshak, University of San Diego (akoshak@sandiego.edu); \*Anas Alkhalaf, Qararat Consultancy (anas.k@qararat.me)*

The increasingly sophisticated strategic philanthropy literature suggests that foundations could achieve greater performance if they had and implemented grantmaking strategies that best match the nature of their causes. Adding to the research on the organizational factors scaffolding strategic giving, this study examine the explanatory power of contextual sensitivity dimensions that influences foundations' strategic alignment. Qualitative interviews with CEOs of six of the largest foundations in Saudi Arabia were conducted. Findings hypothesize a U-shape relationship such that foundations that have internally-focused frameworks for decision making experience a 'controlled' alignment in its philanthropic strategy, foundations that consider haphazard externally-focused frameworks have the least strategic alignment, and foundations that use comprehensive externally-focused frameworks entertain a 'reflective' strategic alignment. This study provides a groundwork for later, more systematic and rigorous testing of the hypothesized clusters and relationships.

## CONTRACTING OUT

*\*Salvatore P. Alaimo, Grand Valley State University (alaimos@gvsu.edu)*

Charitable 501(c)(3) organizations in the United States collectively compensated contractors for goods and services for more than \$100 billion in fiscal year 2013, however this activity has not attracted much attention. This study will examine the literature, analyze data from over 23,000 organizations and provide five mini case studies. It conveys the types of services contracted, costs for those services, trends by size and subsector, and motivations behind this activity. It concludes with management and ethical implications for this activity, and suggests how researchers and scholars can fill the existing gaps in our knowledge for this topic.

## CONTRASTING DOMESTIC AND INTERNATIONAL PHILANTHROPY

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In a world in which states and individuals are increasingly interdependent, international philanthropy is of growing importance. Moreover, against a backdrop of increasing (political) calls for citizens to take responsibility for their own lives and societies, it is important to understand how drivers to domestic and international philanthropy differ or overlap. This study compares the voluntary contributions of money, time and effort made by Dutch citizens to either support domestic or international causes. Explanations are offered both from a socialization as well as a resource perspective. By using a representative dataset of Dutch citizens permits comparison with 'passive' citizens.

## CONTRASTING DOMESTIC AND INTERNATIONAL PHILANTHROPY: STUDYING CONTRIBUTIONS TO THE GLOBAL PUBLIC GOOD BY DUTCH CITIZENS

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## COPRODUCTION IN THE FRAMEWORK OF SOCIAL IMPACT BONDS

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An advantage of social impact bonds (SIBs) as outcome-based contracts is the flexibility of service provision. Thus, SIBs could make coproduction with service users more likely. We explore to what extent service providers coproduce services with their service users in SIBs by analyzing four SIB projects in the United Kingdom. We collected data from interviews with commissioners, social investors, service providers, and intermediaries involved in the four SIBs. The initial analysis implies that coproduction is likely to occur when designing service provision in SIBs so that service provision could become more holistic bespoke support that meets individual needs.

## CORPORATE DONOR-TO-DONOR COLLABORATIONS: THE CASE OF A COLLECTIVE-CORPORATE FOUNDATION

*\*Stephanie Maas, Erasmus Universiteit (s.a.maas@rsm.nl)*

Corporate donors can go down a collaborative path with like-minded, and participate in corporate donor-to-donor collaborations, in collective-corporate foundations (CCFs). Based on the academic discourse of collective and voluntary action, this paper aims to understand the motives and roles of CCFs, and how unique they are to the (corporate) philanthropy environment. Findings indicate that motivations to establish and fund CCFs go beyond those of traditional corporate foundations (CF), and differ between member-organizations, perchance resulting in tensions between individual and collective philanthropic interests. The article concludes by discussing the implications of CCFs for businesses, as well as philanthropic and non-profit professionals.

## **CORPORATE PERSONHOOD AND NONPROFIT EXCEPTIONALISM: DARTMOUTH V. WOODWARD AS DEPLOYED IN CITIZEN'S UNITED AND HOBBY LOBBY**

*\*Norman I. Silber, Yale Law School (norman.silber@yale.edu)*

In deciding two recent and important cases—Citizen's United (2010) and Hobby Lobby (2014), the Supreme Court did not consider Dartmouth v. Woodward (1819) in ways that would be natural to nonprofit law scholars. Instead of using Dartmouth to understand the distinctions between nonprofit and for-profit corporations, the Court focused on whether corporate charters are concessions granted by a sovereign. Much subsequent commentary on the recent cases has focused on the same question. This paper suggests nonprofit exceptionalism has been an under-explored basis for determining whether nonprofits have more expansive rights to speak and to exercise religion than for-profits.

## **CORPORATE PHILANTHROPIC FOUNDATIONS – AN ODD CASE IN THE SWEDISH WELFARE STATE SYSTEM**

*\*Johan Von Essen, Ersta Sköndal University College (johan.von-essen@esh.se); \*Johan Hvenmark, Ersta Sköndal Bracke University College (johan.hvenmark@esh.se)*

The aim is to explore the outlook of society from the perspective of corporate philanthropic foundations in order to catch the contours of an emergent social imaginary concerning responsibility for welfare in Swedish society. It includes an inventory of corporate philanthropic foundations and explores how managers and board members envisage the societal role of their foundations. The paper offer an exploration of a novel group of organizations which is at odds with prevailing ideals and could be seen as an expression of social and political changes in the Swedish civil society and welfare system.

## **CORPORATE PHILANTHROPIC FOUNDATIONS IN EUROPE**

*\*Georg von Schnurbein, Universität Basel (georg.vonschnurbein@unibas.ch); \*Theresa Gehringer, Center for Philanthropy Studies (CEPS) (theresa.gehringer@unibas.ch)*

The European foundation sector has developed significantly in the last decades and has grown rapidly in number and size. Nevertheless, a comprehensive picture of the corporate foundation sector is still not possible as data are limited and only a few studies focus particularly on corporate foundations. The objective is to uncover the diverse approaches and settings of corporate foundations in Europe. Our results show, that they cover both the role of a grant-making foundation and the function as corporate responsibility tool. Thus, they have the potential to build new linkages and connections between the civil society and the business world.

## **CREATING AND SUSTAINING A GENERATIVE MODE IN A BOARDROOM**

*\*Gwen DuBois-Wing, Fielding Graduate University (gdubois-wing@email.fielding.edu)*

This descriptive, qualitative research explores factors that a Board Chair and CEO perceive create and sustain a generative mode in the boardroom. Fifteen board chairs and 15 CEOs participated in the study. The conceptual framework for this study was adapted from Chait, Ryan, and Taylor's (2005) and Trower's (2013) work on Governance as Leadership. Data were collected through a self-developed interview protocol. Seven major themes emerged as factors to create and sustain a generative mode in the boardroom: culture of inquiry, board/CEO relationship, leadership role of the board chair, board engagement, expertise and skills, time, and context.

## CREATING CONSTITUENCIES FOR ADVOCACY NON-GOVERNMENTAL ORGANIZATIONS IN CENTRAL AND EASTERN EUROPE

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Scholars have argued that international funding created NGOs whose activities and messaging reflects international donor agendas more than the domestic constituencies in whose name they advocate. At a time when international funding for these NGOs is decreasing, does fundraising domestically change the activities and public statements of these NGOs? My research focuses on NGOs working on civil and political rights and government transparency in Bulgaria. It tracks funding sources over time against how those NGOs engaged domestic constituencies by looking at the mission statements, governance, activities, public statements, Internet presence and the resonance in the fields in which they work.

## CREATING SCHOLAR-LEADERS: A CASE FOR EXPERIENTIAL-LEARNING AT THE PHD LEVEL

*\*Karen A. Ford, James Madison University (fordka@jmu.edu)*

This emergent work explores the use of experiential learning in a leadership studies PhD program focusing on the required externship. Key to this work is the involvement of the students as well as many of the participating agencies/organizations. The students, agency professionals and instructor participated in a hybrid form of community-based participatory research. The results are presented from both a student and agency/organization perspective with implications for pedagogy, leadership development, and agency-university partnerships. Implications for future research are highlighted.

## CRITICAL EPISTEMOLOGY: A CASE STUDY OF TEACHING COMMUNITY-BASED RESEARCH

*\*Lauren Willner, UCLA (lnwillner@gmail.com)*

This paper presents a case example examining the use of critical research methodologies (Fine, 2006) in helping undergraduate students to understand the organizational contexts of social justice nonprofit organizations. The case explores a two-quarter course sequence aimed at exposing students, all of whom are working with community based organizations on research projects, to critical research methodologies. Using a framework of critical epistemology, each student has designed a project allows them to critically examine the social problems addressed by their organizations, as well as the organizational contexts within which the organizations attempt to solve these problems.

## CRITICAL PEDAGOGY AND NONPROFIT MANAGEMENT EDUCATION: EMPLOYING COUNTERNARRATIVES TO ENGAGE STUDENTS IN DISCUSSIONS OF ADVOCACY AND SOCIAL CHANGE

*\*Roseanne M. Mirabella, Seton Hall University (mirabero@shu.edu); \*Khanh Nguyen, University of San Francisco (khnguyen3@dons.usfca.edu)*

In this paper, we bring a critical lens to the current curricular approaches to philanthropy and nonprofit curriculum in higher education. We examine curricular models of top nonprofit management programs around the world to determine if important aspects of critical pedagogy and social justice are present in current course content. We conclude by suggesting changes to nonprofit curriculum that highlight the importance of shifting the conversation from individual rights to community responsibilities, reforming curricular discourses to include voices of marginalized groups and communities, and educating students as agents of social transformation.

## **CRITICAL PERSPECTIVES ON THE HISTORY AND DEVELOPMENT OF THE NONPROFIT SECTOR IN THE U.S.**

*\*Billie Sandberg, Portland State University (billie.sandberg@pdx.edu)*

Traditional and mainstream histories of the American nonprofit sector tend to tell a particular story about the sector's evolution over time, one that acts as a basis for legitimacy for the sector. This paper acts as a counterpoint to these histories by examining them through a critical framework afforded by Michel Foucault's genealogical method, or "effective history." In doing so, we find that our conception of what constitutes "good" management and leadership for voluntary and nonprofit organizations is a contingent and ever-evolving concept rather than a fixed phenomenon.

## **CRITICAL REALIST INSTITUTIONAL LOGICS PERSPECTIVES FOR TYPOLOGIZING ORGANIZATIONAL TENSIONS EXPERIENCED BY CHRISTIAN SOCIAL ENTERPRISES IN CAMBODIA**

*\*Rikio Kimura, Ritsumeikan Asia Pacific University (rkimura@apu.ac.jp)*

This paper discusses the potential of the critical realist institutional logics (ILs) as ontological, theoretical and methodological frameworks for typologizing organizational tensions experienced by Christian social enterprises, by using the country case of Cambodia. I conducted in-depth interviews with 15 Christian social entrepreneurs and a thematic analysis of the data to identify key features of their biographies and how their agency, influenced by their biographies and contexts, has been exercised to mobilize ILs towards shaping their current organizational configuration and hence created tensions associated with it. This paper shows illustrative cases to examine the potential of the critical realist ILs for social enterprise studies.

## **CRITICAL STANDPOINT: LEADERS OF COLOR ADVANCING RACIAL EQUALITY IN PREDOMINANTLY WHITE ORGANIZATIONS**

*\*Michelle Oyakawa, Ohio State University (michelleoyakawa@gmail.com); \*Brad R. Fulton, Indiana University - SPEA (fulton@indiana.edu); \*Richard Wood, University of New Mexico (rlwood@unm.edu)*

Organizations are core sites for the production and perpetuation of social inequality. Even though the U.S. is becoming more racially diverse, organizational elites remain disproportionately white and this mismatch contributes to increasing racial inequality. This project advances research on organizations and inequality by examining whether and how leaders of color within predominantly white organizations can help their organization address racial issues internally and within the public sphere. Our analysis will use a multi-method approach—survey data from a national study of politically oriented civic organizations and ethnographic data from a predominantly white organization working for racial equality.

## **CROSSECTOR COLLABORATION IN COMMUNITY DEVELOPMENT: A CASE OF BUSINESS IMPROVEMENT DISTRICTS**

*\*Jung ah (Claire) Yun, Rutgers University (claireja@rutgers.edu)*

Business improvement districts (BIDs) have been adopted for urban development to revitalize small businesses and improve depilated streets. BIDs are based on the partnership of multiple stakeholders, involving the management of nongovernmental entities. These special arrangements for public service are creating not only opportunities to solve complex policy issues but also challenges of accountability (Justice & Skelcher, 2009; Steel & Symes, 2005). Questions have been raised by advocates and opponents of BIDs about whether they are valuable tools for community development and revitalization, which lead to concerns of validity and methods of success regarding CSC in public management.

## **CULTIVATING CIVIC GENEROSITY IN ELEMENTARY YOUTH ACROSS GLOCAL CULTURES, ECOLOGIES, & GENERATIONS**

*\*Laura Blythe Liu, Indiana University-Bloomington (lbliu@iu.edu)*

This research explores cultivation of civic generosity in elementary youth as a cultural, ecological, generational practice developing global-local connections and enhanced by arts-based pedagogies, including reading, creating, and sharing children's books. In this study, 2nd grade students across three public school contexts (university-affiliated; urban low-income; rural low-income) reflect on learning generosity from a grandparent/parent to create a children's book presented in a public library. This study draws upon perspectives of participating elementary school teachers, administrators, and librarians to understand how the curricula enhanced student understanding, appreciation, and expression of generosity as a civic practice across global-local generations, cultures, and ecologies.

## **CULTURAL COMPETENCY OF HOUSING SERVICE NONPROFITS: CASE STUDY OF TWO NONPROFITS IN RICHMOND IN VIRGINIA**

*\*Yali Pang, Virginia Commonwealth University (pangy@vcu.edu)*

Housing service nonprofits today are faced with great challenges in providing right and equal services to clients with various cultural backgrounds. Using interviews and online questionnaire surveys, this study evaluates the cultural competency of two housing service nonprofits in Richmond from both organizational perspective and individual perspective. The findings show that these two housing service nonprofits have high cultural desire, but low cultural knowledge, cultural skills and cultural encounters. Even though one of these two nonprofits has a high organizational cultural competency, its individual cultural competency still stays at a low level. Implications are highlighted at the end.

## **CUTBACK MANAGEMENT AND FOUNDATION GRANTMAKING**

*\*Joe Shaffer, American University (joeshaffer72@gmail.com); \*Lewis Faulk, American University (faulk@american.edu)*

This analysis applies Charles Levine's 1978 theory of cutback management to foundation grantmaking during a ten-year period (2003-2012) which includes the Great Recession. Foundation fixed effects panel regression models are used to test whether foundations' cutback strategies are driven by equity (even funding cuts to all organizations), efficiency (strategic funding cuts based on organizations' program characteristics), or loyalty (preservation of funding to past grantees). Findings indicate that foundation cutback management through the recession was driven by equity and loyalty rather than by more strategic and forward-looking efficiency decision-making.

## **DAFs, DATA, AND DISTRIBUTIONS: AN ANALYSIS OF DONOR-ADVISED FUNDS' DATA AND GRANT DISTRIBUTION BY SUBSECTOR**

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Donor-advised funds (DAFs) are a rapidly growing element of the philanthropic landscape, realizing an increase of 12,140.3 percent in private funding from 1991-2015 (Philanthropy 400, 2015). Outside of certain studies, there is research that tracks donor-advised fund activity on an annual basis. In this study, we examine existing data sources for donor-advised funds, investigate the overall valuation, growth, and payouts of the funds, and analyze the recipients of DAF grants and compare findings to existing estimates of charitable distributions. We will also develop a new approach to estimating the size and scope of DAF growth, and will compare the findings to extant estimates.

## **DANCING WITH TITANS: PRIVATE FOUNDATIONS, COLLABORATIVE GRANT MAKING AND ENGAGED PHILANTHROPY**

*\*Tobias Jung, The Centre for the Study of Philanthropy & Public Good, University of St Andrews (tj3@st-andrews.ac.uk)*

Frequently perceived as stalwarts of hierarchical philanthropy, as the antithesis to community and engaged philanthropy, private foundations have increasingly explored and developed opportunities and avenues for pursuing more inclusive approaches to their philanthropic activities over the last decade. This paper maps and examines different approaches to engaged philanthropy from the private foundation field and explores the opportunities and challenges these models present.

## **DARK SOCIAL ENTERPRISE: ILLEGAL CORRUPTION OR ETHICAL FAILURE?**

*\*Patsy Kraeger, Georgia Southern University (pkraeger@georgiasouthern.edu); \*Craig A Talmage, Hobart and William Smith Colleges (craig.talmage@gmail.com)*

Dark social enterprise as a field of inquiry holds even less theoretical development than the emerging field of dark social entrepreneurship. Examples of dark social enterprises have ranged from drug cartels to terrorist organizations; however, the mechanisms for such classifications as dark and social remain unclear. We propose an approach using ethical frames to examine the dark and social natures of enterprises. We also utilize the ethical frames to challenge the definitions of social enterprise that exist today. We conclude by summarizing implications for research and practice, specifically how to better understand the dark and social motivations of these enterprises.

## **DEALING WITH INSTITUTIONAL COMPLEXITY: HOW NONPROFIT MANAGERS AND NONPROFIT CONSULTANTS VIEW HOW STRATEGIC MANAGEMENT CONTRIBUTES TO ORGANIZATIONS' SUCCESS**

*\*Margaret F Reid, University of Arkansas (mreid@uark.edu); \*Michael J Flanigan, University of Arkansas (jmflanig@uark.edu); \*Denise McNerney, iBossWell, Inc (dmcnerney@ibosswell.com)*

Consultants are a frequent supplier of strategic management training and support for nonprofits, but we know relatively little about consultancy-nonprofit relationships and the degree to which they agree on the value of preferred practices to determine “organizational success”. The current study reports findings from a 2012/13 national survey of approximately 1000 nonprofit managers and consultants to determine which strategic planning and management practices can lead a nonprofit from mission to desired program outcomes and impacts. The study advances our theoretical understanding of institutional logics, especially when two institutional logics clash, in this case market based (consultants) and service based (nonprofits) based logics.

## **DETERMINANTS AND OUTCOMES OF TWO MODELS OF CO-PRODUCTION: THE CASE OF SUBSTANCE USE DISORDER TREATMENT CENTERS IN THE UNITED STATES**

*\*Sunggeun (Ethan) Park, University of Chicago (spark29@uchicago.edu)*

Co-production mechanisms hold considerable promise for helping to bridge civil society principles with today’s professionalized nonprofit sector. Using a nationally representative survey of alcohol and drug abuse treatment facilities in the US, this study investigates (1) which factors influence clinics’ co-production efforts, and (2) how co-production impacts service offerings and utilization patterns. I theorize that hiring staff with lived experience can supplement co-production process by bridging the concerns and opinions of professional staff members and marginalized patients. Through providing rare quantitative evidence of co-production, this paper demonstrates how staff with lived experience can supplement co-production by leveraging their experiential knowledge.

## **DETERMINANTS OF THE SIZE AND SCOPE OF LEAD-ORGANIZATION NETWORKS FOR SOCIAL SERVICE DELIVERY: A QUALITATIVE COMPARATIVE ANALYSIS APPROACH**

*\*Bin Chen, Baruch College - CUNY (bin.chen@baruch.cuny.edu)*

This paper shows how a QCA approach can help answer the research question: what factors, alone or in combination with other factors are necessary or sufficient to influence the size and scope of lead-organization networks for social service delivery? The empirical context includes 27 community-based family preservation networks operating in an urban county of West Coast.

## **DETERMINING OUTCOMES FOR GOVERNMENT AND NONPROFIT SERVICES: WHAT SHOULD THE PUBLIC KNOW AND HOW SHOULD IT BE PRODUCED?**

*\*James A. Krauskopf, Baruch College-City University of New York (james.krauskopf@baruch.cuny.edu)*

This paper proposes to examine government and nonprofit performance data for human services in order to assess what is currently available from public sources and determine where there are deficiencies in meeting needs for public accountability. New York City reports are examined, including especially information that depends on the interactions of government and nonprofit organizations in providing human services. The paper is based on the recognition that the accomplishments of nonprofits in pursuit of their missions require greater attention and are frequently connected with the measures that government reports to its constituents.

## **DEVELOPING A FRAMEWORK FOR MEASURING THE IMPACT OF BUSINESS-TO-BUSINESS NONPROFITS**

*\*Caitlin Marina Augustin, DataKind / NYU (caitlin@datakind.org); \*Thomas Bryer, University of Central Florida (thomas.bryer@ucf.edu)*

This is a poster presentation of ongoing research concerning impact measurement in the business-to-business nonprofit space. Here we present the “state of practice” for impact measurement, the application of these practices in the business-to-business space, where impact is not as readily apparent, and a methodology for a case study approach to impact assessment.

## **DEVELOPING THE LOCAL ADVOCACY PERSPECTIVE: A STUDY OF SOUTH TEXAS NONPROFITS**

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This paper presents a study of South Texas nonprofit organizations, and their role in advocating for their clients.

## **DEVELOPMENT AND VALIDATION OF THE MOTIVES TO DONATE SCALE**

*\*Sara Konrath, Indiana University (skonrath@iupui.edu); \*Femida Handy (fhandy@sp2.upenn.edu)*

We developed and validated a comprehensive scale of why people make charitable donations. In Study 1, an initial pool of 54 items was administered to a general adult sample online. A factor analysis produced support for six factors: Trust, Altruism, Social, Tax benefits, Egoism, and Constraints. The final 18 item scale was based on the three highest loading values per factor. Study 1 also examined the scale’s demographic correlates and construct validity with the same sample. Study 2 examined test-retest reliability in a student sample. Taken together, the Motives to Donate scale has reasonable internal reliability, test-retest reliability, and validity.

## **DID THE GREAT RECESSION ALTER THE REVENUE MANAGEMENT PRACTICES OF NONPROFIT ORGANIZATIONS?**

*\*Muhammet Emre Coskun, Andrew Young School of Policy Studies (mcoskun1@student.gsu.edu)*

This paper analyzes the relationship between revenue diversification and revenue stability, using nonprofit financial data over the periods before, during and after the Great Recession. Managing revenue sources is crucial for nonprofits to maintain financial sustainability, thereby to continue their services, especially during times of crisis. Previous studies have stated contested views on advantages of revenue diversification or concentration, to which we aim to offer an explanation by shedding light on the effect of the financial crisis on nonprofit revenue management practices. Our analysis employs panel data regression using NCCS Core Files Form-990 data from 1999 to 2013.

## **DIFFERENTIATION OF NONPROFIT AND FOR-PROFIT ORGANIZATIONS PROVIDING LONG-TERM CARE SERVICES IN JAPAN**

*\*Yuko Suda, Toyo University (yukosuda@toyo.jp)*

This study focuses on nonprofit and for-profit organizations providing public long-term care services in Japan, comparing their inter-sectoral relationships by cohort. The outcomes suggest that for-profits learned to differentiate themselves from nonprofits in the new cohort to establish competitive advantage on financial performance. Nonprofits appeared to suffer from the mixed signals sent by the policies of the government, which are driven by the demand to control expenditures related to long-term care; nonprofits are expected to serve those not served by for-profits even as their revenues decline as a result of government policies.

## **DIMENSIONS OF COSMOPOLITANISM: NATIONALIST AND HABERMASIAN VALUES AMONG PEACE CORPS VOLUNTEERS**

*\*Meghan Kallman, Brown University (meghan\_kallman@brown.edu)*

How do state voluntary agencies foment cosmopolitanism, and what kinds of cosmopolitanism do they encourage? I answer this question by analyzing how the US Peace Corps fosters cosmopolitan values among its volunteers, and how those values express in volunteers' political lives after service. I distinguish between two patterns of moral cosmopolitanism, which lead respondents to create for themselves fundamentally different types of relationships with the state. Further, they express in very different types of civic engagement and careers. In making my argument, I evaluate an institution and its ability to foment the kind of change that it purports to support.

## **DISADVANTAGED COMMUNITIES, UNCHAINED LEADERSHIP? RESOURCE CONSTRAINTS AND COMMUNITY FOUNDATIONS' STRATEGIC USE OF SOCIAL MEDIA**

*\*Viviana Chiu-Sik Wu, University of Pennsylvania School of Social Policy & Practice (bijoux.viviana@gmail.com); \*Weiai Xu, University of Massachusetts - Amherst (weiai.wayne.xu@gmail.com); \*Chao Guo, University of Pennsylvania (chaoguo@sp2.upenn.edu)*

Being geographically boundless, social media have the potential to help community foundations tap into additional resources, strengthen relationships with donors and grantees, and play a stronger community leadership role. Yet, to what extent are community foundations, especially those serving under-resourced communities, realizing this potential? Do community foundations in under-resourced environments utilize social media differently from those in better-endowed environments? This study examines how community foundations' social media use in fundraising, grant-making and community leadership are associated with county-level economic and social capital. Our findings reveal to what extent community foundations overcome locational disadvantages through the strategic use of social media.

## **“DIVINE INTERVENTION”: THE OPERATION OR IMPACT OF NPO INTERVENERS IN RELIGIOUS FREEDOM LITIGATION IN CANADA.**

*\*Kathryn Chan, University of Victoria Faculty of Law (kmchan@uvic.ca)*

Non-profit organizations in Canada are increasingly participating in religious freedom cases to which they are not formally parties by gaining status as “interveners”. An organization that obtains judicial permission to intervene in a case may generally put forward any legal argument in support of an issue before the court. Like the American amicus curiae mechanism, then, intervention allows NPOs to be “norm entrepreneurs” in constitutional cases to which they are not parties. This project aims to better understand how Canadian NPOs operate in this context, and how they are influencing debates about the meaning and relative importance of particular human rights.

## **DO ENDOWMENTS CROWD OUT DONATIONS? THE EVIDENCE FROM NONPROFIT UNIVERSITIES**

*\*Chiako Hung, Arizona State University (chung17@asu.edu); \*Hyunrang Han (Hyunrang.Han@asu.edu)*

This study examines whether nonprofit university endowment crowds out private donations by using data from NACUBO National Endowment Survey and IRS Form 990 in 2014. Overall, there is no crowding effect of an increase of an endowment on nonprofit university donations. The preliminary results revealed that an endowment was a significant predictor of donations controlling for other predictors. Considering subsample data, an endowment was a significant predictor of contributions when only prestigious nonprofit universities were included in the analyses. The association was also significant when only non-prestigious nonprofit universities were included.

## **DOES CIVIL SOCIETY AID WORK ?**

*\*Qingqing Sun, University of Maryland (qsun123@umd.edu)*

Over the past two decades, the disbursement of foreign assistance to civil society programs has increased dramatically in African countries. In this paper, the author examines the impact of civil society aid on civil society development using the panel fixed effect model, the instrumental variable estimator and a country-year panel data set covering 51 African countries. After controlling covariates, the author finds that a 1% increase of civil society aid per capita leads to a 0.007 increase in the civil society indicator and to a 0.003 increase in the civil society participation index (significant at 0.1 level).

## **DOES EFFICIENCY MATTER? OPERATIONS EFFICIENCY AND STUDENT OUTCOMES OF HIGHER EDUCATION INSTITUTIONS**

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This paper examines the relationship between operations efficiency and student outcomes. As state appropriations decrease and student enrollment increases, higher education institutions are under pressure to be efficient. This paper examines how institutional finances influence student outcomes but also explores the relationship between operational efficiency retention rates. Using IPEDS and IRS data, this paper doesn't find an association between administrative efficiency and retention rates. The main findings show several financing variables, government and program service revenue, having statistically significant effects on retention rates. Additionally, the operational efficiency measure for program spending has a statistically significant negative effect on retention rates.

### **DOES GENDER MATTER?: AN ANALYSIS OF UNIVERSITY CLASSROOM CLIMATE IN NONPROFIT COURSES**

*\*Julianne Gassman, University of Northern Iowa (gassman@uni.edu); \*Norman Dolch, University of North Texas (nadolch@sbcglobal.net); \*Jon Klein, University of Northern Iowa (kleinjai@uni.edu); \*Stanley Ebede, University of Northern Iowa (ebedes@uni.edu)*

Since the late 1970s, there has been extensive research on the differences in classroom climate for men and women on college and university campuses. This research explores the possibility that nonprofit academic training programs are not preparing women for the sector leadership as well as they could or in the same way they are preparing men. Data was collected from nonprofit coursework by multiple universities throughout the United States and around the world. The analysis of results will provide the overall student perception on classroom climate and examine the classroom perception of women compared to men.

### **DOES HAVING A PARENT REALLY MATTER? THE EFFECT OF NONPROFIT PARENTING ON THE FINANCIAL HEALTH OF SUBSIDIARY ORGANIZATIONS**

*\*Hala Altamimi, Georgia State University (haltamimi1@student.gsu.edu)*

This paper empirically examines the effect of having a parent organization on the financial health of nonprofit subsidiaries, a link that has been largely unexplored in nonprofit research. It builds upon business research on parent-subsidiary relations providing insight into how organizational structures influence nonprofit financial management. The analysis draws on a rich data set from DataArts (2011-2014) that covers 11,328 nonprofit arts and cultural organizations. This paper also offers a new application of the resource dependency theory in the nonprofit setting by explaining how parents' resources could affect the financial performance of their subsidiaries.

### **DOES NONPROFIT RESEARCH DIFFER? LESSONS FROM A SYSTEMATIC MIXED METHODS REVIEW**

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The purpose of this paper is to introduce findings from a systematic, mixed methods review of articles published between 2007 and 2016. Authorship and citation patterns, research methods, and gaps in the types of questions and methods of published studies in the following journals were examined: Nonprofit and Voluntary Sector Quarterly (NVSQ), Public Administration Review (PAR), the Journal of Policy Analysis and Management (JPAM), and the Journal of Public Administration Research and Theory (JPART). Findings from the study present opportunities for curriculum development and future nonprofit research.

### **DOES PURPOSING MATTER? EFFECTS ON INNOVATION, COMMITMENT AND LEARNING, IN THE WORKPLACE.**

*\*Hani Boulos, Case Western Reserve University (hani.boulos@case.edu)*

The concept of purposing has been developed to highlight the importance of the collective, creative, inclusive and dynamic process of continuously making meaning and purpose alive in organizations. This study builds on this concept and aims to test its effects on innovative behaviors, organizational commitment and passion to learn, in the workplace. A 426-survey was carried out and analyzed, showing that purposing is positively related to innovativeness, commitment and learning. This is important for non-profit organizations to vivify the notion of purpose and develop ways to make it alive, active and adaptive, not static and rigid.

## **DOES THE ENDS JUSTIFY THE MEANS? A CRITICAL REVIEW OF NONPROFIT FUNDRAISING AND CHARITABLE GIVING LITERATURE**

*\*Abhishek Bhati, University of Nebraska Omaha (abhati@unomaha.edu)*

The body of research on fundraising suggests that the impulse of giving by donors is complex and multifaceted, embedded in individuals' personal, spiritual, social and economic lives and often mediated by the way in which donations are solicited. The review of current literature in fundraising and charitable giving focuses on intrinsic and extrinsic motivations of donors to give. This paper argues that the current literature reduces the role of beneficiaries as mere 'exhibitions' in fundraising and also fails to acknowledge the roots of charitable giving and philanthropy laced in colonial experience and creation of the 'Other.'

## **DO FEMALE MEMBERS IN MEMBERSHIP ASSOCIATIONS DONATE MORE WHEN FEMALE BOARD MEMBERS PRESENT?**

*\*Khalid AbouAssi, American University (abouassi@american.edu); \*Seung-Ho An, Texas A&M University (sa.korea86@gmail.com)*

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

## **DO FUNDRAISERS WRITE DIFFERENT APPEALS FOR STIGMATIZED GROUPS?**

*\*Ruth K Hansen, University of Wisconsin-Whitewater, Indiana University (rkhansen@iupui.edu)*

What factors affect how fundraisers write donor appeal letters? Prior research suggests that attributes of beneficiaries, prospective donors, and fundraisers themselves all contribute to shaping donor appeals. However, we know very little about fundraisers' discretionary role in engaging with donors about beneficiaries who are more or less socially desirable. In this online behavioral experiment, we examined how fundraisers write appeal letters for a nonprofit serving beneficiaries with different attributes (more versus less stigmatized group). We will examine fundraisers' word choices, themes, framing, and other strategies in these letters.

## **DOING WELL BY DOING GOOD AND THE PARADOXICAL ACCOMPLISHMENT OF SOCIAL ENTERPRISE**

*\*Curtis Child, Brigham Young University (cchild@byu.edu)*

How do social enterprise organizations, operating in institutionally complex settings, manage to be both business and charity, both market-driven and social welfare-oriented? And what does this tell us about how members of organizations deal with the paradoxes that confront them in their work? Drawing on insights from two industries, fair trade and socially responsible investing, I argue that it is by paying attention to their sensemaking efforts that we are able to gain insight into how members of hybrid organizations make initiatives like social enterprise workable.

## **DOMESTIC RESOURCE MOBILISATION STRATEGIES OF NATIONAL NON-GOVERNMENTAL ORGANISATIONS (NNGDOs) IN GHANA**

*\*Emmanuel Kumi, University of Bath (e.kumi@bath.ac.uk)*

National non-governmental development organisations (NNGDOs) in Ghana are confronted with declining external donor funding, arising in part from the country's promotion to a lower-middle-income status and changing funding modalities. This presents incentives for domestic resource mobilisation. Drawing on 62 qualitative interviews, this article presents the findings of how NNGDOs mobilised domestic resources for organisational survival and sustainability. NNGDOs mobilised four main domestic resources categorised into: a) corporate philanthropy; b) individual donations and diaspora remittances; c) volunteer support and d) government funding and support. Implications of NNGDOs' turn to domestic resource mobilisation for wider civil society organisations' sustainability are discussed.

### **DO NATIONAL SERVICE PROGRAMS IMPROVE THE COMMUNITY?**

*\*Kristopher Velasco, University of Texas at Austin (krisvelasco@utexas.edu); \*Robert Ressler, University of Texas at Austin (rwress@utexas.edu); \*Pamela Paxton, University of Texas at Austin (ppaxton@prc.utexas.edu)*

A stated goal of national service programs is to strengthen the health of communities across the United States. But to date, there are few assessments of this intended goal. We investigate the association between AmeriCorps State and National programs, VISTA programs, and smaller programs with community health across 1,347 counties between 2005-2013. Using linguistically-coded Tweets to measure county-level subjective well-being, we model the effect of AmeriCorps programs with cross-sectional regressions as well as longitudinal change-score models and cross-lagged panels. We find that national service programs result in small but measureable improvements to subjective well-being -- primarily through buffering against negative expressions.

### **DO NONPROFIT ARTS ORGANIZATIONS WITH BOARD TIES TO LARGER ARTS ORGANIZATIONS DISPLAY BETTER ORGANIZATIONAL PERFORMANCE?**

*\*Qiaozhen Liu, Georgia State University (qliu10@student.gsu.edu)*

This paper examines board ties among arts nonprofits to determine whether and how small organizations benefit from ties with larger organizations. The literature on nonprofit boards is abundant with research on board functions and board members' behavior; however, the extent board linkages influence organizational performance remains understudied. The paper builds upon resource dependency theory which holds that board members play a crucial role in leveraging influence and resources to help organizations survive and thrive. It employs self-collected data and organizational data from DataArts. The findings newly introduce evidence on nonprofit board interlocks and provide advice for board selection decisions.

### **DON'T YOU WANT TO STAY? TOWARDS UNDERSTANDING OF VOLUNTEER RETENTION**

*\*Marlene Walk, Indiana University Purdue University Indianapolis (mwalk@iupui.edu); \*Ruodan Zhang (rz3@indiana.edu); \*Megan Bowers, Indiana University Purdue University Indianapolis (megbower@iu.edu)*

This study investigates the effect of human resource practices, such as training and recognition strategies, on actual volunteer retention. We use longitudinal administrative data from 2013 to 2017 collected by an Indiana 501(c)3 nonprofit organization, which contains individual volunteer characteristics, organizational human resource practices, and actual turnover statistics. The multivariate analysis models explore dominant patterns arising from both individual- and organizational-level predictors, controlling for volunteer roles and type of sponsoring organization. The study contributes to the literature by understanding the volunteer turnover challenge from a multi-level perspective, and addresses the common mono-method bias by analyzing an administrative data set.

### **DO SMALL NGOS MATTER?**

*\*Takumi Shibaike, University of Toronto (takumi.shibaike@mail.utoronto.ca)*

What is the impact of NGOs on the salience of moral issues? Existing research attributes global NGOs with agenda-setting power but often obscures the context of the Global North in which those NGOs are based. I challenge such an elite-centric perspective by providing a theory that explains how small NGOs affect the salience of moral issues in the Global North (US, UK, Japan, Australia). I investigate the issue area of wildlife conservation and employ computational text analysis to measure public salience. The implication is clear: existing research overstates the power of global NGOs at the expense of small NGOs.

## **DYNAMIC MODELING METHODS TO STUDY COMPLEX ADAPTIVE SYSTEMS**

*\*Elizabeth A. Castillo, Arizona State University (eac@asu.edu)*

A variety of research methodologies have emerged over the past three decades to study, analyze, and mathematically describe complex dynamic systems. However, these are not typically taught to nonprofit students. In terms of rigor, this is problematic because conventional linear statistical modeling may miss important patterns hidden within nonlinear dynamic processes (e.g., collaboration, voluntary action). From a critical perspective, the choice of research methods may inadvertently contribute to marginalization. Responding to the Gulbenkian Commission's recommendation that social scientists adopt a complexity science stance, this paper reviews computational science and dynamic modeling methods used in other fields to study complex adaptive systems.

## **ECONOMIC SUDOKU: UNTANGLING THE LOGIC PUZZLE OF THE DOUBLE BOTTOM LINE**

*\*Elizabeth A. Castillo, Arizona State University (eac@asu.edu)*

A fundamental economic puzzle is how to produce social and financial returns concurrently. To untangle this problem, this study examined a collaborative social enterprise of 29 nonprofit organizations. Results indicate an input-mediator-output-input model of resource transformation. Inputs included multiple forms of capital, some created endogenously. Outputs were distributed to the collaboration, its members, and the community. Seven hypotheses were analyzed to explain this process. The paper develops a new theoretical model, Resource Interdependence Theory, inspired by exchange processes found in nature. Seven propositions collectively offer a plausible logic for the simultaneous production of social and financial returns.

## **EDUCATION PHILANTHROPY: RECREATING INEQUALITY IN CALIFORNIA'S PUBLIC SCHOOLS**

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While school funding was equalized through the 1971 California Supreme Court ruling, *Serrano v. Priest*, various factors have led to a return to unequal spending in recent years. This piece investigates the ways in which parents in wealthy school districts have increased local school revenue through fundraising by various nonprofit entities, most importantly local education foundations (LEF). In the wealthiest California communities, LEFs engage in remarkable levels of fundraising which has been an important factor in the re-creation of inequality in per-pupil spending and educational outcomes across the state.

## **EFFECTIVE ADVOCACY ON SOCIAL MEDIA: RESULTS FROM A NATIONAL STUDY OF HOMELESSNESS NONPROFITS**

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Research on social media use among nonprofit organizations has primarily been exploratory, and has focused on understanding the prevalence of social media. As a result, less is known about the effectiveness of social media as a nonprofit advocacy platform. Using a unique and large dataset, this proposed study fills this gap by presenting and empirically testing a four-factor theoretical framework for understanding the determinants of the effectiveness of social media advocacy among homelessness nonprofits in the United States. Findings from this study will inform the theory and practice of social media-based advocacy work by nonprofit organizations.

## EFFECTS OF CORRUPTION AND FOREIGN DIRECT INVESTMENT (FDI) PERFORMANCE IN NIGERIA

*\*Mukhtar Abubakar Yusuf, Mukhtar Abubakar Yusuf (may29@case.edu)*

The United Nations Conference on Trade and Development (UNCTAD) has reported that while Global Foreign Direct Investment (FDI) inflows jumped 36 percent in 2015 to an estimated \$1.7 trillion, FDI to Nigeria fell 27 percent from \$4.7 billion to \$3.4 billion in 2015. This problem generally affects Nigerian economic and social well-being especially job creation, poverty alleviation, and security issues. This study examines the performance of FDI and Economic Development through Innovation and Entrepreneurship and the contributions of the nonprofit organizations.

## EFFECTS OF GOVERNMENT GRANTS ON PRIVATE GIVING AT FAITH BASED ASIAN NONPROFITS AND SECULAR ASIAN NONPROFITS

*\*Sung-Ju Kim, NC State University (sxx166@gmail.com)*

Although the crowding-out effect refuted during last decades, the findings cannot to apply to all nonprofits, specifically for Asian nonprofits because of distinct environments for such organizations. A few studies report crowd-in effect to Asian nonprofits, but the findings are not significant. To extend the empirical insights of crowd-out effect for Asian nonprofits, this study examines the crowd-out effect by faith based and secular Asian nonprofits in the New York and New Jersey Metropolitan area using 990 forms. Results show that private donors to secular Asian nonprofits are significantly more likely to donate to the organizations, when they have more government grants.

## EFFECTS OF POLICY ON THE GROWTH OF RUSSIAN NONPROFIT ORGANIZATIONS: A LONGITUDINAL ANALYSIS

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The dynamics of founding and dissolution of nonprofit organizations in several settings has been studied using organizational ecology theory. This article applies ecological theories to the environment for nonprofit organizations in the Russian Federation. Drawing on publicly available data from government statistics agency ROSSTAT, we created a database of founding and closings of NPOs in Russia by region for the period 2002-2014, which we analyzed using a time series panel. The growth of Russian NPOs is negatively correlated with restrictive legislation but also positively associated with increased local and federal funding for NPOs.

## EMBRACING THE GROWING IMPORTANCE OF DIVERSITY: PHILANTHROPY, LEADERSHIP, & BOARD ENGAGEMENT

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Current demographic changes in the ethnic and racial make-up of the nation will have a transformative effect on the concerns and goals driving the nonprofit sector. Using data available from BoardSource's Leading with Intent (LWI) surveys, the Million Dollar List, and IRS Forms 990, we seek to extend and expand the knowledge of leadership, engagement, and philanthropy among nonprofit board members. Responses on the LWI surveys can be matched with data from the MDL and Forms 990 to provide a more detailed picture of the relationship between diversity on nonprofit boards and organizational efficacy.

### **EMPATHY, SOCIAL CLASS, AND CHARITABLE GIVING**

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This study explores the relationship between trait empathy, social class, and charitable giving. Prior studies find that people scoring high in empathic concern give more to charity. Research has also examined the relationship between social class and various prosocial behaviors. However, very limited research has investigated more complex associations among empathy, social class, and charitable giving. This study aims to explore this topic by analyzing wave 22 of the 2008–2009 of American National Election Study. Findings will offer valuable insights into various motivations of giving by people of different social classes.

### **ENHANCING BOARDROOM PERFORMANCE: EVIDENCE IN FAVOR OF ADOPTING DIVERSITY AND INCLUSION AS A STRATEGIC IMPERATIVE**

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A pressing question in diversity and inclusion research, and in particular, nonprofit board diversity, lies in whether performance-benefits result from simply meeting expectations held in institutional norms or whether organizations that treat diversity as a strategic imperative reap performance-benefits beyond institutional conformers. This study explores competing institutional and strategic explanations of organizational approaches to diversity among board of directors' members in improving governance outcomes. Utilizing a survey of 247 boards reflecting more than 2800 board members, we demonstrate the need for a comprehensive strategic approach to diversity to create more inclusive boards that enhance board and governance effectiveness.

### **ETHNIC SOCIAL ENTREPRENEURSHIP- THE CONSTRUCTION OF THE LOCAL FIELD AND VALUE OF CO-ETHNIC CAPITAL**

*\*Melissa Victoria Abad (mabad1005@gmail.com)*

The social entrepreneurship literature has not addressed the question of diversity. This paper addresses the gap by engaging with the ethnic entrepreneurship literature and a case study of ethnic professionals in suburban Chicago. This study focuses on immigrant services. Through participant observation, archival research, and in-depth interviews with nonprofit professionals, it details how Latina nonprofit professionals created social value for the social services agencies in which they work, driven in large part by building ties with local whites. The results reveal the importance of working within the existing U.S. racial order when creating social value in nonwhite communities.

### **EVEN MORE GIVING TOGETHER: GENDER AND THE IMPACT OF GIVING CIRCLES**

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As a tool to seemingly democratize, expand, and diversify philanthropy, giving circles are among the most popular strategies for promoting giving today. While the field has grown considerably, a decade has passed since the last systematic research on U.S. giving circles and little research has been conducted on new networks and models to emerge in recent years. Our new research gathers data through multiple methods, including surveys with giving circle leaders, members, and hosts, to examine the impact of giving circles on philanthropy, with particular attention paid to the gendered aspects of giving circles.

### **EVIDENCE-INFORMED PRACTICE: EVALUATION CAPACITY DEVELOPMENT IN NONPROFIT ORGANIZATIONS**

*\*Tara K. Bryan, University of Nebraska at Omaha (tbryan@unomaha.edu)*

This study sought to understand the individual and organizational factors that impact effective evaluation practice in nonprofit organizations. An online survey to 603 nonprofit professionals between October 2016-December 2016, with 243 individuals completing the survey. Results indicate a high level of awareness and motivation to evaluate, however survey participants were less confident of their skills and the extent to which their organizations have mainstreamed evaluation practice. Specific implications for practice are discussed, including the need to build evaluation skills in nonprofit professionals, nonprofit organizations of different sizes need different evaluation capacity interventions, and how leadership matters for mainstreaming evaluation practice.

### **EXAMINING GENERATIONAL DIMENSIONS OF LEADERSHIP IN INTERNATIONAL NONGOVERNMENTAL ORGANIZATIONS**

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Through the classic and thematic content analysis of semi-structured interviews with 121 leaders of U.S.-based international NGOs, we examine the generational dimensions of nonprofit leadership. Specifically, we identify the leadership traits, skills and behaviors of Veterans, Baby Boomers, Xers and Millennials in the international nonprofit sector and to what extent they are differentiated by generation.

### **EXAMINING STRATEGIC PARTICIPATION IN ADVOCACY COALITION: A CASE OF TECHNOLOGY POLICY ADVOCACY**

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The purpose of this study is to examine what motivates nonprofit advocacy coalitions and which strategies are more or less effective in sustaining their relationships and achieving the policy outcomes they desire. While the literature in the fields of public management and public policy has long identified motivations and obstacles involved in networks and collaboration among organizational actors, they have been understudied in the context of nonprofit advocacy coalitions. This study will employ an online survey as well as in-depth interviews with policy advocates and communication professionals working in technology related nonprofit advocacy in Washington, D.C., for its data collection.

### **EXAMINING THE CRITICAL ROLE OF SOCIAL CAPITAL IN ENTREPRENEURSHIP: A QUALITATIVE STUDY OF EMERGING NONPROFIT ORGANIZATIONS**

*\*Karen Reardon, LaSalle Univeristy (KarenAReardon@aol.com)*

This qualitative study examines how individual nonprofit organizations (“NPOs”) emerge. I build on the limited empirical research by studying eight emerging NPOs in a single New Jersey county through forty qualitative interviews, document review and limited participant observation of both founders and early participants. The study is designed to obtain the stories of nonprofit emergence as it is in process, including motivations and strategies, that surveys and other methodological techniques are not positioned to obtain.

## **EXAMINING THE IMPACT OF NONPROFITS' VOTER MOBILIZATION EFFORTS ON 2016 TURNOUT: DID THE MESSAGE MATTER?**

*\*Kelly M. LeRoux, University of Illinois at Chicago (kleroux@uic.edu)*

This paper fills a critical gap in the literature by examining the types of nonpartisan messages that are most effective at increasing voter turnout, by nonprofit social service agencies doing voter mobilization work. The research involved a field experiment carried out in partnership with four nonprofits in Chicago who collectively mobilized over 1,000 low-income citizens to vote in the 2016 election. We match our messaging data to voter turnout files from IL Secretary of State. Using logistic regression, we find that higher voter turnout is linked to nonpartisan messages emphasizing political efficacy as well as policy issues that may be salient for the individual.

## **EXAMINING THE IMPACT OF STAFF TURNOVER ON IMPLEMENTATION AND OUTCOMES IN A BYSTANDER FOCUSED VIOLENCE PREVENTION PROGRAM**

*\*Jessica Word, University of Nevada Las Vegas (jessica.word@unlv.edu); \*Patricia Cook-Craig, University of Nevada Las Vegas (patricia.cook-craig@unlv.edu)*

This research examines the impact of staff turnover on the implementation and outcomes associated with a human service violence prevention program. The program, Green Dot, was implemented across the state of Kentucky in 26 high schools by a coalition of rape crisis centers. During the course of the program implementation, many of the organizations experienced high staff turnover. This research draws upon randomized control trial (RTC) data and archival data concerning staff assignments to examine the impact of turnover on various program outcomes including: fidelity of program implementation, and rates of violence victimization and perpetration.

## **EXAMINING THE RELATIONSHIP BETWEEN PHILANTHROPY AND DEMOCRACY**

*\*Yoram Margolioth, Tel Aviv University (margalio@post.tau.ac.il)*

In a democracy, each person has one vote. Philanthropy seems to violate this equality, as the “vote” is a function of wealth. Philanthropists “vote” when the government offers them matching or tax preferences thereby allowing them to direct public funds to their own choice of public goods. Even when the contribution is made out of after-tax dollars, it could have negative external effects, justifying government intervention. On the other hand, philanthropy has some comparative advantages over government funding of public goods. This paper suggests a theory to determine in what cases philanthropy enhances democracy and offers some policy advice.

## **EXAMINING THE RELATIONSHIP BETWEEN PROSOCIAL BEHAVIOURS, INFLAMMATORY MARKERS AND HEALTH OUTCOMES.**

*\*Matthew Richard Bennett, University of Birmingham (m.r.bennett@bham.ac.uk)*

This paper explores the link between prosocial behaviors, inflammatory markers and health outcomes. This paper uses blood samples from 13,000 adults in the UK and structural equation modeling to explore the direct and indirect relationship between volunteering/giving, inflammatory markers of chronic stress (C-reactive protein and fibrinogen), and subjective and physical health.

## **EXECUTIVE NORMING OF COOPERATION IN ITERATED RESOURCE ALLOCATION GAMES**

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For over thirty years, scholars of for-profit and social entrepreneurship have wrestled with nature versus nurture: is entrepreneurship hardwired into an individual's personality, or do entrepreneurs become molded into how they approach questions of risk and cooperation? A similar discussion has occurred in public administration regarding those going into public service.

## **EXPLORING ASSOCIATIONS BETWEEN NONPROFIT LOBBYING EXPENDITURES ORGANIZATIONAL CHARACTERISTICS, LOBBYING TYPE, AND REVENUE STREAMS**

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Over the past several decades, nonprofit organizations have increasingly engaged in advocacy activities, producing what Jenkins (2006) calls an "advocacy explosion". However, our understanding of both the antecedent conditions of nonprofit advocacy and the policy or programmatic outcomes generated by these activities is still limited. This research uses new, up-to-date lobbying and organizational data from IRS Form 990 to better identify and examine the causal drivers to nonprofit advocacy behavior, specifically related to grassroots and traditional lobbying activity.

## **EXPLORING DRIVERS OF DOWNWARD ACCOUNTABILITY IN INTERNATIONAL NONGOVERNMENTAL ORGANIZATIONS**

*\*Elena McCollim, University of San Diego (elenamccollim@sandiego.edu)*

In the past two decades, international nongovernmental organizations have gone from being lauded as a solution to poverty, to being seriously questioned. Yet accountability, whether upward to donors or downward to beneficiaries, is increasingly crucial to maintaining support to NGOs. When the urgency of their moral mission, then good stewardship of resources and attention to beneficiaries' needs become essential to maintaining their legitimacy. This paper will seek to identify INGOs that implement downward accountability with some success; and to identify characteristics that distinguish such INGOs from those seeking to implement downward accountability without comparable success.

## **EXPLORING FACTORS AFFECTING NONPROFIT COMMERCIALIZATION: DOES A COMPETITION AFFECT NONPROFITS' COMMERCIALIZATION?**

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The commercialization of nonprofit sectors have been extensively studied, a few issues, nonetheless, remain unaddressed. Although resource dependency theory and competition are considered two primary mechanisms that explain the commercialization, the former only offers a limited explanation and the latter was not tested with proper measurement. This study explores two research questions by using NCCS nonprofit finance data: 1) To what extent are NPOs commercialized, and 2) what factors affecting nonprofit's commercial activities? The purpose of research is to offer a more comprehensive model, by examining resource dependency theory, and competition among social services nonprofit sectors with more generalizable data.

### **EXPLORING GOVERNMENT SERVICE DELIVERY THROUGH COLLABORATION WITH NONPROFIT ORGANIZATIONS: MYTH VERSUS PRACTICE**

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This study examines the advantages and disadvantages of government delivery of social and human services through collaboration with nonprofit organizations, compared to partnering with other government agencies and for-profit businesses. Although voluminous literature addresses “collaboration,” much less is available regarding the comparative benefits and challenges of working with nonprofits. Data for the study emanate from interviews with the chief administrative officer (County Manager) in each county of one state. Preliminary results suggest that these officials perceive higher quality of services with lower costs when partnering with nonprofit organizations, but that they experience greater difficulty in achieving other desired service results.

### **EXPLORING THE AGENCY OF NONPROFITS: THE LINK BETWEEN GOVERNMENT FUNDING AND EFFICIENCY**

*\*Jason A Coupet, North Carolina State University (jacoupet@ncsu.edu)*

Previous literature has suggested that federal funding can hinder the efficiency of nonprofit organizations. However, this hasn't been empirically tested. This study measures the efficiency of a set of public and nonprofit higher education institutions, then estimates the impact of federal and state funding on organizational efficiency. The study finds that on average, increases in the proportion of government revenues decrease efficiency for public universities, but have no effect on the efficiency of the nonprofits in this sample.

### **EXPLORING THE VARIATION IN BOARD PERFORMANCE: INSIGHTS FROM BOARD SELF-ASSESSMENTS**

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This study examines board self-assessment data from more than 10,000 individuals serving on over 500 boards asking about board performance relating to: mission; strategy; funding and public image; board composition; program oversight; financial oversight; CEO oversight; board structure; and meetings. This paper explores: 1) How board performance varies across these dimensions, 2) The characteristics of high and low performing boards, 3) How boards add value to the goals and objectives, and 4) Realistic indicators of board value. While the tool was designed to provide specific feedback about organizational performance, analyzing these data collectively will help to inform the broader field.

### **EXTENDING NETWORK EVOLUTION: PATH DEPENDENCY AND CAPACITY EFFECTS ON COMMUNITY HEALTH COLLABORATIVES**

*\*Kate Albrecht, North Carolina State University (kralbrec@ncsu.edu)*

Whole-network evolution studies are critical to understanding change dynamics and issues of network sustainability over time. Using longitudinal network data, this paper explores the exogenous and endogenous factors that may contribute to survival, death, or transformation of community collaboratives. A typology of network evolution types accompanies the empirical analysis of network characteristics that lead to different evolutionary outcomes. Results further extend network evolutionary theory, as well as inform public and philanthropic policies in regards to investing in and supporting community health promotion collaboratives at different evolutionary stages.

## **FACEBOOK AND TWITTER USE IN NONPROFIT HUMAN SERVICE ORGANIZATIONS**

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This paper explores social media use for a sample of 168 human service organizations. Using posts and tweets from the Facebook and Twitter accounts taken in 2014-2015, we analyze organizations' social media use. We apply Lovejoy & Saxton's (2012) hierarchy of engagement to assess how the organizations use social media to communicate with stakeholders. Key contributions of this research include data about use of popular social media tools, the applicability of the hierarchy of engagement across populations, and increased understanding of how smaller, community-based entities engage stakeholders through social media.

## **FACTORS ASSOCIATED WITH RELATIONAL LEADERSHIP IN MULTIORGANIZATIONAL COMMUNITY NETWORKS**

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Multiorganizational community collaboratives are groups of three or more organizations that come together on a regular basis around a complex public issue (Nowell, 2009). In these groups, members emerge as leaders through informal negotiations that take place over repeated interactions (Abers & Keck, 2013; Bryson, Crosby, & Stone, 2006; Huxham & Vangen, 2004). It is evident that leadership is important to collaborative outcomes (Zakocs & Edwards, 2006) but not clear which members are most likely to emerge as leaders. This study quantitatively examines factors associated with being looked to as a leader among peers in a collaborative.

## **FACTORS ASSOCIATED WITH VOLUNTEERING AMONG MIDLIFE AND OLDER ADULTS: FINDINGS FROM 2016 CALIFORNIA HEALTH INTERVIEW SURVEY**

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Using secondary data from the California Health Interview Survey, this study examined factors associated with volunteer activities among older adults. A particular attention was given to how health status and neighborhood factors impact to volunteer participation. Results showed that an increase sense of community was positively related to volunteer participation. However, this relationship was much stronger for those who reported a lower level of psychological distress. In rural areas, older adults were more likely to participate in volunteer activities compared to those in urban areas. Implications for nonprofit practitioners in developing programs that promote older adult's volunteer participation were discussed.

## **FIGHTING FIRE WITH FIRE: INSTITUTIONAL LEADERSHIP & THE MANAGERIAL TREND FACING NONPROFIT ORGANIZATIONS**

*\*Erynn E. Beaton, John Glenn School of Public Affairs, The Ohio State University (beaton.13@osu.edu)*

Phillip Selznick described institutional leaders as organizational value guardians. They are entrusted to defend the organization against internal and external threats to its institutional integrity, including the creeping managerial trend. Despite the importance of institutional leadership, the concept has been under-examined in the literature. For instance, we know little about the practices of institutional leadership. This study is a multi-case ethnography of three nonprofit organizations, focusing on their leadership teams. I find that institutional leadership in nonprofit organizations is a distributed and multidimensional endeavor that requires reflexivity and balance. Paradoxically, managerial tools can be used as a method to maintain institutional integrity, but an overreliance on them can limit leader discretion and weaken value commitments.

## **FILLING THE GAP IN NONPROFIT BOARD TECHNICAL CAPACITY TO ACCOUNT FOR BOARD PERFORMANCE.**

*\*Yvonne D. Harrison, Luther College, University of Regina (yvonne.harrison@uregina.ca); \*Vic V. Murray, University of Victoria, Canada (vmurray@uvic.ca)*

This paper reports on perceptions of nonprofit board of director effectiveness as reported by the first 5,000 users of an online board performance self-assessment application designed to fill a gap in board technical capacity to account for board performance. Data come individuals who serve on and interact with boards of directors of nonprofit organizations in North America, Australia, Europe and other countries. Results are compared across the different types of individual role perspectives, board governance models, organization type, and country to identify perceptual patterns in the survey data. The paper concludes with a discussion of the results along with next steps in the research.

## **FINANCIAL RATIO ANALYSIS: A COMPARATIVE ANALYSIS OF CHARITIES IN CANADA AND THE US**

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Much of the financial research on the nonprofit sector has relied on data from the United States. While these studies have informed the literature on charitable organizations, we posit that there is much room for comparative study of nonprofit finance and financial management. This study will contribute to the literature by conducting a comparative analysis of the charities in the US and Canada.

## **FINANCING SOCIAL ENTERPRISE IN THE VERY LONG RUN**

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Nonprofits and social enterprises share a common struggle to finance public (or collective) goods. Public goods are notoriously difficult for private firms to sustainably produce. The primary contribution of paper is to empirically examine very long-lived institutions which have proven successful in mitigating this collective action problem. We explore historical data from the Southern Baptist Convention, which records its efforts to finance international missionary activities since 1935. From this, we test a club good model of financing public goods. We conclude that the club model of organization, where high membership costs are deliberately applied, offers valuable – and counterintuitive – lessons for social enterprises more broadly.

## **FINANCING THE EDUCATION POLICY DISCOURSE: FUNDERS AS CATALYSTS IN POLICY NETWORKS**

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Philanthropic foundations have played a prominent role in funding both think tanks and university-based researchers to inform education policy and practice throughout the last century. Historically, philanthropists have adopted a model wherein foundations fund empirical research and then rely on intermediary actors to disseminate best practices within the field. By the 1990s, however, several major funders began to shift away from this strategy, instead electing to engage more closely with the political process by supporting advocacy organizations, aligning their support for research to specific policy advocacy goals, and investing in the direct implementation of major policy reforms (Reckhow 2013; Tompkins-Stange 2016). We examine the spread and influence of ideas supported by philanthropic foundations within the context of a broader policy network. Our case focuses on the development of policy related to teacher quality—a field involving considerable academic research, think tank involvement, and interest group participation. Our analysis shows the rising participation and influence of philanthropists and foundation grantees in policy discourse on this issue, and demonstrates the role of funders as significant and central coordinating forces among key actors in the network

## **FINDING THE MISSING LINK BETWEEN PRACTICE AND NONPROFIT EDUCATION – A CASE STUDY**

*\*Eunice V Akoto, Henderson State University (akotov@hsu.edu)*

The study explores the link between the nonprofit sector and higher education in preparing current and future generations of nonprofit leaders. It employs an exploratory case study that utilizes primary survey data in a qualitative and quantitative analysis. The results will provide a deeper meaning into any disconnect between higher education and local nonprofit organizations in Southern Arkansas. The implication for partnerships, nonprofit teaching curriculum, and the NP sector responsiveness are provided.

## **FLEMISH NPOs BECOMING MORE BUSINESS-LIKE? CONCEPTS, CAUSES AND CONSEQUENCES**

*\*Ben Suykens, University of Ghent (ben.suykens@ugent.be); \*Bram Verschuere, University of Ghent (Bram.verschuere@ugent.be)*

In recent years, the becoming business-like of non-profits received increasing academic attention. However, research on the organizational effects is rather fragmentary and characterized by an Anglo-Saxon bias. Addressing these limitations, this paper presents arguments drawn from a comparative case study of 12 Flemish sociocultural organizations examining the extent, drivers and organizational effects of becoming more business-like. A better understanding of non-profits hybridizing towards the market sphere contributes to the formulation of both responsive legal frameworks and good practices for professionals as well as to the conceptual debate as to what civil society comprises.

## **FLIPPING THE LOOKING GLASS: EXAMINING THE SELF-REGULATION OF HUMANITARIAN DONOR AGENCIES**

*\*Maryam Z Deloffre, Arcadia University (deloffrem@arcadia.edu)*

Much work on NGO accountability investigates why and how state-donors demand accountability from NGOs and how these relationships influence NGO accountability. Less scholarly work examines donor accountability and how NGOs impact these norms. This paper flips the looking glass to probe when and how donor agencies create self-regulatory accountability institutions by investigating the Good Humanitarian Donorship--standards and operational principles that promote principled donor activity. I argue that donor agencies self-regulate because they see themselves as part of a global humanitarian community after taking part in the process of defining practices for NGO accountability in the late 1990s.

## **FOSTERING ECONOMIC EMPOWERMENT FOR WOMEN: THE WORK OF WOMEN'S FOUNDATIONS**

*\*Elizabeth May Gillespie, University of Nebraska at Omaha (egillespie@unomaha.edu)*

Women's foundations are nonprofit, grant making organizations directing philanthropic dollars to programs supporting and advancing women. In 2015, the Women's Funding Network established the Prosperity Together coalition made up of 29 foundations dedicated to creating economic empowerment for women. The purpose of this study is to explore a sample of the work of Prosperity Together members in the U.S. to develop a better understanding of how these organizations foster economic empowerment. Qualitative methods including interviews and content analysis were used. Findings reveal a framework for fostering economic empowerment based on the shared organizational practices of women's foundations.

## FOUNDATIONS AND THE FEDERAL GOVERNMENT: PROSPECTS FOR PARTNERSHIP

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Foundations and the Federal Government: Prospects for Partnership This paper takes a fresh look at government-foundation partnerships. To do so, the authors have reviewed recent studies of government, foundation, and nonprofit partnerships; identified and compiled descriptions of the many government-foundation partnerships that have been established over the last decade; and interviewed 20-25 federal government and foundation officials about evolving government-foundation partnerships and especially about how the federal government, in particular, is staffed to collaborate with foundations. The paper lays out an analytic framework for understanding government-foundation partnerships and then applies the framework to assess a range of current partnerships.

## FOUNDATIONS AS POLICY ENTREPRENEURS: INSTITUTIONAL CHANGE IN THE PHILANTHROPIC SECTOR

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A growing body of research is beginning to recognize that foundations are much more than disinterested patrons that provide grants for service-providing nonprofits. Foundations seek to produce social change, not only by providing resources for nonprofits that engage in advocacy but also by supporting policy reform in a more direct manner (Rich 2004; Reckhow 2013, 2016; Quinn et al 2014; Goss 2016; Tompkins-Stange 2016). Even though foundations utilize a broad repertoire of tactics to influence social and policy change on an increasingly regular basis, their involvement in advocacy is rarely studied from an organizational perspective (Suárez 2012; Mosley and Galaskiewicz 2015). We address this gap in the literature in our paper by investigating two main research questions: Which foundations promote social change as an aspect of their organizational identity, and why are some foundations more likely to do so than others? Which foundations provide grants to nonprofits for social change, and why are some foundations more likely than others to do so? Drawing primarily on sociological institutionalism, we posit that organizational identity and mission, organizational field, and institutional form will have a discernible effect on a) which foundations are likely to discuss advocacy on their websites and b) which foundations are likely to provide grants for advocacy. By proving new insights into which community foundations discuss advocacy and which community foundations provide grants for advocacy, we will contribute to the growing discussion of foundations as interest groups.

## FOUNDATIONS AS VENTURE PHILANTHROPISTS: CONCEPTUALIZING AND MEASURING INSTITUTIONAL LEARNING THROUGH TRANSNATIONAL GRANTMAKING NETWORKS

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In investments, grants, and joint ventures partner selection is characterized by opportunity and risk. Concepts of exploration and exploitation are widely-used to interpret these partner selection choices. This paper presents a framework for understanding foundation venture behavior in translational grant-making by examining risk preferences through grant portfolios. New relationships can be categorized as "exploration grants" in that they value innovation over uncertainty, and on the other end of the spectrum the strategy of "exploitation" leverages repeat relationships to capitalize on knowledge gained through experience to minimize risk, but potentially at the cost of learning. examine questions of foundation venturing using a novel dataset consisting of all transnational grants given by U.S.-based foundations between 2000 and 2012. Utilizing methods from social network analysis, the 160,000 grants in our dataset represent a two-mode network of over 63,000 unique relationships between a foundation (n=1681) and a grantee NGO (n=32,134). To examine the socio-spatial distance of new partner selection, we conceptually and methodologically differentiate between two different forms of organizational exploration: "institutional exploration," wherein foundations select NGOs that have not previously been funded by a U.S.-based foundation, and "institutional exploitation," wherein foundations seek new partners by replicating the past grantee selection choices of other U.S.-based foundations. Using this data we derive characteristics of foundations that employ different strategies of venturing, and develop a methodology to identify co-venturing efforts.

#### **FOUR MODELS OR ONE? VOLUNTEER MANAGEMENT MODELS AND SUSTAINING VOLUNTEER ENERGY**

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Scholars have devoted research attention into developing models of volunteer management, but no consensus surrounds the choice of model or the rationale. In this research we conceive of the primary managerial challenge as translating volunteer energy into productive volunteering, and the volunteer administrator as the central actor in this process. Based on how volunteers are recruited into host organizations and where they are placed in service roles, we develop four models of volunteer management that relate to different sources of volunteer energy. This research defines and elaborates the different models and their implications for host organizations and volunteers.

#### **FRAMING THE FLINT WATER CRISIS: A CRITICAL-INTERSECTIONAL ANALYSIS OF COMMUNITY ORGANIZING/ORGANIZATION RESPONSE**

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The Flint Water Crisis captured the attention of the world in January, 2016. By then, the city had been dealing with lead-contaminated water for nearly two years. Since the switch in April, 2014, however, community activists and groups organized protests, wrote op-eds, gave impassioned speeches, and participated in lobbying efforts, to call attention to their now-validated concerns about the water supply. Other community organizations were slower to express concerns. In this paper I use an intersectional-critical lens to analyze how community organizations and groups differed in the framing of and response to the water crisis and propose possible explanations.

#### **FRIEND OR FOE? HOW NONPROFIT DYNAMIC POLITICAL CAPABILITIES ARE SHAPED BY PERCEPTIONS OF THE POLICY ENVIRONMENT**

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Research on nonprofit policy advocacy has not fully investigated how the policy environment shapes managerial choices concerning advocacy. Utilizing the dynamic capabilities theoretical framework drawn from the strategic management literature, we examine whether the policy environment is a factor in nonprofit managers' decisions to invest in developing advocacy as an organizational capability. Drawing on a recent survey of Massachusetts nonprofits (N=656, 55% response rate), we find nonprofit managers who perceive unfriendly policy environments are more likely to pursue advocacy work--including lobbying--to achieve their charitable missions. Perceptions of the policy environment shape advocacy tactics and the resources nonprofits activate.

#### **FROM HEAVEN TO EARTH? INSTITUTIONAL CHANGES' IMPACT ON THE ECOLOGY OF NGOS IN YUNNAN CHINA**

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Yunnan used to be acknowledged as NGOs' heaven for its witness of early, diversified and prosperous NGO activities in China. However, as what Teets (2014) has documented, Yunnan's social management is gradually moving from a more autonomous model to a more supervised model. Does this accelerate local government's cooptation of grassroots NGOs or indicate a new development opportunity for them? Two theories, institutional theory and organizational ecology theory, have provided different answers to this question. Employing data collected from archive documents and key informant interviews, this study provides empirical evidence to testify which theoretical explanation is more powerful.

## **FROM SECULAR PHILANTHROPY TO RELIGIOUS AUTHORITY: THE RISE OF THE JEWISH FEDERATION OF INDIANAPOLIS (1905-1930)**

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Primarily established during an influx of Jewish immigration in late nineteenth and early twentieth century America, the federated system of Jewish philanthropy sought to strengthen Jewish communal identity in the midst of competing and ethnically diverse synagogues. In Indianapolis, the notion of synagogues functioning as centers of charity and religious identity began to be profoundly challenged. This essay will argue that despite functioning as a secular philanthropic organization, the Jewish Federation of Indianapolis began to recognize itself as the protector of a communal, religious identity by nurturing a strong relationship with one of its subsidiary organizations, the Jewish Educational Association

## **FROM SOCIAL EXCLUSION TO INTEGRATION: UNDERSTANDING THE MECHANISMS THAT PERPETUATE INEQUALITY AND THOSE THAT ENABLE INCLUSION**

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In the United States and globally, inequality is both persisting and increasing. In order to determine the most suitable points of intervention within the multi-level system that is perpetuating this cyclical inequality, the construct and dynamics of Social Exclusion will be thoroughly analyzed, first by defining the term and differentiating it from Social Isolation, then by exploring the consequences of social exclusion, and finally by assessing the possible paths to social integration. The structural, social, and personal-level causes of social exclusion will then be examined through the lenses of the Theory of Social Construction and Integral Theory. By considering the multi-level perpetuating factors, it becomes clear that the mechanism of fear reinforces social and structural mechanisms perpetuating social exclusion, while the mechanism of trust intervenes in this process, moving from a process of social exclusion toward a process of social integration, holding the potential to break the cycle of inequality toward sustainable inclusion.

## **FROM SOCIAL MOVEMENT TO ENTREPRENEURIAL MANAGEMENT?: HIGHER EDUCATION MIRRORING THE NONPROFIT SECTOR'S REQUESTED ROLES IN SOUTH KOREA**

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This study focuses on whether the curriculum of nonprofit management education reflects the main forces that have led the development and evolution of the South Korean nonprofit sector. The nonprofit sectors in the U.S. and South Korea have embraced major societal forces including voluntarism, civic activism, professionalism, and commercialism (Salamon, 2012; Jeong, 2013). This study postulates that the higher education curriculum in nonprofit management may consequently reflect these main impulses. It also hypothesizes that the priority and relative significance among these four impulses may change depending on the society's demands and necessary roles of the nonprofit sector.

## **FUNDING FEMINISM: WOMEN'S PHILANTHROPY AND THE SUFFRAGE MOVEMENT**

*\*Joan Johnson, Northwestern University (joanmjohnson@comcast.net)*

This history of women's philanthropy explores feminist values, practices, and purposes of suffrage donors. Privileged in race and class, they still believed in sisterhood. Yet, when they made demands with their gifts, they engendered resentment. Exploring ideas of altruism and sisterhood shows that their philanthropy was both for the public good and their own benefit. Their ideas about political power and experiences of sex discrimination compelled them to purposeful giving, echoing studies which find women are more closely connected to their cause than male philanthropists. I explore change over time in women's philanthropy and ideas about gender and social change.

## FUNDRAISERS AND THE MEDIATED GIFT

*\*Lesley J. Alborough, University of Kent, UK (lja24@kent.ac.uk)*

Despite a growing technical and academic literature, little is understood about the actual workings of the fundraising process and day-to-day practices of fundraisers within non-profit organisations. Using qualitative data drawn from interviews with fundraisers and their colleagues across 14 organisations, this study examines the ways in which fundraisers build and maintain long-term giving relationships with individual donors. Findings suggest that whilst the primary gift relationship exists between the fundraiser and the giver, fundraisers are also engaged in a complex web of gift management relationships that have implications for our understanding of both non-profit practice and the development of the profession.

## FUNDRAISERS AS PHILANTHROPISTS: AN ANALYSIS OF FUNDRAISER GIVING AND VOLUNTEERISM

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Fundraisers would like to be considered as professionals and to receive the respect that accompanies this label. One method for demonstrating professionalism is through commitment to the public good via one's philanthropic behaviors. This study, from 1800 survey responses from fundraisers, will use multi-level statistical analysis to examine the generosity of fundraisers as donors and volunteers. It will explore the relationship between and interactions among fundraisers' philanthropic behaviors and their individual and organizational characteristics. Knowing more about whether and how fundraisers "live for philanthropy" may help determine whether fundraisers are indeed the professionals they seek to emulate.

## FUNDRAISERS' TENURE: FACT VS. FICTION

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The fundraising profession is plagued by a popular notion that fundraisers stay only 18 months to two years per job. While some organizations may experience turnover more frequently than others, there is little research that sheds light on how valid this popular notion is. In an analysis of 1,826 fundraisers, we sought to understand the current state of fundraisers' retention and turnover. How does it vary by subsector? What factors influence fundraisers voluntary turnover? The findings provide a nuanced picture of tenure based on several variables including subsector, gender, education level, organizational title, and salary.

## FUNDRAISING AS A CREATIVE PROFESSION

*\*Beth Breeze, University of Kent, UK (b.breeze@kent.ac.uk)*

This paper draws on a major study of UK fundraisers, comprising over 1,200 completed surveys and over 50 in-depth interviews. The professional status of this job has been the subject of much debate, with implications for the credibility of practitioners and their ability to maximise funds raised. Drawing on both quantitative and qualitative data, and using vignettes as illustration, this paper argues that fundraising is best viewed as a 'creative profession' because of the complex context within which fundraisers work, and because standardisation is anathema to success, which relies instead on creative interactions and responses in each unique situation.

## **FUNDRAISING AS PROFESSION AND VOCATION: AN INQUIRY ABOUT FAITH AND THE PRACTICE OF FUNDRAISING**

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This paper examines the vocational identity of faith-based fundraisers. In addition to noting demographic differences between faith-based fundraisers and fundraisers in general, we use a mixed methods approach to assess the role that religious identity and commitment play on the practice of fundraising. We explore how people of faith who choose to work in fundraising draw meaning from their work, how religious identity shapes a faith-based fundraiser's understanding of his or her work, and the role that working in faith-based organizations has on individual fundraisers.

## **GENDERED ASSOCIATIONS, GENDERED BOARDS, AND ORGANIZATIONAL PERFORMANCE**

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Is the gender composition of the leadership of 1,585 U.S.-based member-serving nonprofit organizations related to the organizations' perceived governance performance? Based on status characteristic theory, this study will observe whether gender composition of the board and executive leadership is related to the outcomes of more than 50 variables describing an association's external environment (e.g., market growth), internal characteristics (tax status, geographic scope, etc.), internal dynamics (staff turnover, board turnover, amount of board development, etc.) and 20 performance measures on which EDs evaluated their boards.

## **GENDER, INCLUSION, AND ETHICS IN NONPROFIT PEDAGOGY**

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Through the discourse within classrooms and scholarship we create and advance boundaries of social consensus within professions (Hewins-Maroney and Williams, 2007). Course syllabi serve as a key method of communication in areas such as discussion topics, reading materials, assignments, and behavioral expectations (Fornaciari and Dean, 2014). Syllabi may also contain underlying messages, what Epstein (1995) calls the "hidden curriculum". Therefore, it is important to examine syllabi for explicit and hidden messages about gender that may be conveyed to future public and nonprofit leaders. These underlying messages have the potential to significantly impact fair and equitable treatment of clients and citizens.

## **GHANAIAAN FUNDRAISING: CURRENT PRACTICES AND CULTURAL RELEVANCE**

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Most fundraising research has been conducted in a Western context and such findings may or may not directly transfer to other parts of the world. The purpose of this exploratory research is to identify specific fundraising practices of Ghanaian nonprofits and how, if at all, Western philanthropy is consistent with Ghanaian cultural values. Semi-structured interviews were conducted in Ghana with 10 Ghanaian nonprofit leaders. Findings suggest that participants' fundraising practices centered on individual and corporate giving. Participants identified cultural values related to philanthropy. However, these culturally specific values were not actively used by nonprofit leaders to create culturally-appropriate fundraising strategies.

## **GIVING AS GOVERNMENT SUBSIDY: HOW FOUNDATION GIVING MIRRORS ‘LOBBYING AS LEGISLATIVE SUBSIDY’**

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Scholars have documented the various ways that foundation giving touches education policy, tracking money going toward advocacy groups and "jurisdictional challengers." Less is known, however, about foundation giving to state education agencies. States have taken on increased responsibilities in education over time, opening up an opportunity for foundations to shape policy through assistance to education agencies. In this paper, I will argue that foundation giving to state agencies allows foundations to influence policy much in the same way that "lobbying as legislative subsidy" gets legislators to focus on issues through the provision of information and manpower. Foundations connect overwhelmed bureaucrats with external policy networks, researchers, and financial assistance, exposing and enabling bureaucratic agencies to pursue ambitious new ideas. This can lead to influence even when there are not explicit policy strings attached. This paper tests this theory using data on foundation giving to state education agencies between 2003 and 2015. Preliminary findings indicate that giving has become more focused on a handful of states over time and that weak bureaucratic capacity is associated with the receipt of foundation support.

## **GIVING, HOSPITALITY AND CITIZEN-MAKING IN CANADA: EXPLORING IMMIGRANT PHILANTHROPY THROUGH THE EYES OF JACQUES DERRIDA**

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What role does charitable giving play in reimagining the figure of the immigrant? How is elite diaspora philanthropy influencing perceptions about who belongs and who is a foreigner? Drawing on interviews with immigrant philanthropists based in Toronto, Canada, this paper aims to articulate the complexity of giving relative to ideological expectations of belonging and citizenship. In this paper, I rely on Jacques Derrida's writings on hospitality and the gift to explore how immigrant philanthropy is starting to turn the tables on what it means to be a generous Canadian and model minority.

## **GOING FORWARD IN A DEMOCRATIC SOCIETY**

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This paper synthesizes the literature on the role of advocacy in a democratic society. Recommendations for ways to balance the light and dark sides of advocacy are considered.

## **GOING TO THE CHAPEL: LINKING PEWS AND PLANNED GIVING**

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New analysis of the Health and Retirement Study explores the relationship of donors' religious beliefs and behavior with charitable estate planning. This study looks at various measures of religiosity among donors who include charitable bequests in their estate plans. Are beliefs more important than behaviors when it comes to posthumous charitable activity? Our analysis of the panel data reveals that church attendance may be the most reliable predictor of intentions to make charitable bequests. This study also uses "exit surveys" of HRS panel data to analyze how prior measures of religiosity affect the realization of one's charitable intention.

## **GOVERNANCE AND BOARD EFFECTIVENESS IN SMALL, PLACE-BASED NONPROFITS IN THE UNITED KINGDOM.**

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Extant research promotes the view that trustees of small, place-based nonprofit organisations in the United Kingdom face particular governance and managerial challenges. However, operational constraints have thus far made it impossible to assess these claims based upon rigorously sampled empirical data. New research reported in this paper has, for the first time, afforded detailed empirical analysis of representative samples of trustees contained on the Charity Commission Register of Trustees. In a sample drawn from this research base, the governance characteristics of small, UK place-based trustees are identified and contrasted with those applicable to trustees from other charitable organisations.

## **GOVERNING PUBLIC-NONPROFIT PARTNERSHIPS: LINKING GOVERNANCE MECHANISMS TO COLLABORATION STAGES**

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Public-nonprofit partnerships have become increasingly popular in public service provision, especially when local governments suffer from ongoing fiscal stress. However, there is still a knowledge gap in understanding how these collaborative relationships are governed. Using a grounded-theory-based comparative case study approach, this paper draws on the experiences of the leaders of government-nonprofit partnerships for public parks in major cities of Ohio River Basin Region to address the questions of how partnerships are governed and how governance mechanisms vary among different stages of the collaboration continuum. Government representation on the nonprofit board, reaching a formal agreement, building relationships, and building leadership capacity stand out as four governance mechanisms for these partnerships. This paper also discusses how these governance mechanisms are likely to play out in different stages of the collaboration continuum. Integrative partnerships are more likely to be reached when partners not only rely on personal relationships but also resort to formal structures that govern both parties. In addition, nonprofits are more likely to have stronger leadership capacity in integrative public-nonprofit partnerships.

## **GOVERNING PUBLIC-NONPROFIT PARTNERSHIPS WHEN NONPROFITS BECOME THE MAJOR FUNDER: A COMPARATIVE CASE STUDY OF GOVERNMENT-NONPROFIT PARTNERSHIPS IN CITY PARKS.**

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This study investigates why different forms of government-nonprofit partnerships emerge and how they are governed in different ways. Data come from interviews with the leaders of 10 government-nonprofit partnerships for city parks in major cities of the Ohio River Basin Region and content analysis of these partnership agreements. Ostrom's Design Principles are used to provide an overarching framework for understanding governance across government and nonprofit sectors, which contribute to theory building in the areas of cross-sectoral collaboration – particularly because much of the scholarship in these fields assumes a single direction of funding flows from government to nonprofit organizations.

## **GOVERNMENT-BASED VOLUNTEER PROGRAMS IN THE NEW MILLENNIUM: THE INVOLVEMENT OF VOLUNTEERS IN GOVERNMENT SERVICE-DELIVERY AND THE ATTITUDES OF EMPLOYEES TOWARD THEM**

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Although most volunteers work with nonprofit organizations, government enlists a large number of volunteers in service-delivery, an estimated 20 – 30 percent. Yet, little research examines this practice, particularly its benefits, challenges, and management. To address this lacuna, we conducted an online survey of all 100 North Carolina county governments; the sampling frame is the ten main areas in which volunteers are involved in service-delivery (N = 1,000 public managers). Findings show both advantages and disadvantages of working with volunteers; mixed levels of employee acceptance toward working with them; and management challenges to be addressed to make the approach most effective.

### **GOVERNMENT FUNDING AND PRIVATE DONATIONS: CROWDING-IN VERSUS CROWDING-OUT IN THE CONTEXT OF A BIG DATA EXPERIMENT**

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The paper explores whether government funding to nonprofit organizations crowds in/out private donations in the context of a large-scale, big data field experiment.

### **GOVERNMENT FUNDING AS A MODERATOR OF NONPROFIT ENDOWMENT SPENDING**

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This paper examines the role of government funding in endowment spending among nonprofit organizations. We use panel data from the National Center for Charitable Statistics from 1998-2003 for the full universe of nonprofit organizations in the United States to test hypotheses concerning relations between endowment spending and excess endowment, as well as the role that government funding plays in moderating spending on non-mission related activities. The results in this paper illustrate that the presence of agency problems for highly endowed organizations is not supported by the data. Nevertheless, the results suggest that agency problems do exist for marginally endowed organizations.

### **GROWING LOCAL HEALTH NETWORKS GLOBALLY: SOCIAL ENTREPRENEURSHIP LESSONS FROM ELLEN G. WHITE (1827 – 1915)**

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Adventists live ten years longer than average Americans, are one of the five groups that live the longest worldwide, and have lower risks of many diseases. Researchers who study healthy communities such as Adventists study individual actors. However, they neglect studying how such communities utilize organizational actors to sustain their cultures of health. Using archival records, this mixed methods study utilizes social network analysis and qualitative data analysis to investigate the network of inter-organizational collaborations among the Adventist's nine types of health promoting organizations. The church incubates the network. The health food social enterprises and medical institutions sustain the network.

### **HAS PHILANTHROPY FOUND ITS PLACE? PLACE-BASED PHILANTHROPY FOR COMMUNITY BUILDING IN AUSTRALIA AND CANADA**

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Place-based philanthropy is being widely advocated as a means of transforming distressed communities, but the rhetoric outpaces actual practice. This paper contributes to the literature on place-based philanthropy, particularly its application to community development. It refines a conceptual model of 'transformative place-based' philanthropy, investigates the extent to which both community and private foundations are, in fact, adopting such strategies, and explains why there are significant variations in its take-up, comparing Australia and Canada.

### **HELP WANTED: ANALYZING EMERGING TALENT NEEDS IN THE NONPROFIT SECTOR WORKFORCE**

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Scholars note that the growth and professionalization of the sector demands nonprofits be able to attract and retain top talent. To do so, nonprofit leaders must be prepared to adequately address a variety of typical human capital issues. At the same time, nonprofits exist in an increasingly complex environment. As such, the skills required to operate a nonprofit effectively and with impact are evolving; yet, current literature on the subject is scant. This paper discusses relevant findings from a comprehensive nonprofit workforce study and discusses the workforce development needs of today's nonprofit sector.

### **HETEROGENEITY CAPTURED – AN INTERNATIONAL STUDY ON SOCIAL ENTERPRISES**

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1. Abstract This paper empirically captures the heterogeneity of social enterprises by analyzing a total of 547 organizations from four different regions; Western countries (e.g. United States, Sweden, Norway, France), transition countries (e.g. Croatia, Latvia), West Africa (e.g. Ghana) and East Africa (e.g. Tanzania, Rwanda). It is based on the self-perception of social enterprise founders that were measured via a semantic differential method and allows comparisons of work sector, geographic reach and size with operationalized variables from literature. Hence, the much observed and studied US and European perspective can be opposed to social enterprises from African regions and transition countries.

### **HIDDEN GAPS: ACCOUNTING FOR INFORMAL CIVIC ENGAGEMENT BEHAVIORS IN CRIMINOLOGY AND SOCIAL CONTROL STUDIES**

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While little research studies informal behaviors, evidence exists to support the notion that informal engagement within at-risk communities can serve to reduce the incidence of crime and promote pro-social behaviors among community residents. Building upon a previous analysis of gaps in social science research, this work will expand upon a spectrum approach framework for the analysis of informal pro-social behaviors in communities and provide a theoretical perspective from sociology, criminology, and criminology theories to support its practical applications in the practice of volunteer and donor recruitment and management, as well as other civic behaviors.

### **HITTING A MOVING TARGET: INCOME BENCHMARKS AND EARNINGS MANAGEMENT IN NONPROFITS**

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Though the manipulation of profit levels is common in the commercial sector, there has been limited research into the possibility that nonprofit managers may actively choose to minimize their annual revenue surplus. Using Eldenburg et al.'s (2011) framework as a guide, we test different thresholds of surplus targets for evidence of earnings management on a detailed panel of nonprofit financial data. We expect to find evidence of managerial targeting on both surplus and taxable income; additionally, we expect (and daresay hope) to find evidence that this threshold is a target above simply breaking even.

## **HOUSING POLICY BY ANY OTHER NAME: UNDERSTANDING THE VALUE OF SEATTLE'S NONPROFIT HOUSING TAX EXPENDITURE**

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Nonprofit organizations are crucial to the development and provision of publicly subsidized housing units. This paper investigates the efficacy of providing subsidized housing through nonprofit organizations by examining the overlooked cost of forgone property taxes. The research estimates the cost of the tax expenditure associated with nonprofit housing in Seattle and compares this cost to housing policy alternatives that do not involve property tax exemptions. This paper contributes to research on nonprofit management, housing policy, the economic and social outcomes of tax policy, and state and local fiscal health.

## **HOW DOES IDENTITY MATTER? A CASE STUDY OF MINORITY FOUNDERS OF HUMAN-SERVICE ORGANIZATIONS**

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This multiple case study examines how identity matters for four founders of human-service organizations in a neighborhood of concentrated disadvantage. The qualitative data consists of transcripts from 30 interviews including multiple interviews with the founders and numerous community stakeholders. A focus on framing processes through each founder's tool kit and the cultural opportunities and constraints that founders present are examined. Preliminary findings indicate that founders of color have a repertoire of racialized experiences that influence their organization's day-to-day service delivery. Implications for theory, practice, and future research are discussed.

## **HOW DOES THE NONPROFIT SECTOR STRENGTHEN LOCAL COMMUNITIES? AN INTERPRETIVE CASE STUDY OF U.S. FOOD BANKING**

*\*Chin-Chang Tsai, National Sun Yat-sen University (cctsai0624@mail.nsysu.edu.tw)*

The role of the nonprofit sector in local communities varies in terms of different service domains. However, our understanding about how the nonprofit sector strengthen local communities remains limited in prior studies. This study employs an interpretive approach to contemplate the case of U.S. food banking. By analyzing organizational and public documents pertaining to U.S. food banks, this study finds that the social impacts of U.S. food banks on local communities go beyond merely providing food. Their practices regarding facilitating collaborative efforts, public education, advocacy lead to more profound influences on the local community context.

## **HOW PEOPLE TRUST NONPROFIT ORGANIZATIONS VERSUS FOR-PROFIT ORGANIZATIONS AS SERVICE PROVIDERS: AN EXPERIMENTAL STUDY**

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The outsourced public services are mainly carried out by nonprofit and for-profit organizations. The present research investigated if these two service providers elicit different levels of trust in clients. A 2 (service provider: NPO vs. for-profit organization) × 2 (service type: low-skilled vs. high-skilled) × 2 (service clients: yes or no) experimental design was used. The findings suggest that even though NPOs and for-profit organizations could provide similar services, people have a slightly higher trust in NPOs in terms of their benevolence and honesty, and people place a more conservative trust in service providers when they are the service clients.

## **HOW TO BUILD (BETTER) RELATIONSHIPS WITH ALL DONORS**

*\*Pamala Wiepking, Erasmus University Rotterdam (pamala@wiepking.com)*

Charitable organizations often struggle to build strong relationships with donors. In this study we survey the existing academic and professional literature on building relationships with donors. Based on these literatures we propose and test strategies for charitable organizations to build (better) relationships with all their donors, not just those with the highest prospective value. The goal is to increase all donors' satisfaction of their relationship with the charitable organization, and more in general increase overall trust of donors in charitable organizations.

## **HUMAN-CENTERED DESIGN VS. ACTIVITY-CENTERED DESIGN: THE MORE EFFECTIVE APPROACH**

*\*Karabi C. Bezboruah, University of Texas at Arlington (bezborua@uta.edu); \*Aabiya Baqai, University of Texas at Arlington (aabiyanoman.baqai@mavs.uta.edu)*

The study will look at the role human-centered design and activity-centered design has played in social innovation by nonprofits. The aim is to identify the similarities, differences, and ultimately, the optimal approach to solving social welfare issues. Although both methods are somewhat similar and have been informally used in the past, there have been critiques on which approach is more effective. Similar projects taken on by nonprofits under each approach will be analyzed and a comparison of their success rate will be done to identify the most positively impactful design system, all the while ensuring a fair comparison.

## **HYBRID FORMS OF NETWORK GOVERNANCE: THE CASE OF “REDE SOCIAL” IN PORTUGAL**

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Cross-sector partnerships that involve Third Sector Organizations (TSOs) have been gaining increasing academic attention. A useful theoretical lens for studying cross-sector partnerships is network analysis. Building on the work of Provan and Kenis (2008), we explore a specific network that configures a hybrid form of governance and coordination. Findings from document analyses, interviews and observations describe the constraints and trade-offs that arise in this hybrid form, beyond the ones identified for the three “pure” forms of governance. This study presents implications for both policy and practice stemming from the particular approach to the governance of cross-sector partnerships studied.

## **HYBRID MODELS FOR SOCIAL CHANGE: CHALLENGES AND ADVANTAGES FOR COMMUNITY-BASED HYBRID NONPROFITS**

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Hybrid nonprofits that combine services with organizing or advocacy can play an important role at the neighborhood level. However, hybrid organizations need to gain legitimacy from audiences and secure resources to survive. This qualitative study of 16 nonprofits draws from organizational ecology theories on categories and institutional theories to compare hybrid and non-hybrid organizations working in the same neighborhood. Through examining how community-based nonprofits fit into categories and how a hybrid identity affects a nonprofit's work and ability to secure resources, this study can help to understand nonprofit work and social change at the neighborhood level.

## **IDENTITY AND JUSTICE-BASED MOTIVATIONS IN GAY AND LESBIAN DONORS' PHILANTHROPY**

*\*Elizabeth J. Dale, Seattle University (dalee@seattleu.edu)*

This qualitative study investigates 38 gay and lesbian donors' philanthropic behaviors finding support for identity and justice-based motivations for giving. Results show participants were highly engaged in philanthropy, however giving to LGBT causes was a fraction of their total giving. Still, sexual orientation identity motivated donors to give to LGBT-focused and HIV/AIDS organizations, pursue public policy changes, and determined which organizations donors would not support. Same-sex couples also used their philanthropy to support their communities at-large and be recognized in mainstream society using philanthropy as a way to gain visibility and social acceptance.

## **IMPACT OF BOARD FINANCIAL COMPETENCE ON FINANCIAL ACCOUNTABILITY: PUBLICLY REPORTING AUSTRALIAN NOT-FOR-PROFIT ORGANISATIONS**

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This paper explores the influence of board financial competence on financial accountability among publicly reporting Australian not-for-profit organisations (NFPs). The paper has conducted a multiple regression analysis of the annual report disclosures made by 52 publicly reporting Australian NFPs over a two-year period and across four most economically significant NFP market sectors. The main finding of this paper is board financial competence negatively impacts financial accountability of Australian NFPs, representing the influence of normative isomorphism.

## **IMPACT OF NONPROFIT FINANCIAL HEALTH AND EMPLOYEE WELL-BEING**

*\*Marcus Lam, University of San Diego, School of Leadership and Education Sciences (mlam@sandiego.edu)*

Nonprofits health and human service agencies operate in an increasingly uncertain environment. One way for nonprofits to survive is through the effective management of both financial and human resources. No study has examined the impact of nonprofit financial health on employee well-being or the possible interactive effects of financial health and work environment on employee well-being. Using primary data from ~300 employees across 15 nonprofits, this study will test two hypotheses: (1) a common assumption that organizational financial health is positively related to employee well-being; and (2) a possible moderating effect of financial health between work environment and employee well-being.

## **IMPACTS OF GIVING CIRCLES ON PARTICIPANTS: GIVING STYLE AND CIVIC ENGAGEMENT**

*\*Eric Busche, James Madison University (buscheet@dukes.jmu.edu); \*Alexander Robert, James Madison University (Alexanrw@jmu.edu)*

This research study seeks to explore the extent to which giving circles are used across the state of Virginia and how participation in such organizations correlates with individual charitable giving patterns and civic engagement behaviors. The study seeks to compare survey and interview responses by both giving circle participants and non-participants to determine ways in which membership in a giving circle emphasizes collaborative decision-making habits.

## **IMPOSING NONPROFIT ACCOUNTABILITY THROUGH PUBLIC POLICY AND LEGISLATION: A RED CROSS CASE STUDY**

*\*Christopher Corbett, Independent Researcher (chris\_corbett1994@hotmail.com)*

In March 2017, The American Red Cross Transparency Act of 2017 was introduced (Grassley & Thompson Legislation 2017). It ensures access to ARC records, enabling oversight of this congressionally chartered and funded nonprofit. This follows 2016 legislation resulting from Grassley's investigation of ARC's Haiti relief efforts which found ARC: withheld documentation, thwarted oversight and had severely flawed governance controls. This paper examines government's efforts to impose accountability through public policy and legislation, as well as ARC's revised bylaws and internal controls, and how nonprofits may proactively respond to government's efforts to fulfill its obligations to oversee use of public funds.

## **INCENTIVIZING COLLABORATION: NONPROFIT ADVOCACY AND THE COLLECTIVE ACTION PROBLEM**

*\*Clifford Frasier, New York University (cliff.frasier@nyu.edu)*

Using a national sample of charter school associations, I identify levels of school participation in collective advocacy by interviewing association managers. Using IRS form 990 tax data and an online survey, I measure schools for factors that may predict participation in association advocacy and include variables that speak to collective action problems, such as the size of state charter school populations as well as the size and homogeneity of charter associations. The unique contribution of this research is its evaluation of nonprofit advocacy in a new way: through the lens of associations, illuminated by collective action theory.

## **INDIVIDUAL PERCEPTIONS AND USE OF NONPROFITS IN DIVERSE URBAN SETTINGS: SUPPLEMENTS OR COMPLEMENTS TO LOCAL GOVERNMENT FAILINGS?**

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Using surveys of 1,222 residents in diverse metropolitan Washington, DC neighborhoods, this study tests the relationship between individuals' satisfaction with local government services and their use and participation in nonprofit activities. This analysis adds to the Public Goods vs. Interdependence Theory debate with a unique analysis of individual, rather than organizational, data. We address two primary research questions: (1) When individuals are less satisfied with local government services, do they turn to the nonprofit sector to fulfill those needs?, and (2) Within diverse urban settings, do nonprofits supplement failed government services for specific demographic groups?

## **INDIVIDUALS' DONATION DECISIONS AND SOCIAL ENTERPRISE: A QUANTITATIVE INVESTIGATION**

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As nonprofit organizations consider launching social enterprise ventures it is important to continue investigating how communication about the enterprise might affect individual donation decisions. Utilizing a choice-based conjoint survey of donors from four nonprofit organizations, a sample of 191 showed that the administrative efficiency of the nonprofit was the most important factor for donors, supporting previous research. However, attributes concerning the profitability of the commercial enterprise, location, entrepreneurial competence, and the use of the term social enterprise were all significantly more important to donors than the age of the nonprofit organization.

### **INFORMAL GIVING IN TURKISH PHILANTHROPY**

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Scholarly research about philanthropy has emphasized country-level studies that examine the relationship between giving and the development of civil society institutions. This focus de-emphasizes informal giving, to friends, neighbors and others in need, that is a critical element of philanthropy in poor and developing countries. This paper examines the nature and extent of informal giving in Turkey, based on a survey of a representative sample of 2,495 Turkish citizens conducted in 2015. The survey finds informal giving is three times the level of formal giving and analyzes the reasons why giving takes this form in Turkey.

### **INNOVATION AND TEAM REFLEXIVITY: AN EXPLORATION IN NONPROFIT CONTEXTS**

*\*Toby Egan, University of Maryland (tobyegan@umd.edu)*

The degree that teams reflect collectively on and modify their approach to task and processes has been identified as an important indicator of team performance and innovation. The study, outlined herein, was designed to explore the interaction between team reflexivity, psychological safety and innovation. It is hypothesized teams high in reflexivity will present greater tendencies toward social innovation in a generally open-supportive environment than an environment presenting lower psychological safety for employees.

### **INNOVATIONS IN CORPORATE ENGAGEMENT: SKILLS BASED VOLUNTARISM**

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Prior research has investigated both motivations for skills based volunteering (SBV) and outcomes for corporations and employees. The perspective of nonprofits has received less attention. The purpose of this case study is to understand SBV in terms of a nonprofit's motivations, management processes, and outcomes. We explore an SBV program's connection to mission and strategic management in the nonprofit sector, emphasizing the role of corporate partnerships. This case study of a single nonprofit can be instructive to nonprofits, particularly in how SBV is perceived from different organizational levels and the benefits and pitfalls of engaging such initiatives

### **INNOVATIONS IN FOUNDATIONS AND FOUNDATIONS' STRATEGIES FOR PROMOTING INNOVATION IN THE NONPROFIT SECTOR**

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This study explored different types of innovations implemented in foundations as well strategies that foundations can use to encourage innovation in nonprofit organizations. The results showed that foundations were most innovative in implementing new models of practice beyond traditional grant making, introducing innovations in grant application process, leveraging their resources in new ways, introducing new ways of sharing the knowledge and information, introducing innovations in fostering and facilitating collaboration among diverse stakeholders, and implementing innovation in brokering relationships. In terms of administrative, internal innovations, the highest number of foundations introduced new financial systems and new approaches to managing financial assets.

## **IN SEARCH FOR AN ORGANIZATIONAL IDENTITY OF SOCIAL ENTERPRISE IN CHINA: UNPACKING INSTITUTIONAL INFLUENCE**

*\*Tracy Shicun Cui, Georgia State University (shicun.cui@gmail.com)*

Organizational identity is a nexus concept that underpins organizational development, but how organizations build organization identity from institutional perspective remains understudied. Isomorphism not only dominates the discussion of the institutional environment but also stimulates the exploration of institutional entrepreneurship and institutional bricolage. This qualitative piece aims to navigate the efforts of organizational identity formation made by early stage social enterprise organizations in China in their institutional environment. The results suggest that institutional constraints do not present themselves as a wholesale, and organizations often actively select and utilize the combination of institutional elements, which leaves them to search an organizational identity.

## **INSTITUTIONAL CHANGES AND THE ENVIRONMENTAL CONTINGENCY OF THE GROWTH OF ENVIRONMENTAL NONPROFITS THROUGH LOCAL SOCIAL MOVEMENT**

*\*Hyunseok Hwang, Texas A&M University (gustjr2002@gmail.com)*

Environmental factors at the community level change the local nonprofit institution. Drawing upon classic sociological theories of group solidarity embodying social movement and institutional theory (Durkheim, 1912; Stryker, 2000, Rao, Monin, and Durand, 2003), this study examines the relationship between the environmental contingency and contributions to environment related nonprofit mediated by the growing number of nonprofits. Collective action that support environmental activism at the community are embodied in shared beliefs, values, and understanding that support the legitimacy of action. We expect that environmental nonprofits grow faster than other types of nonprofits due to awareness of pollution, which ultimately changes local nonprofit institution.

## **INSTITUTIONAL COMPLEXITY IN THE FIELD OF SEX WORK AND SEX TRAFFICKING: EFFORTS TO MANAGE COMPETING INSTITUTIONAL LOGICS IN A CONTESTED FIELD**

*\*Theresa Anasti, University of Chicago (Tanasti@gmail.com)*

Organizations confront institutional complexity when operating in a field with multiple competing logics. This project looks at the manifestation of institutional complexity within a specific institutional field: that of nonprofits working with sex workers. Through qualitative research, including in-depth interviews and participant observation, I focus on the creation of collaborative partnerships between advocacy organizations and human service nonprofits that may hold competing logics on how best to address problems affecting this population. Preliminary findings show that collaborations help organizations address oppositional logics by combining or altering these logics to create innovative solutions to the problems at hand.

## **INSTITUTIONAL LOGICS, HYBRIDITY AND WOMEN'S EMPOWERMENT IN AN INTERNATIONAL DEVELOPMENT PROGRAM**

*\*Dyana Mason, University of Oregon (dmason@uoregon.edu)*

Nonprofit organizations and nongovernmental organizations (NGOs) play important roles in supporting and facilitating community development projects, particularly as they support the agency, autonomy and empowerment of women. This study uses the theoretical tools provided by institutional logics to evaluate the competing value structures and ideology held by multiple stakeholders in an international development program in rural Laos. The project, sponsored by a U.S.-based nonprofit organization working to support children's health through a local child center co-operative, also seeks to empower village women to take more organizational and community leadership in staffing and running the organization.

## **INSTITUTIONAL MAINTENANCE AND EDUCATION: HOW ROCK CLIMBERS ENFORCE COMMUNITY RULES AND NORMS**

*\*David Carter, University of Utah (david.carter@mpa.utah.edu)*

Communities support voluntary collective action through institutions - rules/norms that reflect shared understandings of appropriate behavior. This paper seeks a better understanding of institutional maintenance during radical community transformation with a comparative case study of rock climber institutional enforcement. Drawing on online discussion forums and key informant interviews, the paper documents that institutional violations are sanctioned in both online (i.e. internet) and real-world environments. The findings suggest a mutually reinforcing relationship between voluntary action and community institutions: institutions, and more precisely threats to long-held institutions, motivate voluntary action; voluntary action buttresses institutions by leveraging enforcement instances as educational opportunities.

## **INTEGRATING ACTION RESEARCH INTO HIGHER EDUCATION CURRICULUM: EXTENDING THE SERVICE LEARNING APPROACH TO ENGAGE STUDENTS WITH COMMUNITY-BASED ORGANIZATIONS**

*\*Andrew Simon, Seton Hall University (andrew.simon@shu.edu)*

The American Psychological Association's 2013 Guidelines for Undergraduate Psychology Majors emphasized the importance of linking education with issues that extend beyond college campuses. This can be done by offering students service learning courses and introducing them to action research. By teaching action research methods, students will learn of the value that comes from collaborations between researchers and non-profit practitioners. This presentation will address the complementary views of service learning and action research. Discussion will emphasize how connecting students with action research projects in the non-profit realm can lead to improved academic performance and to the development of civic-minded individuals.

## **INTERACTIVE EFFECTS OF INSTITUTIONAL FACTORS AND ENTREPRENEURIAL ORIENTATION ON ORGANIZATIONAL STRUCTURE AND BEHAVIORS OF HYBRID SOCIAL VENTURES**

*\*Tamaki Onishi, University of North Carolina at Greensboro (t\_onishi@uncg.edu)*

Through theoretical lenses of entrepreneurial orientation (EO) and institutional logics, the proposed study examines how interactions between hybrid organizations' EO and competing demands from institutional logics (traditional philanthropy and venture capitalism) affect organizational structure (nonprofit, for-profit, or hybrid) and performance (social and financial). I employ inductive, multiple case study to analyze data gathered from nine social investment funding organizations. My findings reveal that a higher level of EO is related to higher performance if an organization's structures and institutional logics are not alighted and the level of EO is lower in a hybrid organization decoupling business initiatives than a nonprofit.

## **INTERDISCIPLINARY APPROACH TO REVITALIZE COMMUNITY: AN ECOLOGICAL ANALYSIS**

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Adopting the ecological perspective of human development, we implement a service-learning project with the objective of revitalizing community in a blighted urban neighborhood. We apply a cross-disciplinary approach engaging students from architecture, planning and policy in designing the built physical environment and examining the societal and neighborhood structural levels. Using a case study approach involving data collected from community members as well as student attitudinal data, we adopt a three-fold approach to examine the process of community revitalization and analyze the impact of such projects on the university community partnerships.

## INTERFAITH COOPERATIONS IN THE EUROPEAN REFUGEE CRISIS; A CASE STUDY OF THE FRIENDS OF FRAENKELUFER SYNAGOGUE AND MUSLIM REFUGEES

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This research explores how nonprofits build effective cooperations between groups with propagated animosities, with an emphasis on Jewish nonprofit organizations and Muslim Refugees. An under researched area within the context of the 2015 European refugee crisis is partnerships between cross-cultural groups. The case study of the Friends of Fraenkelufer Synagogue e.V (FDF) and the Rathaus Wilmersdorf Refugee focuses on interfaith dialogue and nonprofit cooperations. The case study data are collected from in-depth interviews with founders of FDF, a survey of refugee center volunteers as well as media publications.

## INTERGENERATIONAL TRANSMISSION OF GENEROSITY TO DAUGHTERS AND SONS

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The purpose of this study is to investigate whether the intergenerational transmission of generosity from parents to children is different for daughters compared to sons. We use data from the 2001–2013 waves of the Philanthropy Panel Study to estimate the contemporaneous correlation in the voluntary giving of parents and their adult children. The innovation in our investigation is to examine if the correlation is the same for daughters compared to sons. We investigate the intergenerational correlation in giving to disaggregated charitable/non-profit purposes, such as helping people with basic needs, youth and family services, health, education, and the arts.

## INTER-ORGANIZATIONAL NETWORKS OF NONPROFIT ORGANIZATIONS: THE DARK SIDE ON NICENESS

*\*Ronit Levy, JDC (ronit.levy.zilberstein@gmail.com)*

The goal of the paper is to review the state of research about nonprofit inter-organizational collaborations at the network level and suggest further research directions by pointing to existing gaps in the literature. Nonprofit inter-organizational networks (NIN) form because of member's internal motivations and external influences and pressures. NIN address collective agendas that cannot be achieved by an individual organization. Their importance derives from their existence as mechanisms for mobilizing network assets and enabling a shared platform for discourse and coordination among a pluralistic, diverse social sector. Nevertheless, "There is a dark-side to all this niceness" as a CEO / NIN member mentioned in a research interview. His statement suggested that member organizations' individual needs can conflict with collective network interests. These conflicts lead to tension and power struggles between members trying to negotiate for legitimacy and secure assets. Literature on NIN may be conceptualized into three main axis: informal versus formal structures (Guo & Acar, 2005); dyadic collaborations versus whole networks (Provan, Fish & Sydow, 2007); and sectoral versus cross-sectoral networks (Bryson, Crosby & Stone, 2006). Based on this conceptualization, various aspects of NIN are highlighted such as structure (Ashman & Sugawara, 2013), effectiveness (Chen & Graddy, 2010), power (Raeymaeckers & Dierckx, 2012), leadership (Alexander, Comfort, Weiner & Bogue, 2001) organizational identities (Young, 2001), and more. Nevertheless, interaction between member organizations and the "less nice side" of NIN collaboration as well as NIN governance mechanisms that both reflect and assist in negotiating these complex interactions, merit further exploration.

## **INTERPERSONAL LEADER RESPONSES TO SECONDARY TRAUMA IN NONPROFIT ORGANIZATIONS**

*\*Anthony Silard, California State University (tonysilard@gmail.com)*

Secondary trauma is concerned with the intrapersonal affective responses an individual can experience during or subsequent to an interaction(s) with another person who recounts their personal stories of abuse, trauma, or disempowerment. Secondary trauma can engender a host of detrimental intrapersonal effects on nonprofit staff and volunteers who express empathy toward clients experiencing primary trauma. I explore the interpersonal-level responses to secondary-trauma-affected followers (e.g., staff and volunteers) available to nonprofit leaders. These secondary-trauma-sensitive leader behaviors, I theorize, will reduce the prevalence of secondary trauma in nonprofit organizations and generate positive organizational outcomes such as follower engagement and reduce follower burnout.

## **INTRAORGANIZATIONAL RELATIONSHIPS AND CONFLICT WITHIN MULTISITE NONPROFIT ORGANIZATIONS**

*\*Seth Jared Meyer, Rutgers University - Newark (seth.meyer@rutgers.edu)*

Though nonprofit management is a growing field, much of the literature assumes that organizations are based out of one office. This study examines Multisite Nonprofit Organizations, or organizations with affiliate offices along with a central office. Using national disease-specific organizations, this research explores the relationship between affiliate and central offices through the lens of organizational identification and cooperation.

## **INTRODUCTION TO CRITICAL PERSPECTIVES ON NONPROFIT AND VOLUNTARY ORGANIZATION MANAGEMENT**

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In this introductory chapter we define what a critical perspective on nonprofit organization and management means. We then provide an overview of the context within which the field of nonprofit and voluntary organization management operates, and discourses and trends within the field. We also describe how a critical perspective might improve understanding nonprofit and voluntary organization management. In particular, we highlight the social construction of the field; issues of power, control, and authority; and ideas about identity formation and difference.

## **INVARIANCE OF WORK MOTIVATION IN NONPROFIT SERVICE PROVIDERS AMONG DIFFERENT ADMINISTRATIVE REGIMES**

*\*Palina Prysmakova, Florida Atlantic University (pprysmakova@fau.edu); \*Nicole Vickers Lallatin, Florida Atlantic University (nboortz@fau.edu)*

The work motivation construct is central to the theory and practice of the nonprofit sector. Yet, studies that contrast different administrative regimes remain scarce. The present study validates the Public Service Motivation (PSM) instrument on 677 employees of public and nonprofit organizations in a fully decentralized administrative regime in Poland and a highly centralized regime in Belarus. The main finding is that, while the sectorial differences exist in both countries, the levels of public service motivation in nonprofit organizations are equal across the border, concluding that employees of nonprofit organizations constitute a homogenous group that exists atop the administrative regimes.

### **ISLAMIC SCHOOLS IN THE US: EXPLORING ISSUES OF PHILANTHROPY, GOVERNANCE AND LEADERSHIP**

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This paper will discuss Islamic Schools in the US, exploring what do we know about them and issues of philanthropy, governance and leadership. It presents the results of a national survey of full-time Islamic schools in the U.S. and their governance practices during times of crisis (9/11 and Great Recession). The survey conducted by Dr. Siddiqui and Dr. Kahn examines whether competition within the school district, greater bonding due to Islamophobia and economic stress influenced Islamic school governance practice. In addition, this paper provides demographic data regarding Islamic schools.

### **IS NONPROFIT MORE EQUITABLE THAN FOR-PROFIT? AN ESTIMATE OF GENDER WAGE GAP IN HUMAN SERVICE INDUSTRIES**

*\*Rong Zhao, Columbia University (rz2257@columbia.edu)*

Using one-year cross-sectional data, existing literature tend to conclude that gender pay differential is generally smaller in the nonprofit than in the for-profit sector. Researchers also have noted that gender pay gap varies across industries and occupations. Using 2010-2015 ACS (American Community Survey) data, this paper examines the gender pay equity between the nonprofit and for-profit sectors in human service industries where both NP and FP are actively engaged (at least 20% of the workers employed in NP). Robust standard errors are estimated to address the clustering effect of occupation and industry on wage.

### **IS POLITICAL POLARIZATION EFFECTING THE DRIVE FOR SOCIAL MOVEMENT LOBBYING?**

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In this paper, we examine the changing role of immigration advocacy organizations, in two metropolitan areas – Washington DC and the Raleigh metro area (North Carolina). What has the effect of these policy efforts been on the local advocacy campaigns? Using data from publicly available sources, and interviews; we offer an analysis of the changing landscape of immigration advocacy organizations. We suggest that this offers a clearer view of advocacy efforts, in times of crisis. Also, we suggest that the impact of social movements regarding volunteerism on policy efforts can be better understood, in the context of current discourses.

### **IT'S ALL THE RAGE: CHARITABLE GIVING, CIVIC ENGAGEMENT, AND ANGER**

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After the recent election upheaval, coupled with the advent of viral fundraising strategies, a new phenomenon in individual charitable giving has emerged – donating motivated by rage. This study investigates motivations and civic engagement attitudes and behaviors of donors making online donations protesting the current political climate. Social media intensity, trust, emotional uplift, social influence, demonstrable utility, commitment, identity salience, and social pressure are investigated as motivations of rage giving and civic engagement characteristics. Previous research shows contextual variation in charitable giving motivations; however, giving motivated by feelings of anger and rage places viral fundraising strategies in unfamiliar territory.

## **JUSTICE FOR CHARITY: AN INQUIRY INTO PLURALISM**

*\*Brett Thomas Crumley, University of Liverpool (bcrumley@liv.ac.uk)*

This paper analyses the Charity Tribunal for England and Wales in light of Isaiah Berlin's pluralism. The Tribunal was created to remedy a lack of access to justice for charities and to develop charity law. Historically, judges in this area have applied ethical arguments to their decisions. This application has been problematic. It is submitted that the flaw is an improper emphasis on a single type of ethics rather than pluralism. The paper argues the Tribunal should abandon this flawed approach in favour of a pluralistic methodology.

## **KEEPING IT REAL: HELPING FOUNDATIONS AND NONPROFITS DEVELOP REALISTIC EXPECTATIONS AND MEASURABLE OUTCOMES FOR COMMUNITY CHANGE INITIATIVES**

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This paper describes a place-based longitudinal community participatory research evaluation of a Foundation-supported initiative to stabilize and strengthen two urban low-income neighborhoods. The analysis of two waves of data gathered on the process and impact of this initiative in collaboration with the Foundation and nonprofit partners demonstrates that greater impact over time was seen in residents' levels of social capital than either community residents' perceptions of or actual measures of community-level conditions. Implications of the findings for how foundations and nonprofits can develop realistic expectations for future place-based initiatives and identify the most effective impact measures are explored.

## **KNOWLEDGE MANAGEMENT IN NONPROFITS: THE IMPORTANCE OF LOCAL COMMUNITIES ENGAGEMENT**

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Nonprofits are considered knowledge-intensive organizations, but little is still known on Knowledge Management (KM) in the third sector. Particularly scarce are studies that link KM with stakeholder engagement (SE). To move the research a step forward, this paper explores the role of SE in providing nonprofits with useful knowledge for developing activities that strengthen local communities. Three case studies focused on grant-making foundations provides evidence on KM practices that confirm the importance of SE as a source of knowledge but, at the same time, highlight some limitations in the use of the acquired knowledge for decision-making purposes.

## **KNOW ME BEFORE YOU SPEAK FOR ME: SUBSTANTIVE POLICY REPRESENTATION AMONG NONPROFITS**

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To what extent and how do nonprofits substantively represent the communities which they purport (or are assumed) to be well-suited to represent? This piece takes an important step towards addressing the question of substantive representation. To do this, we propose a conceptual framework for the mechanisms by which a nonprofit may come to understand the issues of those it represents. We test this framework through a scan of practitioner literature, as well as through an exploratory case study.

## **LEADERSHIP SKILLS AS CONSTRUED BY NONPROFIT CEOs: ASSESSING SALAMON'S IMPULSE THEORY AS AN ORGANIZING FRAMEWORK**

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This study explores the extent to which Lester Salamon's impulse theory -- Voluntarism, Professionalism, Commercialism, Civic Activism -- aligns with the way nonprofit CEOs construe the leadership skills needed to be effective in their role. In-depth interviews were conducted with CEOs of 20 human service organizations in Pittsburgh using a protocol that elicits assumptions, beliefs and values of respondents without imposing the researchers' theoretical framework or hypotheses. This paper extends our understanding of leadership skills by considering external trends and pressures that demand the use of certain leadership skills above others.

## **LEADING COMMUNITY CHANGE THROUGH AN INFORMED APPROACH: PHILANTHROPIC FUNDERS AND USING NETWORK ANALYSIS TO TARGET INVESTMENT**

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Philanthropic funders have the opportunity to lead community change by investing in the capacity of communities to work collectively across service and geographical silos. However, there is also the potential to mis-lead without information to understand the complexity of communities. We present two examples of funders taking the initiative to lead collective efforts, but by first investing in a network analysis to provide the community with information to guide efforts. The results informed where to target intervention and speak to the barriers to breaking down the silos that still exist in communities.

## **LIFE CHANGING EVENTS, SOCIO-DEMOGRAPHIC AND PSYCHOLOGICAL FACTORS IN BLOOD DONATION RESEARCH: NEW INSIGHTS FROM THE GERMAN SOCIO-ECONOMIC PANEL**

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Understanding behavioral change among blood donors helps nonprofit organizations, particularly blood donation organizations, to apply more effective recruiting and retention programs. To reveal new insights about blood donation behavior, this study investigates (1) the influence of life changing events on blood donors and (2) changes of socio-demographic and psychological factors on blood donation behavior over time. We analyze and compare data from the German socio-economic panel from 2010 and 2015 (N=28.862) using regression analysis. First results show that life changing events influence blood donor behavior. However, we found no changes regarding socio-demographic and psychological factors.

## **LINKING TOGETHER THE VIOLET CROWN: UNDERSTANDING STRATEGIC NONPROFIT COLLABORATION IN CENTRAL TEXAS**

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Nonprofit collaboration refers to informal or formal joint-working arrangements between organizations that remain legally autonomous while engaging in ongoing, coordinated collective action to achieve outcomes none of them could achieve on their own. This study reports a qualitative inquiry into the motivations, barriers, and opportunities that drive nonprofit collaboration in the Austin, TX metropolitan area. What drives collaboration in an area experiencing rapid social, economic, and demographic growth and change? How do the approximately 15,000 registered nonprofits in the area navigate their environment and engage in strategic collaboration that seeks systemic change? These and other findings are highlighted.

### **LOCAL OR GLOBAL CAUSES? PLACE AND THE MOTIVATION TO GIVE**

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This research qualitatively examines the motivations for giving time and money to international causes in the United States. Unlike the foreign aid provided from governments, multilateral agencies and larger development organizations, small-scale development initiatives rely on individual voluntary contributions sent, in this case, from the U.S. to recipient communities for development projects. Empirically, we chart giving to international causes through one of its channels, namely small, international non-governmental organizations (SINGOs) in Upstate New York and analyze what motivates SINGOs founders, board members, volunteers, and donors to engage in this type of giving.

### **LOVE THY NEIGHBOR AS THYSELF (AND AS THY IN-GROUP): EXAMINING THE EFFECTS OF PRAYER AND MORAL INTUITIONS ON GENEROUS BEHAVIOR**

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This study investigates the effects of moral intuitions and intercessory prayer on generous behavior. Research has found that both moral intuitions and prayer have an effect on virtuous behavior, but their interaction remains under investigated. This study specifically examines how intercessory prayer interacts with the moral intuitions of Harm/care and Fairness/reciprocity, which previous research has found are emphasized by both political conservatives and liberals, though liberals tend to rely on these intuitions more exclusively. Contrary to hypotheses, multiple regression analyses revealed that the prayer condition was associated with less monetary generosity than the control condition.

### **MAJOR DONORS' PHILANTHROPIC INVESTMENTS IN ACADEMIC SCIENCE AND TECHNOLOGY**

*\*Emily Nwakpuda, University of North Carolina at Chapel Hill (nwakpuda@live.unc.edu)*

This research seeks to provide empirical evidence of the phenomenon of individual benefactors of academic science. A unique database of 4856 announced gifts was used to estimate the likelihood and the expected value of a major gift to academic research using ordinary least squares regression and limited dependent variable models. There are clear differences in major donors' preferences for medical, biological, physical, and technological sciences. The findings of this paper are highly relevant to modern academic institutions seeking to leverage major donors, as major sources of academic R&D funding are threatened.

### **MAKING SENSE OF HOST COUNTRY PERSPECTIVES ON INTERNATIONAL VOLUNTEERS WITH AND BY LOCALLY-BASED RESEARCHERS: A METHODOLOGICAL JOURNEY**

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Research on host country and volunteer partner organization (VPO) perspectives on the impact of international volunteers is limited. One of the challenges of collecting much-needed data on the effectiveness of international volunteers is the process of information collection and analysis of those findings in a way that reflects the realities of those directly impacted by the service provided by international volunteers. This paper documents the methodology and theoretical rationale for an inclusive approach to data collection involving collaborative data analysis and writing with nine locally-based researchers in the nine countries where data was previously collected.

## MAKING SENSE OF THE ENVIRONMENT: INVESTIGATING THE LOCATIONAL PATTERNS OF CULTURAL ORGANIZATIONS IN THE URBANIZED COUNTIES OF METROPOLITAN DETROIT

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Building upon organizational legitimacy theory, we investigate public access and commitment to audience diversity as two critically important values that convey moral legitimacy on public service organizations. Using the sample of 335 cultural organizations located in the Detroit Metropolitan Area, this paper uses the GIS-modelling approach to develop an index of public access that takes into account institutional admissions policy, the physical characteristics of a location, and the availability of, and access to, transportation. The U.S. Census Bureau data is further used to analyze how accessible cultural institutions are to the traditionally underserved populations and multigenerational audiences. The question of legitimacy is of paramount importance to the study of public service organizations, including governments and nonprofits (Suchman 1995). Organizational legitimacy can be viewed as a critical resource necessary for organizational survival (Dowling & Pfeffer, 1975; Thomas & Lamm, 2012; Pfeffer & Salancik, 1978). However, in the public and nonprofit sectors, organizational legitimacy is not limited to economic resources that organizations can obtain; rather it is rooted in congruence between the normative environment of organization and its behaviors, products, or image (Dowling & Pfeffer, 1975; O'Donovan, 2002; Suchman, 1995). This paper investigates public access and commitment to audience diversity as two critically important values that convey moral legitimacy on public service organizations (Suchman, 1995). Specifically, we focus on non-commercial arts and culture organizations that perform a variety of public service functions including providing public arts education, fostering economic development, revitalizing cities, and transmitting cultural capital and values across generations (Markusen, 2014; Moldavanova, 2016; Rushton & Landesman, 2013). Despite their important public-serving roles, U.S. arts and culture organizations receive negligible governmental funding (Toepler & Wyszomirski, 2012); therefore, such organizations need to balance their public service missions with economic concerns. Arts and culture organizations seek to enhance their social legitimacy by pursuing such ethical practices as the commitment to audience diversity and ensuring access to the arts and culture to previously underserved population groups. One obstacle, however, that limits the ability of organizations to achieve greater audience diversity is the lack of research on how a location itself influences the capacity of the arts and culture sector to meet audience development needs. The proposed paper addresses the linkage between inclusive outreach that focuses on enhanced diversity and the social legitimacy attached to public and nonprofit arts and culture organizations. The main research question investigated is what is the capacity of the cultural sector to ensure inclusive outreach in a given geography? The proposed paper reports the results of the study conducted on the sample of 335 public and nonprofit arts and culture organizations from five sub-sectors (visual arts, performing arts, science museums and centers, historical organizations, and libraries) located in the Detroit Metropolitan Area. Unlike previous studies that used location as the ultimate predictor of arts access, this paper uses GIS-modelling approach to develop an index of public access that takes into account institutional admissions policy, the physical characteristics of a location, and the availability of, and access to, transportation. We further use the U.S. Census Bureau data to analyze how accessible arts and culture institutions are to the traditionally underserved populations (e.g. low income and minority groups) as well as multi-generational audiences (population under 18 and over 65 years old), which is important for overall urban prosperity, as well as the social legitimacy of arts and culture organizations. The proposed paper discusses the results of our assessment of how organizational locations influence their capacity to provide access to various forms of arts and culture for a diverse set of patrons and constituencies, which may in turn impact organizational legitimacy. We also discuss implications of the study's findings for policy-makers and cultural managers aspiring to improve public access to the arts and culture organizations.

### **MANAGED AUTONOMY: YOUTH PARTICIPATION IN ORGANIZATIONS**

*\*Sarah Gaby, University of North Carolina, Chapel Hill (sngaby@gmail.com)*

Ideals of democratic participation in organizations led hundreds of groups to choose participatory approaches to decision-making (Polletta 2002). Inclusive democratic styles also enhance the civic skills of members over more hierarchical organizations (Verba et al. 2005). But how inclusive are civic organizations, especially those that serve youth? In this paper, I analyze how adult leaders include youth in organizational decision-making and find that organizations that engage youth more fully in participatory practices and in which the youth report learning greater civic skills use a method of managed autonomy, balancing the two approaches to engage youth in multiple types of decision-making.

### **MANAGERIAL COACHING, EMPLOYEE CREATIVITY AND PERFORMANCE IN NONPROFIT CONTEXTS: TOWARD INNOVATIVE OUTCOMES FOR NEW EMPLOYEES**

*\*Toby Egan, University of Maryland (tobyegan@umd.edu)*

The purpose of this study was to investigate the relationships between managerial coaching behavior and employee outcomes among new employees. Organized around innovation and organizational support theories, the studied dependent variables (or endogenous factors) were perceived employee person-job fit, individual creativity, motivation to innovate, turnover intention and job performance

### **MANAGING NONPROFIT MISSION DRIFT IN A SEA OF FEDERAL CONTRACTS**

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This paper examines federal contracting of nonprofit organizations and whether this funding source is associated with nonprofit mission drift. Since government funding is a more predictable revenue source, charitable organizations use this income to diversify their revenue structures. An implication of such a practice is mission drift, which might divert nonprofits from their formal goals as they adhere to requirements inherent in government contracts. We address this potential implication using the population of completed federal contracts awarded to nonprofit organizations between 1987 and 2016 and difference of means testing between the granting agencies' NAICS categories and recipient nonprofits' NTEE codes.

### **MANDATED VS. MISSION BASED COPRODUCTION: THE CONSEQUENCES FOR FRONTLINE STAFF IN NONPROFIT HUMAN SERVICE ORGANIZATIONS**

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The concept of coproduction has received increased attention by both policy makers and scholars in recent years. This paper addresses a topic that has been understudied but identified as significant: the role of frontline staff. Based on 180 interviews in 20 human service nonprofits in Scotland and the United States, we describe the common dilemmas that surface for frontline staff in organizational settings where clients are expected to play a more active role in the services they receive.

## **MAPPING CONCEPTUAL AND METHODOLOGICAL ADVANCES IN RESEARCH ON NONPROFIT MISSIONS**

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The proposed paper maps scholarship on the most fundamental element of nonprofit organizations: their missions. Through systematic review, structured comparisons of prior research identifies the range of mission research and related topics on a number of critical dimensions. Narrative synthesis of included articles making the most conceptual and methodological developments identifies the critical remaining gaps in the literature and directions for future research. Comparisons to scholarship elsewhere in the social sciences provide initial guidance on possible approaches for further conceptualization, instrumentation, and measurement of missions.

## **MEANINGFULNESS AND MEANINGFUL-NESS MAKING IN CONTEMPORARY NONPROFIT AND PUBLIC SERVICE ORGANIZATIONS**

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Public service workers face increasing pressure to conform to market-based values and logics of action. Consequently, these workers are encouraged to manage themselves like a firm, where individuals are seen as “entrepreneurial subjects” that totally commit to personal and organizational productivity. The purpose of this research is to examine how the contemporary workplace shapes individual’s ability to find meaning and experience meaningfulness in public service work. Interview data from 45 public and nonprofit workers is analyzed to show how individuals are finding meaningfulness through their values and beliefs, relationships to co-workers, and in specific aspects of their actual work.

## **MEDIA FRAMING OF COMMUNITY PHILANTHROPY**

*\*Shani Horowitz-Rozen, Bar Ilan University (shanihz@gmail.com)*

This paper presents a new theoretical and empirical analysis of media coverage of community philanthropy. It combines and integrates theories and models from the fields of communication and philanthropy. It investigates American media coverage of community philanthropy in the NYC area in 2016-2017. The paper investigates the conceptual, professional and methodical journalistic aspects of communal philanthropy’s coverage. It focuses on the journalists’ personal and professional views and professional practices of covering communal philanthropy. This work has significant implications for the study of nonprofits and philanthropy's role in communities, addressing communal philanthropy’s image and legitimacy in public discourse.

## **MENTAL HEALTH PEER-RUN ORGANIZATIONS: HOW DOES THEIR CONNECTEDNESS TO LOCAL GOVERNMENT INFLUENCE THE DECISION REGARDING PEER RESPITE SERVICES?**

*\*Jiro Arase-Barham, Rutgers University - Camden (jiro.arase@rutgers.edu)*

Nonprofit organizations play an intermediary role between citizens and government. To advocate more effectively, human service nonprofits are increasingly adopting insider tactics, which enable them to directly interact with decision makers. This strategy creates a tension within nonprofits because as they attempt to be seen more legitimate, they become susceptible to cooptation by government. This study examines, within the framework of nonprofit advocacy and organizational legitimacy, how the connectedness between mental health peer-run organizations and local mental health authorities influences policy outcomes. Survey data collected from county mental health directors in California will be quantitatively analyzed.

## **MISREPORTING NONPROFIT LOBBYING EXPENSES: A COMPARISON OF STATE AND FEDERAL DATA**

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Previous financial research suggests that certain items (e.g., fundraising and administrative expenditures) on IRS Form 990 are subject to inaccuracies, principally as a result of expense misreporting. Anecdotal evidence suggests another category, lobbying expenses, may also suffer from misreporting. This paper compares Form 990 data obtained for a sample of charities (n=143) to contemporaneous data obtained from the North Carolina Secretary of State regarding the lobbying engagement, payments, and expenses of these organizations. Findings from the comparison of state and federal data support the anecdotal evidence, and suggest that charities systematically underreport lobbying expenses to federal authorities.

## **MISSION POSSIBLE: SENIOR VOLUNTEERING AMONG LATTER-DAY SAINTS**

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Volunteering is known to facilitate productive aging. For seniors with religious affiliations, faith-based volunteering provides opportunities to stay active in meaningful work. Factors that lead seniors to volunteer in a religious community are not well understood. We surveyed 964 Latter-day Saint senior volunteers with different levels of commitment to their church. We assess how resources, personality traits, community embeddedness, and levels of religiosity relate to higher commitment and different types of volunteering. Findings indicate that factors explaining missionary service (a high commitment activity) in retirement are different from factors explaining what kind of mission one chooses to serve.

## **MODERN PORTFOLIO THEORY AND THE REVENUE OF HUMAN SERVICE ORGANIZATIONS**

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Human service organizations provide critical public services and are a substantial component of the economy. This paper applies modern portfolio theory to human service organizations' revenue structures. This approach balances growth and risk, identifying those structures that can maximize revenue growth at a given level of risk.

## **MOTIVES AND OUTCOMES OF ELDERLY VOLUNTEERS: A CASE FROM JAPAN**

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This paper attempts to understand and analyze Japanese volunteerism based on the context of motivation according to the principles of Self-Determination Theory. In order to accomplish this we conducted a survey through questionnaires sent to various nonprofit organizations and short-term volunteers in order to make the sample representative of Japanese volunteers in several aspects such as sex, age range, and education. Our hypotheses stipulates that an autonomy supportive climate relates positively to autonomous motivation and is related negatively to controlled motivation. Moreover, the effect of climate on the motivation for volunteering activities is mediated by satisfaction of three basic needs.

## **MULTI-DIMENSIONAL ORGANIZATIONAL IDENTITY OR SPLIT PERSONALITY? MISSION FRAMING AND THE MANY FACES OF THE UNITED WAY**

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One strategy nonprofits use to adapt to their environment can be described as mission framing: reinterpreting or emphasizing different dimensions of purpose-based identity to better fit their operational context. This study examines geographic and temporal variation in identity framing across United Way organizations in the United States. Data on organizational purpose statements from the workplace giving campaign of the federal government is studied using supervised machine learning techniques. Findings suggest that: 1) United Way organizations are maintaining core dimensions of their identity while integrating new components; and 2) organizational use of identity dimensions varies across time and geographic area.

## **MULTIDIMENSIONAL THRIFT AS A MEDIATOR OF THE MOTIVATING EFFECTS OF GRATITUDE AND MATERIALISM ON GENEROSITY**

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Gratitude and materialism positively and negatively motivate generosity, but few studies have documented the mechanisms by which they lead to shifts in generosity. The aim of this study was to test how the multi-dimensional virtue of thrift mediates the association between the independent variables of gratitude and materialism and the outcome of generosity. Analysis of data collected from online participants (N = 401) found gratitude predicted higher frugality and sharing/borrowing, which were predictive of self-reported generosity and donation behavior. Materialism was negatively correlated with gratitude and predicted of greater spending dysregulation as well as lower frugality, investing, and donations.

## **MULTI-DISCIPLINARY AND CROSS-INSTITUTIONAL ENGAGED DEPARTMENT INITIATIVE, GRAND RAPIDS, MICHIGAN**

*\*Heather L. Carpenter, Notre Dame of Maryland University (hcarpenter@ndm.edu)*

This paper reports final-project findings of a multi-disciplinary, cross-institutional community engagement collaboration that took place from June 2015-December 2016 in Grand Rapids, Michigan. The Grand Rapids Community Foundation, Michigan Campus Compact, and Michigan Nonprofit Association provided funding to support seven academic departments at three local institutions of higher education and seven partner nonprofit organizations to co-create community engagement activities. A five-member research team studied the entire process, which documented (1) student attitudes towards civic engagement, (2) faculty perceptions and department culture for community engagement, and (3) community perceptions of mutuality of planning efforts and community outcomes of engagement efforts.

## **MULTI-SITE DESIGNS AND PERFORMANCE: THE CASE OF U.S.-BASED INTERNATIONAL NGOS**

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Despite the increasingly visible roles of international non-governmental organizations (INGOs) in global affairs, the burgeoning literature on these organizations is lacking large-N empirical evidence that helps elucidate their performance drivers. Relying on a nationally-representative sample of 152 U.S.-based INGOs and employing a multiple constituency approach, this paper attempts to fill the gap by examining the relationship between INGOs' multi-site designs and two performance indicators — leader-perceived effectiveness and watchdog-rated financial health — as well as four interaction effects. My linear probability models indicate that a centralized, unitary multi-site design, especially in younger INGOs, is significantly associated with high leader-perceived effectiveness. In addition, whereas not showing a significant independent effect, adopting a unitary multi-site design significantly enhances the correlation between INGOs' revenues and their watchdog-rated financial health. The results are robust to several model specifications, including logistic regressions, ordinal logistic regressions, and seemingly unrelated regressions. Practical implications and future research directions are also discussed.

## **MY WORK BELIES MY MENTAL ILLNESS: THE MOTIVATIONS AND LIFE IMPACTS OF MENTAL HEALTH ADVOCATES**

*\*Kathleen O'Hara, Columbia University School of Social Work (kmo2116@columbia.edu)*

I report on a policy ethnography (n=35 individual participants, n=118 participant observations) to explore advocacy and mental health movement involvement among individuals with mental health diagnoses in the New York City adult homes system. My research questions are: 1) What are individual motivations for, and 2) what are individual impacts of mental health advocacy among individuals with mental health diagnoses? I use conventional content analysis, with mental health recovery as a sensitizing concept, to organize and analyze data. I report on three main findings in terms of six recovery domains: clinical, physical, existential, social, functional, and, unique to this study, sociolegal recovery.

## **NARRATIVES OF CARIBBEAN CIVIL SOCIETY: AN ANALYSIS OF CULTURAL IDENTITY AND CIVIC PARTICIPATION**

*\*Kim Williams-Pulfer, Indiana University Lilly Family School of Philanthropy (kpulfer@iupui.edu)*

This paper explores the work of Caribbean civil society through an analysis of the relationship between cultural identity and civic identity. This study contributes to academic scholarship that focuses on the role that culture, cultural identity, and place plays in shaping civic participation and engagement. Through narrative analysis, this paper will highlight the challenges, restraints, and opportunities faced by civil society via in-depth interviews and document analysis of twenty-five civil society leaders in the Bahamas. This paper will also focus on the significant role of black and middle class identities within Caribbean civil society.

## **NATIONAL ENDOWMENT FOR THE ARTS: FUNDING OPPORTUNITIES FOR THE ARTS AND ARTS-RELATED RESEARCH**

*\*Melissa Menzer, The National Endowment for the Arts (menzerm@arts.gov)*

The National Endowment for the Arts' Office of Research & Analysis makes awards to support research that investigates the value and/or impact of the arts for individuals and communities, through their grants (Research: Art Works) and cooperative agreement (Research Labs) programs. A brief overview of the office, research-related funding opportunities, proposal preparation, and the review process will be addressed. In addition, examples of research grants and cooperative agreements that have been awarded will be provided, including several that focus on or about non-profit arts organizations and other non-profit organizations that provide arts programming.

## **NETWORK EFFECTIVENESS IN COLLABORATIVE GOVERNANCE NETWORKS: A COMPARATIVE CASE STUDY OF SOCIAL IMPACT BONDS**

*\*Julia Grace Smith, University of Arizona (JULIASMITH@EMAIL.ARIZONA.EDU)*

We know a lot about what works in terms of preventative social policy; what we lack is a sustainable and scalable way to pay for it. One such mechanism that has emerged as a potential path forward is the Social Impact Bond (SIB). The SIB combines traditional pay-for-success public-private partnerships with the leveraging of private equity as a new form of impact investing. This study contributes to the literature on the determinants of network effectiveness with a particular focus on the role of network learning and trust throughout the construction of the network to overall effectiveness.

## **NETWORK LEADERSHIP AND PARADOX IN HUMAN RIGHTS GRANTMAKING**

*\*Andrew Simon, Seton Hall University (andrew.simon@shu.edu)*

Funder networks are composed of grantmakers who come together to enhance the impact of their collective efforts. Although these networks are pervasive in the realm of philanthropy, they have received little attention from researchers. This study addresses this gap by examining the leadership of International Human Rights Funders Group, a funder network committed to issues of human rights globally. The theory of paradox is utilized for interpreting qualitative interview data obtained from those leading the network. Findings show the presence of paradox as leadership strives to balance competing demands. Implications for leading funder networks are discussed.

## **NETWORK POSITIONS AND ORGANIZATIONS' PERCEPTIONS ABOUT COLLABORATION EFFECTIVENESS: A CASE OF DISASTER RESPONSE NETWORK OF JIANGSU TORNADO IN CHINA**

*\*Zheng Yang, California State University-Dominguez Hills (zyang@csudh.edu); \*Yana Lu, Nanjing Normal University (yanalu1108@163.com)*

In this study we use network perspectives to investigate how network positions and network centralities of nonprofit responders in a disaster responder network relate to the organizations' perceptions about collaboration outcomes in emergency management. This study uses data collected from more than 60 nonprofit organizations that responded to the 2016 Jiangsu Tornado Disaster in China. Findings of this study contribute to the emergency management and network literature by differentiating communication network from joint action network in identifying the roles of degree, betweenness, and closeness centrality of nonprofit responders.

## **“NEW DIASPORA PHILANTHROPY”?: CHANGING DYNAMICS OF JEWISH PHILANTHROPY TOWARD ISRAEL**

*\*Hanna Shaul Bar Nissim, Brandeis University (hannashaul@brandeis.edu)*

This paper explores the changing nature of diaspora philanthropy in recent decades following the development of new philanthropic practices and grant-making patterns. It argues to the creation of a new diaspora philanthropy and explores its characteristics, unique expressions and meanings for the relationship between diaspora communities and recipients in the country of origin. Drawing from the case of the UJA-Federation of New York since 1990, the paper discusses the ways in which the novel approach to giving offered by the new philanthropy serves to better enable diaspora communities to be philanthropically engaged in their country of origin in innovative ways.

## **NEW PERSPECTIVES ON COMMUNITY FOUNDATION DATA: INSIGHTS FROM A LONGITUDINAL ANALYSIS OF MICHIGAN'S COMMUNITY FOUNDATIONS**

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How can we understand the activity of community foundations in the context of their local populations? How have community foundations changed over time? This paper begins to explore answers to these two questions, building on a decade of work by the Council of Michigan Foundations and their annual Community Foundation Data Book to offer new insight into community philanthropy. Combining both longitudinal and contextual population data, this paper offers new ways to think about community foundation data, their growth over time, and alternative benchmarks for individual community foundation trustees and executive leaders to use in planning and evaluation.

## **NGO-BUSINESS COOPERATION: A COMPARISON OF ORGANIZATIONAL, SOCIAL AND IMAGE BENEFITS FROM THE NGO PERSPECTIVE IN POLAND**

*\*Dominika Mironska, Warsaw School of Economics (dominika.mironska@sgh.waw.pl); \*Piotr Zaborek, Warsaw School of Economics (pzabore@sgh.waw.pl)*

This quantitative study on a representative sample of Polish NGOs explores the relationships between the nature of NGO-business partnership and perceived benefits for NGOs. The main focus was on expected differences in relationships between commitment and the three groups of benefits: organizational, social and image related. Commitment in the partnership was positively correlated only with organizational benefits, while social and image benefits showed negative links. Both trust and alignment appeared to have similar total effects on all benefits. The paper offers explanations of the findings and recommendations for NGO managers wishing to increase the value of collaboration with business.

## **NGO RISK TOLERANCE BY SECTOR IN HIGH CONFLICT LOCATIONS**

*\*Meghann Rother Dragseth, Louisiana State University (mdragseth@lsu.edu)*

This paper examines the international locations of U.S.-based nongovernmental organizations (NGOs) operating in countries with significant levels of conflict. More specifically, it asks which NGOs are more risk tolerant and who withdraws from contentious environments when? Using survival analysis to analyze risk-tolerance across sectors of NGOs, this paper seeks to better understand which sectors are more, or less, risk averse.

## **NGO SUPPRESSION IN AUTHORITARIAN AND HYBRID REGIMES**

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In many hybrid and authoritarian regimes around the world, the space for civil society is declining. Governments are increasingly cracking down on democratization programs, which flourished after the fall of the Berlin Wall in 1989. In authoritarian and hybrid regimes all across the globe, NGOs are being framed as a means of foreign influence in domestic affairs to justify their suppression. Our research aims to discover the methods of repression, the types of NGOs are affected, and the coping mechanisms used by NGOs in response.

## **NO INTEREST ANYMORE? FOUNDATIONS AND THE CONSEQUENCES OF THE FINANCIAL CRISIS**

*\*Georg von Schnurbein, Universität Basel (georg.vonschnurbein@unibas.ch)*

In this study we investigate the reactions of charitable foundations in Switzerland on the changes on the financial markets after the financial crisis. We ask, how foundations reacted and what the consequences for the civil society in general are.

## **NOMINAL GROUP TECHNIQUE AS A PRETEST/POSTTEST MEASURE OF GLOBAL CITIZENSHIP IN A NONPROFIT STUDY ABROAD PROGRAM**

*\*Dyana Mason, University of Oregon (dmason@uoregon.edu); \*Michael Their, University of Oregon (mthier@uoregon.edu)*

Global citizenship incorporates the knowledge, skills, behaviors, and dispositions one needs to live, learn, and work in a world facing globalization's opportunities and challenges, and is a relevant concept for students in nonprofit management and philanthropy programs. This study answers calls from scholars who urge stronger empirical research in this field. We develop a novel use for the nominal group technique (NGT) during a three-week study-abroad program studying nongovernmental organizations in South East Asia during Summer 2016. Our findings highlight implications for scholars interested in accountability, program evaluation, and/or methods to assess the education that future nonprofit leaders receive.

## **NONPROFIT ALLIANCE IN CHINA: EFFECTS OF ALLIANCE PROCESS ON GOAL ACHIEVEMENT**

*\*Qiang Dong, China Agricultural University (55962219@qq.com); \*Chienchung Huang, Rutgers School of Social Work (huangc@ssw.rutgers.edu); \*Jiaqi Guo, Rutgers University (jiaqi.guo.msw@gmail.com)*

Nonprofit alliances have characterized the dynamic of nonprofit sector over past three decades. While much scholarly attention has focused on formation and outcome of alliance, less is known about processes of alliances. Using 11 cases of nonprofit alliances in Ya'an earthquake in China in 2013, this study examined the connection between process and outcome of alliance. Our research demonstrates that process of nonprofit alliances plays an important role on goal achievement of the alliance. Specifically, the more the process contains with long-term orientation, resource cooperation, rigid structure, and mutual trust, the more likely the alliance would carry out its planned goals.

## **NONPROFIT CEO POWER AND MULTIPLE BOARDS: THEIR EFFECTS ON GOVERNING BOARD ROLE FULFILLMENT**

*\*Kathryn Yandell, North Carolina State University (kmyandel@ncsu.edu)*

This paper uses a multi-theoretical approach to conceive the governance concept that may yield a model of governance more closely aligned to reality, which could allow for an expanded theoretical conception of governance. The focus of this paper is to expand the nonprofit governance concept to include the presence of additional boards within a single organization and to gain understanding of what effect additional boards may have on the governing board's role fulfillment.

## **NONPROFIT DEGREE PROGRAMS: MEETING THE NEEDS OF BOTH THE STUDENT AND THE UNIVERSITY**

*\*Stephanie Krick, University of Central Florida (stephanie.krick@ucf.edu)*

Designing a program that meets student needs as well as academic and university needs does not have to be mutual exclusive. The School of Public Administration at the University of Central Florida recently received approval for a new BA/BS in Nonprofit Management. This new degree provides students with the knowledge, skills, and attitudes needed to be professionals in the nonprofit sector. It also meets university and state requirements related to partnerships, workforce demands, and diversity and inclusiveness. Having received unanimous support throughout the university, this paper can provide valuable insight into the process of program development and approval.

## **NONPROFIT EDUCATION SURVEY PROJECT**

*\*Kerry Ann Kuenzi, Georgia Southern University (Kkuenzi@georgiasouthern.edu); \*Marlene Walk, Indiana University Purdue University Indianapolis (mwalk@iupui.edu); \*Amanda J. Stewart, North Carolina State University (mandijstewart@gmail.com)*

There is a notable gap in the nonprofit management literature surrounding nonprofit management education and its impact on individuals post-graduation, their organizations, and the wider nonprofit sector. This presentation includes findings from a study aiming to fill this gap by addressing questions such as: who gets a nonprofit management degree/certificate and why, what is the return on investment from a nonprofit management degree, and more. To answer these questions, we surveyed three different nonprofit management programs' alumni regarding their programmatic experiences and learning and how those experiences translate into their careers.

## **NONPROFIT EFFECTS ON CRIME: A BAYESIAN SPATIAL-TEMPORAL MODEL OF NONPROFIT CHARACTERISTICS AND CRIME**

*\*Lonnie M. Schaible, University of Colorado Denver, School of Public Affairs (Lonnie.M.Schaible@ucdenver.edu); \*Nuriel Heckler, University of Colorado Denver (nuriel.heckler@ucdenver.edu)*

Criminological literature finds evidence that the presence of nonprofits (NPOs) may have a complex relationship to crime rates. This study employs Bayesian spatial-temporal estimation to study the impact of nonprofit organizations on crime in Denver. Findings suggest that nonprofits have a positive correlation with crime, but organizations in more disadvantaged areas and nonprofits with mission statements that prioritize serving their geographic communities are estimated to reduce local crime. The authors recommend that nonprofit managers focus organizational attention on local impacts to better serve geographic communities.

### **NONPROFIT EMPLOYEE ENGAGEMENT AND PERCEPTION OF HR PRACTICES: WHAT YOU SEE IS WHAT YOU GET**

*\*Kunle Akingbola, Lakehead University (akingbola@rogers.com); \*Sephora Kerekou, Laval University (sephora.kerekou.1@ulaval.ca); \*Aurelas Tohon, Laval University (aurela.tohon.1@ulaval.ca)*

The research examines the multidimensional relationship between employees' perception of HR practices and employee engagement in nonprofits. The findings suggest that perception of HR practices at individual and organizational levels are associated with employee engagement. It suggests that HR practices are antecedents of engagement and emphasizes how employees perceive HR practices individually through the process of shared sense-making which influence their behaviour and attitudes. Nonprofit engagement is influenced significantly by employees' perception of HR practices that they find valuable individually and central to the public good in the mission and values that employees are able to actualize through nonprofits.

### **NONPROFIT FINANCIAL GROWTH AND PATH DEPENDENCY**

*\*Georg von Schnurbein, Universität Basel (georg.vonschnurbein@unibas.ch)*

In the research on nonprofit financing only few theories are applied, especially trade off theory, portfolio theory and resource dependency theory. In this study we use the path dependency theory to analyze consequences of organizational behaviour on financing of nonprofits and search for factors that influence financial growth of nonprofits.

### **NONPROFIT FUNDING CONFIGURATIONS AND THE STRATEGIC ORIENTATIONS OF ACTIVITIES**

*\*Hui Li, University of Central Florida (Hui.Li@ucf.edu)*

While existing studies on nonprofit funding have mainly focused on nonprofits' revenue strategies as well as the antecedents and consequent effects of these strategies, few have examined nonprofits' funding configurations. This study seeks to identify nonprofits' funding configurations and examine how different funding patterns are related to their activities. The data for the study come from a nationwide survey of Chinese environmental NGOs in 2015-2016. Cluster analysis shows that four funding clusters exist. Regression results show that different funding patterns are associated with NGOs' activities (including environmental education, policy advocacy, and monitoring of corporate behaviors) differently.

### **NONPROFIT LEADERSHIP PREFERENCES OF AMERICAN EMPLOYEES AND SOUTH KOREAN EMPLOYEES: A COMPARATIVE STUDY**

*\*Sungil Chung, James Madison University (chung4sx@jmu.edu)*

The research examines perceptions of nonprofit employees from South Korea and the United States associated with transformational leadership and servant leadership. Despite the global expansion of nonprofit organizations, limited research is found in the literature that focuses on different national perceptions on nonprofit leadership. This research is designed as a comparison study between the U.S. nonprofit employees and South Korean nonprofit employees to examine if there are national differences on people's preferences on leadership. From the quantitative data analysis, a research question whether nonprofit employees from the two countries differ on preferences of transformational leadership and servant leadership are explored.

## **NONPROFIT MANAGEMENT EDUCATION IN CANADA**

*\*Roseanne M. Mirabella, Seton Hall University (mirabero@shu.edu); \*Marty Sulek, Indiana University (msulek@IUPUI.edu)*

Canada has the second largest nonprofit sector in the world as a percentage of the workforce, employing 11.1% of its economically active population, including volunteer inputs. Despite the relatively large size of its nonprofit sector, though, relatively little is known about the size and scope of its nonprofit management education programs. This paper presents findings of the first comprehensive study of Canadian nonprofit management education. It finds that, while Canada has an extensive array of such programs, as befits the size of its nonprofit sector, they significantly differ in several respects from those of its closest neighbour, the United States.

## **NONPROFIT ORGANIZATIONS AS POLICY IMPLEMENTERS: THESES ON ROLES, SERVICE PROVISION, AND THE INTERSECTION BETWEEN NONPROFIT ORGANIZATIONS AND PUBLIC POLICY**

*\*Jamie Levine Daniel, Indiana University-Purdue University Indianapolis (jlevined@iupui.edu); \*Rachel Fyall, University of Washington (fyall@uw.edu)*

Many nonprofit and government organizations collaborate to serve the public. Government actors might view the process as unidirectional: governments determine the ideal service mix, and provide resources for nonprofits to meet local demand. However, responding to unmet community needs is just one priority for nonprofits, who have their own values and serve diverse purposes. We present 5 theses on nonprofits as policy implementers that facilitate a more nuanced understanding of the relationship between government, nonprofits, and public policy. The theses draw from organizational identity, effectiveness, and network theory. Examples from our own research on emergency food assistance, offer concrete illustrations.

## **NONPROFIT RESILIENCY AND THE STATE OF ILLINOIS BUDGET CRISIS**

*\*Kimberly Kay Wiley, University of Illinois Springfield (kwile3@uis.edu); \*Elizabeth A.M. Searing, University at Albany, SUNY (esearing@albany.edu); \*Sarah Young, Florida State University (shinkelyoung@gmail.com)*

Publicly-funded nonprofit organizations in the State of Illinois are in dire circumstances during a two-year budget crisis with no end in sight. As the State continues to withhold and limit funding until a budget is passed, small nonprofits are seeking other means of survival. This case analysis examines three types of nonprofits dependent upon public dollars. Organizational, programmatic, and fiscal impact, as well as, tools employed for resiliency are identified. This study serves as the first wave of a longitudinal study of the impact of the Illinois budget crisis on this population of nonprofit organizations.

## **NONPROFITS AND PHILANTHROPY: THE TRUMP EFFECT**

*\*Alan J. Abramson, George Mason University (aabramso@gmu.edu)*

Nonprofits and Philanthropy: The Trump Effect What impact is the Trump administration having on nonprofits and philanthropy, and what may be in store for the charitable sector in the remainder of President Trump's term? This paper will examine how the president's tax, spending, and regulatory proposals and actions are affecting the nonprofit sector. The paper seeks to contribute to scholarship on nonprofit-government relations as well as help inform important policy decisions affecting nonprofits and philanthropy. To do so, the paper will draw on the author's analysis of budget and other governmental and non-governmental documents and a series of interviews with policymakers and nonprofit leaders.

### **NONPROFITS AND RISK: INTRODUCING A FRAMEWORK FOR A HOLISTIC ASSESSMENT OF ORGANIZATIONAL RISK**

*\*Katie Leonberger, Community Resource Exchange (cbuccino@crenyc.org); \*Hannah Collins, Community Resource Exchange (hcollins@crenyc.org)*

In a time and sector in which risk is inherent and uncertainty a constant, identifying, and engaging with risk has never been more important for nonprofits. Not doing so undermines our sustainability along with the wellbeing of the people we serve. Through this poster, attendees will gain an introduction to CRE's definition of risk, discuss the six categories that provide a holistic view of risk, and learn how apply this risk assessment framework in their own work. In addition, current risk trends among nonprofits will be discussed

### **NONPROFITS' ROLE IN OVERCOMING THE IMPOSSIBLE: A CASE STUDY OF CHARLOTTE NONPROFITS**

*\*Sarah L. Pettijohn, University of North Carolina at Charlotte (spettijo@uncc.edu)*

Charlotte ranks 50th out of the 50 largest cities in the United States for moving children born in poverty to self-sufficiency (Chetty et al., 2014). Five local nonprofit foundations, in partnership with the city and county, funded and supported a task force to identify the barriers that prevent upward mobility (Charlotte-Mecklenburg Opportunity Task Force, 2017). This paper presents findings from 20 interviews of nonprofit leaders to explore the role nonprofits played in strengthening Charlotte and efforts undertaken to help Charlotte children overcome the nearly impossible odds of escaping poverty. It highlights lessons learned for nonprofits operating in similar situations.

### **NONPROFITS, SOCIAL MOVEMENTS AND ACCOUNTABILITY FOR THE SUSTAINABLE DEVELOPMENT GOALS**

*\*Paul J. Nelson, University of Pittsburgh (pjnelson@pitt.edu)*

The Sustainable Development Goals (SDGs) offer new opportunities for leverage by human rights and environmental advocates. This paper will examine emerging patterns of engagement, offering new insight into how international initiatives such as the SDGs influence the engagement of national civil societies in shaping development policy. This paper documents the engagement of international and locally-based civil society on the SDGs and their predecessors (MDGs), analyzes efforts to organize and mobilize NGO involvement, and argues that the SDGs have created new opportunity for efforts to increase influence and accountability, especially by women's and human rights organizations.

### **NONPROFITS UNITED? : CRITICALLY AND STRUCTURALLY ASSESSING NONPROFIT COALITIONS AS THE VEHICLE FOR ADVOCACY**

*\*Zachary David Wood, Rutgers University - Camden (zachary.wood@rutgers.edu)*

Advocacy has long been viewed as an integral part of the function of human service nonprofit organizations. Yet the advocacy road for human service organizations is fraught with complications and complexities. In theory, participation in coalitions can create a stronger, more collective voice, and may also provide cover for organizations wary of being "too political". In practice, coalition work proves to be much more challenging, even sometimes problematic. This paper explores the considerable challenges faced in non-profit coalitions through an in-depth case study of homeless service organizations and homelessness coalitions in Houston, TX and Philadelphia, PA.

## **NONPROFIT SURVIVAL IN POST-COMMUNIST COUNTRIES: THE HUNGARIAN PATIENT**

*\*Krisztina Tury, IUPUI (tury.krisztina@gmail.com)*

The purpose of this phenomenological study is to understand nonprofit survival in post-communist countries. The significance of this research is twofold. First, even though nonprofit survival is a prominent theme among researchers interested in the sector, most of the literature stops at identifying factors (variables) that are associated with nonprofit survival (Helmig et al, 2014). Although there are numerous theories that can be used to examine the issue, there is a lack of theory-driven research and there is also a lack of explanation regarding how the empirically identified factors affect survival. This research aims at looking into this black box by using qualitative research methods. Second, most of the existing literature on nonprofit survival – or on nonprofit organizations in general – is tied to the US context. Research that is related to the sector in Eastern Europe is often focused on international development aid assistance in building and strengthening civil society in the newly emerging democracies after 1989 (Fazekas,2009). The question of how nonprofit organizations in these countries can endure even after international funding is reduced is highly relevant and underexplored. Searching for answers to this question is not only important to the sector in Eastern Europe, it is also relevant to international funders to learn these lessons as they move their money to other regions of the world. The questions this study aims at exploring: 1. What survival strategies do nonprofits use to help them survive? 2. How do the specific factors related to survival influence the chances of nonprofits?

## **NONPROFIT THEORY-BUILDING AND THE “CONSUMER-MAKE NONPROFIT”**

*\*Jennifer Kuan, Tulane University (jkuan1@tulane.edu)*

Challenges to the notion of nonprofits as socially motivated firms have come from two fronts: for-profits that pursue social goals and nonprofits that perform commercial activities. These seeming contradictions have made theory-building difficult. This paper takes a contrarian approach to nonprofit theory by examining a set of nonprofits that pursue no philanthropic aims. These nonprofits, termed “consumer-make nonprofits,” arise when consumers collaborate to produce a nonrival good for their own consumption. Analysis of this understudied corner of the nonprofit sector yields theoretical building blocks, including clearer notions of ownership, objectives, and the relationship between nonprofits, for-profits, and social goals.

## **NOSTALGIA: PRODUCTIVE AND PROBLEMATIC IN COMMUNITY PHILANTHROPY?**

*\*Jenny Harrow, Cass Business School (j.harrow@city.ac.uk)*

Acknowledging that ‘community’ can be cast in diverse ways, such as geographic boundaries or a sense of belonging, this paper reviews and explores the role of nostalgia in the context of UK alumni giving with its focus on ‘emotionally bound communities’. Discussing the extent to which nostalgia represents a potential force for good or restriction, the paper uses thematic analysis of UK universities’ documentation and material to explore the value of developing ‘productive nostalgia’ in community philanthropy.

## **NUDGING SAMARITANS: A CONJOINT EXPERIMENT OF NONPROFIT INFORMATION**

*\*Huafang Li, Grand Valley State University (lihuafang@gmail.com)*

Communications play an important role in addressing the issue of information asymmetry between nonprofits and the public. A primary concern of effective communications is to nudge donors by customizing information. A conjoint experiment was employed to test the impact on donors’ decisions of mission-related information, direct requests for donations, performance-related information, and financial information. Results show that donors are more responsive to direct requests for donations, higher evaluated missions, higher performance ratings, and higher program ratios. And there is no significant difference between self-centered mission-driven donors and altruistic outcome-driven donors in responding to various forms of information.

## ONE STAR FOR AWARENESS? INVESTIGATING THE NEW FIELD OF INTERNET REVIEWS OF LOCAL NONPROFITS

*\*Caitlin Marina Augustin, DataKind / NYU (caitlin@datakind.org)*

A reliance on internet reviews has permeated nearly all avenues of consumption, with half of adults under age 50 “routinely” checking online reviews before purchasing (Smith 2016). This trend toward relying on internet reviews is also widely apparent in travel (Gretzel and Yoo 2008), healthcare (Black, Thompson et al. 2009), and dining (Zhang, Ye et al. 2010). It is unsurprising that people desirous of connecting with a nonprofit, would turn to internet reviews to help make their decision (Tremblay-Boire and Prakash 2017). Yet few nonprofits look to internet review sites, such as Yelp.com, to understand the public perception of their organizations. This is a missed opportunity, as nonprofits are regularly reviewed on these information-sharing sites. For example, a recent Yelp.com search for volunteer opportunities in San Francisco, CA yielded fifteen organizations in a five-mile square with an average of 32 reviews per organization. Using industry standard data science tools, we intend to answer: “what are people saying when they review nonprofits online?” Second, we aim to articulate geographic and domain differences in review. Third, we seek to understand how the online reviews align to stated organizational goals and measurements. Using this corpus of information, we will provide nonprofits a suite of insights and recommendations for review site engagement.

## ONLINE EXPERIMENT STUDY FOR NONPROFIT REVENUE DIVERSIFICATION: GOVERNMENT FUNDING, FUNDRAISING FOR DONATIONS, AND EARNED REVENUES

*\*Mirae Kim, Georgia State University (mkim141@gsu.edu); \*Dyana Mason, University of Oregon (dmason@uoregon.edu)*

A large volume of empirical studies focused on the effect of government support on private contributions, especially whether public funding leverages or discourages private giving. Recent studies suggest the need to examine how nonprofits adjust their fundraising efforts after experiencing cuts in government funding. In this study, we conduct an online survey experiment with nonprofit managers to test how nonprofits respond to the changes in government funding. Our experiment also test how nonprofits incorporate earned income strategies when facing cuts in government funding. The results of this experiment have implications for nonprofits that must diversify their revenue streams.

## ONLINE TEACHING? eSERVICE-LEARNING IS AN OPTION FOR NONPROFIT COURSES

*\*Del Bharath, University of Nebraska at Omaha (delmnb@gmail.com)*

Nonprofit courses and programs are increasingly being offered online. However, students in these courses may lack the opportunity to participate in traditional service-learning classes (which have been shown to be effective to link theory to practice). Service-learning – linking service to course learning outcomes – as a pedagogy is transforming to meet the needs of these virtual classrooms. One key transformation is the rise of eService-learning, a method that is mediated by technology and is delivered online. This paper seeks to discuss ways that eService-learning can be effectively utilized in online nonprofit courses to connect theory with practice. This paper is a proposition-generating rather than a hypothesis- testing approach to a complex and not yet well-understood topic and seeks to understand how eService-learning can be an effective pedagogical tool in nonprofit courses. This study uses an examination of nonprofit service-learning courses in a Midwestern urban university to determine best practices and effective use of service-learning in an online setting. The goal of this study is to demonstrate the relevance of eService-learning in online nonprofit studies and suggest best practices for its implementation. Service-learning has shown to be an effective pedagogy in in-class settings but should not be discounted for online courses especially in nonprofit courses.

## **ON THE IMPORTANCE OF DISTINGUISHING BETWEEN IDEAL AND NONIDEAL ETHICAL THEORIES OF PHILANTHROPY**

*\*Guy Schultz, Tel Aviv University (schultz@tauex.tau.ac.il)*

Ideal theory delineates long-term goals of ethical or political thought, assuming favorable conditions and strict compliance with principles of justice. Nonideal theory guides us in dealing with situations far removed from ideal conditions. Interpreting “ideal” to mean market and/or government success in providing all public goods/services justly required, and interpreting “non-ideal” to mean market/government failure, philanthropy may be defended or opposed in either type of theory, but via different considerations. However, if argumentation is mixed without making clear in which type of theory philanthropy is being discussed, confusion may occur. I will illustrate this in my presentation.

## **ORGANIZATIONAL AND NETWORK GOVERNANCE IN PUBLIC-NONPROFIT NETWORKS: FOUR PROPOSITIONS**

*\*Peter Raeymaeckers, Universiteit Antwerpen (Peter.Raeymaeckers@uantwerpen.be); \*Stijn Van Puyvelde, Vrije Universiteit Brussel (stijn.van.puyvelde@gmail.com)*

Public-nonprofit networks are becoming increasingly important for nonprofit organizations. In these networks the relationship between organizational and network governance is subjected to an important tension. Whereas the governing public actor aims to integrate the efforts among participating agencies to reach a common goal, the participating organizations aim to maximize their own objectives. We analyze the relationship between the governing public actor and the participating nonprofit organizations. We more specifically formulate propositions on the extent to which the relationship between participating nonprofit organizations and the governing public actor varies according to the level of network integration.

## **ORGANIZATIONAL DEBT IN ARTS NONPROFIT ORGANIZATIONS: TESTING THE DYNAMIC TRADE-OFF THEORY**

*\*Cleopatra Charles, School of Public Affairs and Administration, Rutgers University-Newark (cleopatra.charles@gmail.com); \*Margaret F. Sloan, James Madison University (sloanmf@jmu.edu)*

This paper looks into the capital structure determinants of arts nonprofits using data from DataArts. Model estimates show that large nonprofit organizations are more likely to issue debt, but do not necessarily have higher debt ratios while arts organizations that are more liquid are less likely to issue debt and have higher leverage ratios. In addition, while organizations with a large endowment are less likely to issue debt, endowment size is not associated with the leverage ratio. The results from this study are also broadly consistent with the empirical predictions of both the pecking order and static trade-off theories of capital structure.

## **ORGANIZATIONAL LEVEL EXAMINATION OF COLLABORATIVE PORTFOLIO MANAGEMENT**

*\*Emily B. McCartha, North Carolina State University (ebmccart@ncsu.edu)*

Addressing a gap in current organizational-level network research, this study focuses on how organizations manage their collaborative engagement portfolios. This analysis looks at how organizations make decisions regarding their involvement in collaboratives over time and what factors influence those decisions. Using a mixed-method approach that includes social network analysis, in-depth qualitative interviews, and inductive analysis to generate propositions, this paper advances the field’s understanding of the complex relationships organizations have with collaboratives, how they navigate those relationships over time, and what drives their decisions to join, stay, or leave collaboratives.

## **ORGANIZATIONAL VALUES AND THE GOVERNANCE OF INTERNATIONAL HUMANITARIAN NETWORKS**

*\*Jonathan Edward Beagles, La Sierra University (jonathanbeagles@gmail.com)*

Do organizational values have an impact on network governance structures? Based on a comparative analysis of 41 international networks of humanitarian organizations, the results of this study suggest that these international networks fit in to four distinct value profiles each with its own dominant governance structure with differences across aspects such as network membership, board representation, voting rules as well as the role of the network broker.

## **PACESETTING PUBLIC-PRIVATE PARTNERSHIPS.**

*\*Guy Worley, Columbus Downtown Development Corporation (CDDC@thinkbelle.com)*

This session will offer its attendees specific, replicable tactics they can use to target potential private and public funding partners, using the recent success of downtown Columbus as a real-world example.

## **PARTICIPATORY INITIATIVES IN THE SHIFTING GLOBAL LANDSCAPE: A CASE STUDY OF LABOR AND A FAITH-BASED ORGANIZATION IN THE AMERICAN SOUTH**

*\*Anna Erwin, Miami University of Ohio (annaberwin@gmail.com)*

Farmworker ministries provide integral services and spiritual support to farmworkers; however, there is little research on these types of organizations. This piece reveals results of the Valley View Ministry's 2015 and 2016 a capacity-building project. The project's goals were to open participatory space for workers, deepen the Board of Directors' (BOD) understanding of their constituents' lives, and increase constituent influence on the BOD. Through ethnographic research methods, this case study investigates if Valley View opened space for participatory leadership for farmworkers. The results contribute to studies on community-based research with farmworkers and insights on how agrarian imaginaries can thwart decision-making.

## **PARTNER SELECTION IN NONPROFIT COLLABORATIVES: EXAMINING THE ROLE OF HOMOPHILY, NETWORK EMBEDDEDNESS, AND RESOURCE DEPENDENCY**

*\*Qiang Dong, China Agriculture University (dongqiang@cau.edu.cn); \*Zheng Yang, California State University-Dominguez Hills (zyang@csudh.edu)*

How nonprofit organizations select partners in collaboratives is a critical question in understanding inter-organizational collaboration, yet there is a lack of research especially in integrating different theoretical frameworks. This study aims to combine multiple organization theories to investigate in what ways and to what extent homophily, network embeddedness, and resource dependency explain partner selection of nonprofit organizations under the context of a bounded network. We use QAP techniques to analyze dyadic network relations based on data collected from nonprofit leaders who are enrolled in a fellowship network funded by a foundation in China to promote collaboration and innovation between nonprofits.

### **PARTNER SELECTION: WHOM DO NONPROFITS COLLABORATE WITH IN THE SOCIAL SERVICE DELIVERY NETWORK?**

*\*Sung-eun Kim, Oakland University (ksungeun01@gmail.com); \*Jeongyoon Lee, SUNY-Albany (julialeejy@gmail.com); \*Yvonne D. Harrison, Luther College, University of Regina (yvonne.harrison@uregina.ca)*

While collaboration has become one of the big buzzwords in the nonprofit management, little is still known about how nonprofit organizations choose their collaborative partners in the service delivery networks. This proposed study is to examine behavioral patterns on how nonprofit organizations choose their partners for informal and formal types of collaborative activities in a service delivery network. Drawing on quantitative data collected from 23 housing nonprofits in Albany, NY, this paper empirically tests which organizations nonprofits choose as a collaborative partner in a service delivery network and factors that are associated with partner selection.

### **PASSING THE HAT TO PAY THE PIPER: FINANCIAL SUSTAINABILITY AND RURAL ARTS ORGANIZATIONS**

*\*B. Kathleen Gallagher, Southern Methodist University (bkgallagher@smu.edu); \*Matt Ehlman, The Numad Group (matt@numadgroup.com)*

Arts and culture are the heart of community life. They produce numerous benefits that have advanced creative placemaking. As a result, smaller cities and communities are experiencing a renaissance of arts as an anchor or central element of community life. But the success and sustainability of these programs face challenges. This paper endeavors to answer two research questions using mixed-methods to analyze data from Rapid City, South Dakota: What problems do rural communities face in developing financial sustainability in the arts sector?; and What is being done to meet present threats?

### **PATTERNS OF CIVIL SOCIETY IN CENTRAL AND EASTERN EUROPE**

*\*Michael R. Meyer, WU Vienna (Michael.Meyer@wu.ac.at); \*Clara Maria Moder, WU Vienna (Clara.Moder@wu.ac.at); \*Michaela Neumayr, WU Vienna (Michaela.Neumayr@wu.ac.at); \*Nicole Traxler, WU Vienna (nicole.traxler@wu.ac.at); \*Peter Vandor, WU Vienna (peter.vandor@wu.ac.at)*

We develop a map of civil society in Central and Eastern Europe (CEE). We condense reports collected from experts of 16 CEE countries. We complement them with data from European Values Study (EVS) and an expert survey. We cluster the countries into four country groups: a) the Visegrád group, b) Slovenia and Croatia, c) Bulgaria and Romania, and finally d) the non-EU-countries Serbia, Bosnia and Herzegovina, Macedonia, Montenegro, Kosovo, Albania, and Moldova. Historical trajectories, economic data and an institutional analysis all confirm this clustering, and we describe and analyze the country groups using these categories.

### **PHILANTHROPIC FOUNDATIONS AND DEMOCRACY IN THE CONTEXT OF NEOLIBERALISM**

*\*John Slocum, Independent Researcher (jslocum101@gmail.com)*

This paper applies recent analyses of neoliberalism to the study of the role of philanthropy in contemporary democratic governance. “Neoliberalism” designates both a political ideology and a set of economic policies that share an emphasis on privatization, an expanded role for the finance sector, and a reduction in the size and scope of government. Philanthropy has both encouraged and been influenced by neoliberal ideology and policies, contributing to a general trend toward a diminished role for democratic governance. This paper advances the argument that this dynamic has been enabled by the work of both conservative and liberal foundations.

### **PHILANTHROPIC INNOVATIONS: THE CASE OF THE INDIANAPOLIS FOUNDATION**

*\*Chen Ji (jichen.pku@gmail.com); \*Peter C. Weber, Murray State University (pweber@murraystate.edu)*

The Indianapolis Foundations serves as case study for a better understanding of the emergence and development of social innovations. The paper analyzes how foundation developed innovative approaches by playing at different times the role of philanthropic driver, partner, and catalyst through program-related investments and public-private partnerships. It contributes to the literature on social innovations by analyzing the foundation's use of social innovation, specifically in the decision-making process and motivations. The combining of both social and commercial goals blurred the boundaries between the public, private, and nonprofit sectors, thus sharing social responsibilities across sectors and creating new spaces for social innovation.

### **PITFALLS IN MEASURING NONPROFIT EFFICIENCY**

*\*Jason A Coupet, North Carolina State University (jacoupet@ncsu.edu); \*Jessica Haynie, North Carolina State University (jlhaynie@ncsu.edu)*

Nonprofit management literature often leans on administrative or “overhead” spending as a measure of efficiency, but this is inaccurate, and its use might discourage managers from making investments that improve performance. Using data from a large housing nonprofit in the US, we rank its subsidiaries by efficiency using overhead ratios, then rank them using two well-known efficiency measurement techniques: Data Envelopment Analysis (DEA) and Stochastic Frontier Analysis (SFA). While DEA and SFA rankings are statistically similar, they are statistically unrelated to rankings using “overhead ratios”.

### **POLITICAL QUOTAS, NGO INITIATIVES AND DALITS' HUMAN RIGHTS IN RURAL INDIA**

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Government policies and non-government agencies often intend to empower marginalized communities. However, we know little about how these separate arrangements together impact the human rights situations of underprivileged communities. By conducting a public opinion survey among Dalits in the villages of Rajasthan, this research is able to evaluate the interactive effects of state and community-level actions on marginalized communities. This study suggests that while formal representation promotes inter-group contact, NGOs' communal engagement empowers the Dalit to challenge the prevailing stereotypes. This study contributes to the body of literature on civil society and the learning of new behavioral and attitudinal norms.

### **POSITIVE DEVIANCE IN PUBLIC AND NONPROFIT ORGANIZATIONS WITHIN THE 2015 EUROPEAN REFUGEE CRISIS**

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The European refugee crisis demands new roles and solutions from public and nonprofit organizations. Building on positive deviance theory we investigate new behaviors and institutional changes aiming to integrate refugees into higher education, as well as their determinants and consequences. We conduct a mixed-methods-design using quantitative and qualitative data. Research setting is a German universities refugee support program. We find new roles and behaviors for each stakeholder as well as determinants on individual, organizational and contextual levels. Furthermore we identify language skills, benefitting from language courses, and satisfaction with life as factors on access to higher education on refugees' side.

## **POWER, CONFLICT AND COLLABORATIVE GOVERNANCE IN PUBLIC EDUCATION PARTNERSHIPS**

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Many collaborations with power disparities among their members exist to address contentious policy issues. How do power differences and conflicts among partners influence collective decision-making? How and under what conditions do collaborative governance structures mediate power and conflict? This paper proposes a theoretical framework, hypotheses, and research considerations to answer these questions, situated within a contentious policy environment, US public education, specifically STRIVE/Collective Impact networks. Addressing these issues is important to advance understanding of how and under what conditions deeply ingrained and often institutionalized bases of power may engender conflict and influence the effectiveness of collective decision-making.

## **PROCRASTINATION IN CHARITABLE GIVING**

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Individuals engage in charitable giving several times over their lifetime, choosing not only how much to donate but also when to donate. Yet, most research on charitable giving ignores that individuals often have a choice regarding the timing of their donation. The aim of this paper is to examine individuals' donation timing preferences addressing two research questions: (1) how patient are individuals in their charitable giving? (2) do individuals procrastinate their donations (i.e., plan to donate in the future, but fail to do so)? Preliminary experimental findings indicate that individuals exhibit more patience for giving than for their own private consumption.

## **PROGRAM RELATED INVESTMENTS AND PAYOUT RATES IN U.S. FOUNDATIONS**

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**Abstract** We study program related investments of foundations in the United States. These investments can be made from the tax-advantaged required minimum charitable distributions. Evidence is found that foundations use program-related investments to decrease their required charitable distributions, a strategy that allows endowments to grow at the cost of grantmaking. Foundations making program-related investments make lower charitable payouts than their counterparts, which would in effect be even lower if we removed PRIs from the payout equation. **Keywords:** private foundations, program-related investments, payout rate, minimum distribution requirement

## **PROSOCIALITY SPILLOVERS OF WORKING IN GROUPS**

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We study two common characteristics of working groups: group compensation and public announcement of performance. In our experiment we pay subjects for real-effort tasks under these treatments and then follow completion of tasks with an unrelated opportunity to donate to a local charity. The treatments have little effect on work performance but striking spillover effects on subsequent donations. Public announcement of performance doubles the amount donated to charity, and group compensation significantly increases the share donating. The results suggest that interpersonal interactions in the workplace environment may have important spillover effects on prosocial behavior outside of work.

## **PROSOCIAL MOTIVATION OF NONPROFIT EMPLOYEES: DOES IT PREDICT ORGANIZATIONAL COMMITMENT**

*\*Edie Rosenthal, Special Operations Warrior Foundation (edie@specialops.org)*

This quantitative study explored the relationship between prosocial motivation and organizational commitment among three generational cohorts of nonprofit employees in the United States. Data was analyzed from 892 survey participants and results indicated a statistically significant difference in organizational commitment among the generational cohorts, and that prosocial motivation predicted affective and normative commitment.

## **PROVIDER ATTRIBUTES THAT INFLUENCE TYPE 2 DIABETES ADHERENCE**

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Diabetes is a chronic disease affecting over 29 million people in the United States (Association, 2014). However, despite the development of effective diabetes treatment to prevent diabetes complications, adherence remains suboptimal resulting in a gap between the recommended Type 2 diabetes guidelines and the standards patients are adhering to. Recently, healthcare systems across the country have placed an increased emphasis on providing Patient Centered Care (PCC) which focuses on providing respectful care that is aligned with the patient's values. (Williams, Walker, Smalls, Hill, & Egede, 2016). Williams et al. (2016), argues that patients today have a greater interest in receiving health information and serving as partners in their treatment plan, requiring health providers to understand their patient's preferences and perspectives. The purpose of this research is to expand on our qualitative study utilizing quantitative methods and examine the provider attributes that influence Type 2 diabetes adherence. In order to gain a better understanding of the phenomenon of provider attributes, treatment adherence, and its relation to coping ability and treatment outcomes the following research question was pursued: Which provider's attributes are involved with influencing Type 2 diabetic patients to adhere to their treatment plan and have successful outcomes? This research provides contributions for healthcare leaders, management, and providers to gain a deeper understanding of patient perspectives and preferences regarding involvement in their care. Additionally, this study will contribute towards the development of interventions to address adherence from the patient perspective by acknowledging their views related to diabetes care.

## **PROVIDING SOLUTIONS TO LGBT HOMELESS YOUTH: LESSONS FROM BALTIMORE'S YOUTH EMPOWERED SOCIETY**

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In the U.S. nearly 1.7 million youth under 18 run away from home and often end up homeless each year. Reports estimate 20-40 percent of the runaway and homeless youth population identify as lesbian, gay, bisexual, or transgender (LGBT) (Durso & Gates, 2012). This suggests as many as 80,000 LGBT youth are homeless for over a week each year (National Alliance to End Homelessness, 2012). Grounded in social equity theory (Frederickson, 2010) and intersectionality (Crenshaw, 1991), this presentation offers a case study of the Youth Empowerment Society in Baltimore City as an example of a successful service delivery model for this vulnerable population.

## PROVISION OF MEDICAL SERVICES BY CONTINUUM OF CARE NETWORKS FOR HOMELESS PEOPLE

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The issue of homelessness is complex and is the result of matters that stem beyond the need for shelter. Homelessness threatens the health and well-being of individuals and families daily in the United States in spite of the solutions that have been implemented to solve the problem. Amendments to the McKinney-Vento Act of 1987 by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009, provides more functions of service delivery by non-state members to address homelessness. Under the HEARTH Act of 2009, The United States Housing and Urban Development Department (HUD) relies on the innovative structure of Continuum of Care (CoC) networks to deliver local services to their community. The selection of CoC members is significant because more effort is needed to improve access to comprehensive health care, housing, and supportive service. This study examines the provision of medical services provided by Continuum of Care networks to homeless people. This opportunity allows us to review policies implemented to address medical service needs better, while also enabling us to explore how HUD targets medical services through its implementation of an emergency discharge plan, and theory testing as it relates to the collaboration of actors who may not share a common goal. To better understand the provision of medical services provided by CoCs, this study identifies the actors engaged in medical service delivery, the governance structure, and medical service needs of the homeless by analyzing government reports, literature, and cases such as Dallas County and Tarrant County CoC.

## PSYCHOLOGICAL AND SPIRITUAL PREDICTORS OF GENEROSITY DEVELOPMENT IN ADOLESCENTS AND EMERGING ADULTS TRAINING FOR MARATHONS WITH TEAM WORLD VISION

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How does the experience of training for a marathon with a religiously affiliated group—Team World Vision (TWV)—transform adolescents and emerging adults, and does this transformation lead to increased generosity? Quantitative data were collected from 239 adolescents and emerging adults (age 13-21) running marathons with TWV, and qualitative data were collected from a subset of 24 youth. Results show that religiousness, spiritual/prosocial motivations, entitlement, and positive emotions predict generosity and fundraising across time. Qualitative analyses reveal runners develop an integrated view of “self” that incorporates personal goals, beliefs in a higher power, and desire to help others.

## PUBLIC AND PRIVATE SUPPORT FOR SOCIAL ENTREPRENEURS ACROSS NATIONS: SUPPORT PATTERNS AND THE INFLUENCE OF THE INSTITUTIONAL ENVIRONMENT

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We examine the relationship between nascent social entrepreneurs and their supporters in different institutional environments. Building on the growing body of literature on the role of the institutional context for social entrepreneurship, we study the prevalence of public versus private support actors and the influence of a country’s institutional configuration (e.g., government activism, executive constraints). Hypotheses are tested with survey-data of more than 2,000 members of a global network of social entrepreneurs. Preliminary findings suggest that public and private actors differ both in their scope of support for social entrepreneurs and in the respective effects of government activism.

## **PUBLIC BENEFIT POST-PEMSEL**

*\*Mary Synge, University of Exeter (m.k.synge@exeter.ac.uk)*

This paper looks at statutory definitions introduced in recent years in England and Wales, Northern Ireland, Scotland, Ireland, New Zealand and Australia, and asks to what extent they represent a breakdown of the traditional consensus across common law jurisdictions as to what constitutes ‘charity’. Whilst noting some of the more obvious differences, both historical and novel, it also observes less conspicuous shifts in focus that may lead to further divergence and which also point to the need for a more rigorous debate and an improved approach to defining charity. An alternative, and possibly more coherent, approach is proposed.

## **RACE, GENDER, AND POVERTY: SEMIOLOGICAL ANALYSIS OF REPRESENTATION OF POOR IN FUNDRAISING CAMPAIGNS BY INGOs IN THE SOCIAL MEDIA**

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INGOs use images and videos of their beneficiaries to raise awareness and donations. Yet, several scholars have argued that images of the poor reinforce colonial discourse by seeing people of colors as ‘Other’ in the INGOs fundraising images or videos. This proposal will look at how people from developing countries are portrayed in the U.S. by the INGOs in their fundraising/advocacy materials. I plan to analyze Facebook data consisting of images, captions and donor comments of the 30 largest NGOs on the Forbes list of international U.S. charities. I will analyze these images using content analysis and semiotics.

## **RACIAL REPRESENTATION AND SOCIAL EQUITY IN NONPROFIT CHARTER SCHOOLS**

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Organizational scholars employing the theory of representative bureaucracy in their research have found that when teachers’ demographics mirror those of their students, teachers positively impact students’ performance. Little is known, however, about how organizational socialization affects positive representational effects on student outcome, especially in the nonprofit settings of charter schools that are highly socialized by mission-driven cultures as compared to their government counterparts. This paper analyzes the impact of socialization on representativeness through nonprofit characteristics of mission-driven charter schools using California school district data during the 2011-13 school years.

## **REAL ESTATE INVESTMENTS FOR NONPROFIT ORGANIZATIONS**

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This paper analyzes the financial determinants of investments in real estate for nonprofit firms. We use IRS Form 990 data to evaluate a sample of nonprofit organizations that both did and did not make investments in real estate between 1998 and 2003. The results show that nonprofit organizations with a greater proportion of public funding and fixed costs are more likely to invest, as are those with access to debt. Nonprofits with greater proportions of existing real estate and greater operating reserves are less likely to invest. The results of this research fill gaps in understanding the nonprofit finance.

## **RECESSION AND NONPROFIT FUNDRAISING: A LONGITUDINAL STUDY OF ART, CULTURE AND HUMANITY ORGANIZATIONS' FUNDRAISING EXPENSES**

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Despite the continued discussions on recession effects on nonprofit organizations, little is known about how these organizations react to an economic downturn. This study focuses on how nonprofits adjust their fundraising in different economic conditions. In particular, we examine fundraising expenses of art, culture and humanities organizations in the U.S. from 2005 to 2012. We find that the proportion of fundraising expenses increases as the economy takes a downturn and decreases to the pre-recession level immediately after the recession. Overall, the findings suggest that nonprofits make strategic fundraising decisions, based on the economy and other organizational and environmental contingencies.

## **RECOMMENDING OUR FRIENDS: THE EXCLUSION AND IMPACT OF WHITE NONPROFIT NETWORKS**

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This paper examines the exclusion of grassroots nonprofit organizations and wider impact of white nonprofit leaders upon their choice of collaborators. Grounded in ethnographic study of Camden, NJ, it identifies three key challenges for these nonprofit leaders: 1) building relationships across spatial and racial segregation, 2) the power derivative of white, middle-class status, and 3) economic consequences such as gentrification, cultural appropriation and the exclusion of grassroots associations. The paper lays out ethnographic evidence of these challenges and begins to build theory for how to address these individual-level challenges.

## **RECONSIDERING PUBLIC-NONPROFIT RELATIONS: POLICE FOUNDATIONS AND THE ROLE OF ORGANIZED PHILANTHROPY IN TRADITIONALLY PUBLIC SERVICES**

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The growth of philanthropic organizations designed to support traditional public services raises many questions. Using qualitative and quantitative data, this paper contributes to this area of inquiry by examining police foundations in the United States. Police foundations are growing, with more communities creating these philanthropic organizations to support police departments when public funds run short. With national dialogue on police/community interactions and high profile questions on the nature of spending by these foundations and the role of external donors influencing police practice, more research is needed to understand the role of philanthropy and the direction of these government-nonprofit interactions.

## RECONSTITUTING CORPORATE BODIES UNDER THE AUTHORITARIAN REGIME: THE CHINA'S CASE

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Corporatism has indicated the necessity of the intermediate system between the state and society (Schmitter, 1974; Zhang, 2015). The regular state-society interaction under the intermediate system ensure the stability of the society, and maintain the order of the society simultaneously. The numerous literatures on the Chinese state-society have overly concerned on the state-society interaction. However, the intermediation system has been omitted. This exploratory study addresses this gap and attempts to delineate the detailed process. Drawing on the multiple case study design, this study has conducted series in-depth interviews and participatory observation with target organizations respectively. Findings from this study implied that Nonprofit Support Organizations (NSOs) are now playing the mediator role, or so-called 'corporate bodies' between the state and society. It links the state and society, and ensure the communication between two actors. As an important actor in this process, NSOs have developed three disparate different relationship (collaboration, co-optation, and marginalization) with the local government based on our observations. These three different interactions between the two actors lead to the distinct intermediate systems in China. An exploratory model of state-society will be summarized in the end. This exploratory study has progressed both the understanding and implementation of the Corporatism perspective not only in China, but under the authoritarian regime in a broader context. In addition, the current understanding of NSOs would be extended. Finally, the study will contribute to the further practice in the following aspects: (1) the state-society relations; (2) the interaction between NSOs and NPOs.

## RECRUITING AND SELECTING BOARD MEMBERS: PROFILE OF PROMISING PRACTICES IN TRADE AND PROFESSIONAL ASSOCIATIONS

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This study uses multiple case studies to explore and discover innovative and promising practices in the recruitment and selection of association board members. Many boards struggle to engage and secure, capable, diverse, and representative board members. By exploring the practices of a select number of highly functioning organizations this study is able to identify features and practices that support effective recruitment. This includes the use of board member competencies; the structure, role and function of the nomination committee; the role of the CEO, the selection of board officers; and the assessment and selection of candidates.

## RE-DEFINING INTEGRATION: RELATIONSHIPS, RETENTION, AND RESTRUCTURING IN NONPROFIT MERGERS

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Nonprofit merger activity is thought to be increasing, though questions remain about the extent to which organizations are integrated post-merger. This qualitative study draws upon in-depth interviews (N=40) from 14 nonprofit merger cases to explore factors that influence organizational restructuring. We suggest that prior relationships between merger partners and the retention of programs and personnel from the acquired organization shape post-merger integration. Based on this criteria, we introduce three degrees of post-merger integration: absorption, preservation, and creation.

## REDEFINING THE MEASURE OF SUCCESS: A HISTORICAL AND COMPARATIVE LOOK AT NOT-FOR-PROFIT REGULATION

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This paper focuses on three questions in its quest to better understand the historical and comparative perspectives of non-profit regulation. Accepting the traditional rationales for charity regulation, it first explores the question of 'how we regulate' followed by the interrelated question of the associated cost of such regulation. Finally, the paper examines the important issues concerning how we currently (or could better) measure the success of charity regulatory efforts. The paper draws upon the experiences of charity regulators in a range of common law countries across the UK, the US, Ireland, Australia and New Zealand.

## **REFORMING TAX POLICY WITH RESPECT TO NOT-FOR-PROFIT ORGANIZATIONS**

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This draft book chapter examines the possible ramifications for charities and other nonprofit organizations from targeted or fundamental tax reform proposals currently being debated in the United States.

## **REFUSING TO BE MAINSTREAM: THE GRASSROOTS PHILANTHROPY DISCOURSE IN THE CHINESE CYBERSPACE**

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Using critical discourse analysis, we describe the features of grassroots philanthropy as viewed by the participants. To the Chinese grassroots, philanthropy means small good deeds, a personal spiritual journey, and something that brings happiness. To avoid making this personal journey impure or less happy, the grassroots philanthropists resist practices such as formalization and professionalization which the mainstream discourse advocates. They also distance themselves from corporates and bureaucracies which they view as corrupt and hypocritical. Such a discourse has profound influence on the organizations that embrace the grassroots values, and may also impact the development of the Chinese nonprofit sector.

## **REGULATION FOR ACCOUNTABILITY? THE DYNAMICS OF SHRINKING CIVIL SOCIETY SPACE IN DEVELOPING COUNTRIES**

*\*Jacqueline Wood, Jacqueline Wood (Jacqueline.Wood2@carleton.ca)*

Since the 1990s' global associational revolution, CSOs have continued to increase in numbers and diversity. While policy-makers seek to enable a vibrant CSO sector, an associational counter-revolution has also emerged, with governments shrinking CSO space through regulation. This presents a paradox of supporting CSOs while controlling them. At the crux of this paradox lies the issue of accountability, the rationale for much restrictive regulation. Drawing from regulatory theory, CSOs in developing countries literature, and primary data from Kenya, a country facing this paradox, this paper uncovers explanatory factors behind regulatory shifts over thirty years that challenge the accountability – regulation link.

## **REINFORCING EFFECTIVE PROGRAM DESIGN AND PLANNING: REFLECTIONS ON AN ARTS-BASED SERVICE-LEARNING PROJECT**

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This research shows how a service-learning project was employed to extend the use of traditional program planning techniques in the nonprofit arts field. The service-learning project reinforced the knowledge that program and evaluative work is beyond the scope for many small arts organizations, yet also revealed the importance of integrating this challenging effort into the regular management of organizations that may be least able. Additionally, the research provides “lessons-learned” for equivalent experiential learning settings. Expecting and working through an ill-defined project is a skill in and of itself that benefits both faculty members and students.

## **RELIGIOUS PHILANTHROPY IN THE HOOSIER STATE: PROPOSING APPROACHES FOR FUTURE LOCAL PHILANTHROPIC HISTORIES**

*\*David King, Indiana University Lilly Family School of Philanthropy (kingdp@iupui.edu)*

Through an overview of the major local religious philanthropic traditions and institutions in the history of Indiana with a specific focus on the twentieth century, this paper seeks to propose a variety of themes that may emerge in the intentional study of religious philanthropy as well as the significance of religious institutions as the recipient and agent of philanthropy locally.

## REMEDYING THE FAILURE TO ACCOUNT FOR GIVING BY NON-ITEMIZERS & UNDERESTIMATED ELASTICITIES IN TAX POLICY ANALYSIS USING PSID DATA

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The majority of tax policy analysis relies on IRS public use files (PUF), failing to take charitable giving by non-itemizers into account. In addition, much analysis relies on assumed, and likely underestimated values of tax price elasticity on giving (-0.5 and -1.0). In this paper, we use several waves of the Panel Study of Income Dynamics (PSID) to impute values for giving by non-itemizers, as well as to re-estimate elasticities by income bracket. These values are then used in conjunction with an IRS PUF to generate estimates of the policy effects of some common tax reform proposals.

## REPLICATING PROBLEMATICS IN INTERNATIONAL DEVELOPMENT PROJECTS? A STUDY OF NPOs' DECISION-MAKING

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Non-profit Organizations (NPOs) repeatedly implement selected types of projects in the developing world. For example, NPOs recurrently elect to build wells to address the lack of access to water in developing countries, despite the notorious difficulties of such projects. In light of information and lessons from past experiences, what guides NPOs in making their project decisions? Using a case study methodology, I examine decision-making processes of NPOs that provide access to water. Given the foreseeable engagement of NPOs in international development, this study can provide information on what motivates NPOs' project decisions; and develop policy implications for the sector.

## RESOURCE DEPENDENCE AND FINANCIAL ACCOUNTABILITY: PUBLICLY REPORTING AUSTRALIAN NOT-FOR-PROFIT ORGANISATIONS

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This paper examines the impact of resource dependence factors on the financial accountability of publicly reporting Australian not-for-profit organisations (NFPs). Using a sample of 52 Australian NFPs from economically significant NFP market sectors, financial statement disclosures for two years and multiple regression analysis, this paper makes two key observations. First, resource dependence factors have an inverse influence on financial accountability. Second, there are inconsistencies among the factors impacting financial accountability. These findings highlight the need for a financial reporting framework which is specific to Australian NFPs.

## REVENUE CONCENTRATION AND INGOs FINANCIAL GROWTH: A TEST OF WITHIN-SOURCE REVENUE CONCENTRATION

*\*Grace L. Chikoto-Schultz, Portland State University (gls3@pdx.edu)*

Although, current research found evidence to support Fine and Foster (2007) assertion that revenue concentration leads to nonprofit financial growth. What this research has not been able to do, due to data limitation, is to full test the whole gamut of Fine and Foster's argument that it is also when nonprofits diversify with a single dominant funding source that they are able to grow their revenues. Using USAID Volag data on INGOs, this research seeks to test whether this "within-source diversification" does promote revenue growth.

## REVIEWING THE CONCEPT OF MARKETIZATION IN CIVIL SOCIETY STUDIES

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The concept of marketization is commonly applied in studies of current developments in civil society and its organizations. This paper reviews how marketization has been applied in civil society studies. A preliminary analysis, based on some 200 peer-reviewed articles, suggests that marketization tends to be vaguely defined and often associated with norms and values. The paper concludes with a discussion on how marketization can be further conceptualized and applied in future research in order to save its analytical powers and to enable a better understanding of current developments in civil society.

## REVISITING REVENUE DIVERSIFICATION IN NONPROFIT ORGANIZATIONS: A META-ANALYSIS

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

## RIGHTS OF ASSOCIATION AND STATE CONSTRAINTS ON INBOUND AND OUTBOUND PHILANTHROPIC FUNDING: NEW DATA AND NEW DEVELOPMENTS IN ASIA

*\*Mark Sidel, University of Wisconsin-Madison (mark.sidel@wisc.edu)*

In recent years we have seen increasing constraints imposed by governments on inbound foreign philanthropic funding. This paper turns to a newer and related issue - do governments in Asia also constrain outbound philanthropic flows through regulatory means? This paper will explore outbound constraints on philanthropic flows with reference to China, India, Singapore and other countries.

## ROLES, RESPONSIBILITIES AND REPORTING: THE ETHICAL CONTENT OF NONPROFIT COMMUNICATIONS

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Nonprofits are generally seen as more trustworthy than other types of organizations like for-profits or public organizations. Words like warm, benevolent, and caring are used to describe nonprofits and nonprofits are increasingly trusted and relied upon to deliver needed social services. Yet despite this increasing reliance and expectation of trustworthiness, and the recognition of the centrality of ethical frames for the nonprofit form, ethical considerations are not commonly subject to much scrutiny in the nonprofit literature.

## ROLLIN' ON THE RIVER: A CASE STUDY ON HOW RURAL COMMUNITIES IN THE MISSISSIPPI DELTA STRENGTHEN THEIR COMMUNITIES WITH ART

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The arts can be a powerful tool to help strengthen communities by giving them the capacity to build structures, systems, people, and skills to can achieve greater performance and impact. Nonprofit arts organizations realize they "must interact with and understand (their) communit(ies) in order to know at which community development table it should sit" (National Endowment for the Arts, 2015, p. 7). This presentation and paper will explore how rural communities along the Mississippi Delta are partnering with nonprofit arts organizations to strengthen their communities through economic development, tourism, and community engagement.

## **SCORING POINTS FOR PHILANTHROPY - NONPROFIT ORGANIZATIONS AND THE SELECTION INTO A COMPETITIVE GIVING PLATFORM**

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Nonprofit organizations operate in an increasingly resource-scarce, competitive environment. Mission achievement often depends on the organization's ability to innovate. Competitive giving, defined as the solicitation of donations in a context where the giving experience involves gamified aspects and where the receiving organizations are benchmarked against each other, is a fundraising innovation. Using data from 135 organizations that participated in Brackets For Good, a competitive bracket-based fundraising tournament, we explore two aspects of innovation adoption: 1) acceptance into the tournament and 2), performance once accepted. We find that operating budget, social media use and proficiency are predictors for tournament performance.

## **SECURITIZING THE CONTROL OF FOREIGN NGOs AND FOUNDATIONS IN CHINA: THE EXPERIENCE OF THE FIRST YEAR OF IMPLEMENTATION**

*\*Mark Sidel, University of Wisconsin-Madison (mark.sidel@wisc.edu)*

As part of a suite of national security legislation, China adopted a new, comprehensive Law on the Management of the Domestic Activities of Overseas Nongovernmental Organizations in April 2016. This new Law and framework has caused significant conference for foreign NGOs and foundations in China and their Chinese partners. This paper discussed the first ten months of implementation of this new framework for monitoring and controlling foreign NGOs and foundations in China.

## **SEEDING COMMUNITY FOUNDATIONS IN CHINA: DOES GOVERNMENT SUPPORT PROMOTE VOLUNTARY ACTION?**

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In the U.S., the founding of charities is usually through bottom-up voluntary action (Zunz, 2012). However, in China, the establishment of charities is often the result of top-down government initiation (Ma, 2002). Government either establishes charities by themselves, i.e. GONGOs, or reaches out to potential founders and provides them financial and policy support. However, it is unclear whether top-down initiation promotes bottom-up voluntary action. In the case of community foundations in China, has government initiative to generate charities resulted in organizations that are autonomous in governance and supported by voluntary action?

## **SEEKING CHINESE VOLUNTEERS: THE STATE, CLASS, AND CIVIC ENGAGEMENT**

The past 20 years have seen a striking rise of volunteer service in China (UNDP & UNV, 2011). But how it arises remains a conundrum: How does volunteering become popular in an authoritarian state where civil society is rigorously repressed? The situation in China looks complex given the common sense that volunteerism is essential for a healthy civil society, and civil society a foundation for democracy.

## **SELF-INTEREST OR THE PUBLIC GOOD? COMPARING HIGH NET WORTH MOTIVATIONS FOR POLITICAL AND CHARITABLE GIVING DURING THE TRUMP ERA**

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Why do high net worth households contribute to political campaigns and/or donate to charitable organizations? Are their motives for giving primarily to benefit the public good or themselves? Do the motivations for high net worth giving vary depending on whether the object of the donation is a charitable organization or a political candidate? In this study, we present competing theories for the motivation to give and use data from the 2016 U.S. Trust Study of High Net Worth Philanthropy to compare high net worth donors' motivations for giving to charitable organizations compared to political campaigns.

## **SHAPING PUBLIC OPINION AND POLICY ADVOCACY: STRATEGIC PUBLIC POLICY ACTION OF CIVIL SOCIETY ORGANIZATION IN CHINA**

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Drawing on ethnographic fieldwork and depth semi-structured interviews in disabled organizations from 2015 to 2017, this study research on how CSO mobilize the vulnerable citizens to collective expression and policy advocacy in an authoritarian state? How can make the public opinion into the process of the public policy-making in a weak responses government? What tactics CSO adopt and why? We believe that this research not only contributes the scholarly understanding of the policy advocacy by public opinion, but also sheds light to the current debate over the transformational ways of governance and NGOs in China.

## **SHAPING SOCIAL ENTERPRISE: UNDERSTANDING INSTITUTIONAL CONTEXT AND INFLUENCE**

*\*Janelle Kerlin, Andrew Young School of Policy Studies (jkerlin@gsu.edu)*

For over a decade, scholars and practitioners have known that social enterprise looks different in different contexts but few have attempted to understand why. Kerlin's (2013) work in this area is the first to consider the influence of large institutions such as government, economy, civil society, and culture on the development of social enterprise. This paper offers an assessment of Kerlin's theoretically-based framework for understanding institutional and other influences by examining quantitative analysis of it as well as eight qualitative country critiques. It concludes with a revision of the framework based on the critiques and a discussion of practical applications.

## **SMALL-SCALE DEVELOPMENT INITIATIVES AND SHARED LEARNING**

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This research examines the extent of collaboration and shared learning across small-scale development initiatives, through small, international non-governmental organizations (SINGOs). SINGOs are development organizations characterized by their direct allocation of donations from U.S. donors to recipient communities abroad. To what extent might SINGOs located near each other in the U.S. with similar missions and/or recipient countries or regions coordinate efforts? How might they engage in shared learning? This research will use innovative methods from network science to examine mission statements and allow for continued theory building through qualitative methods related to collaboration and shared learning among nonprofit organizations.

## **SOCIAL CAPABILITIES: EXPLORING HOW SOCIAL ENTERPRISES SEEK TO ADDRESS HUMAN NEEDS**

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Social enterprise is a social intervention that uses business to advance human development. This mixed-method study applies the capability approach, a multidimensional framework for evaluating human development, to survey 115 social enterprise directors. The capability approach provided insight regarding the types of social services they create and their target beneficiaries. This research introduces the term social capabilities to indicate services social enterprises create in effort to advance different aspects of human development. This study also presents the List of Central Social Capabilities to guide future research aiming to explore the social activities and/or impact of social organizations.

## **SOCIAL CAPITAL AMONG LOCAL GOVERNMENT EMPLOYEES: EXPLORING THE “SPILL-OVER” EFFECT INTO THE PUBLIC SQUARE**

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Research has shown that those with higher levels of public service motivation (PSM) are more likely to work in the public sector. Research has also demonstrated that government employees are more likely to volunteer than non-government employees, likely due to a “spill-over” of PSM into the public square. However, scant research exists regarding the relationship between PSM levels and rates of social capital-related behaviors, such as volunteering, among local government employees. Because a large percentage of the public service workforce is at the local level, it is critical to include this group in scholarly research. Using a state-wide dataset with responses from 900 Mississippi local government employees, this study analyzes the relationship between social capital-related behaviors and PSM levels. This study also includes an analysis of the impact of other variables, such as familial modeling and parenting status, which may influence participation in the public square.

## **SOCIAL ENTERPRISE INTERMEDIARIES IN CHINA: FACILITATORS OF SOCIAL ENTERPRISE AS AN INSTITUTIONAL INNOVATION?**

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Support intermediaries for social enterprise have contributed to its growth in many countries. Yet, how these social enterprise incubators and foreign consultants help institutionalize social enterprise in a new context remains understudied. One of the main gaps in understanding is how social enterprise as an institutional innovation challenges institutional isomorphism (DiMaggio & Powell, 1983). Drawing on surveys conducted in China, this paper compares the institutionalization roles of a domestic incubator intermediary, a foreign training intermediary, and a third control group of social enterprises with no intermediary intervention, to isolate their different pressures and effects on the institutionalization of social enterprise.

## **SOCIAL ENTERPRISE IN THE UNITED STATES: WHO IS PROFITABLE?**

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There is a lack of empirical evidence on what factors are more salient to influence the performance of social enterprise organizations in their early stages. In this study, we use data from the Global Accelerator Learning Initiative to examine what key factors are contributing to the financial success of social enterprise organizations. Preliminary findings show that founder education matters, organizations with nonprofit status achieve better profit margins, the presence of investment negatively impacts organizational financial performance, and certain service impact areas are more profitable than others. Practical implications are discussed.

### **SOCIAL ENTREPRENEURS AND THE APPEAL OF SOCIAL ACCELERATORS: DOES GENDER MATTER?**

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Are there differences in how men and women social entrepreneurs rank social accelerator benefits? Does the social entrepreneur's gender influence how he/she values benefits of social accelerator? Drawing upon the capabilities approach for understanding gender inequality, we develop study hypotheses that explore gendered differences in the appeal of social accelerators. We test study hypotheses using a unique dataset with data on social accelerators from around the world. The dataset has aggregated observations from 4,125 applicants to social accelerator programs. Our findings show that gender influences social entrepreneurs' perceived capabilities and the benefits they expect to accrue from the social accelerators.

### **SOCIAL ENTREPRENEURSHIP AS A DISCURSIVE CONSTRUCTION: THE LINKAGE OF FRAMING AND IDENTITY WORK**

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In this paper we conceive SE as the discursive construction by different set of actors related to SE. Through a qualitative study, we will take discursive framings of SE by powerful intermediary institutions as a starting point and analyze how these construction are interpreted by social entrepreneurs through identity work. Our results show that in most instances identity work is characterized by a playful involvement with SE framings and a simultaneous seduction by the discourse. At the same time results point at the current limits of SE and show under what conditions actors reject SE as an identity template.

### **SOCIAL ENTREPRENEURSHIP: FORCE FOR SOCIAL GOOD – AND BAD?**

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Social entrepreneurship is fundamentally about social change. In recent years, social entrepreneurship has become appropriately recognized for the social good that it has produced across the globe, such as that produced by Muhammad Yunus (Nobel Peace Prize 2006) and his Grameen family of ventures. We discuss social entrepreneurship as a force for social good. But there is nothing inherent to the idea of social entrepreneurship that ensures that it only produces social good. In short, social entrepreneurship could be a force for social bad as well. We conclude with the possibility of this “dark” side of social entrepreneurship.

### **SOCIAL TRANSFORMATION AND WORKER REPRESENTATION: THE MULTIPLE TOLES OF UNIONS IN THE CANADIAN NONPROFIT SECTOR**

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The research explores the relationship between worker representation and roles of unions in Canadian NPOs. In our content analysis of labour relations and nonprofit journals, we find few articles on the intersection of labour relations practice/theory and NPOs. Recent work sheds light on social unionism and collaborative action by trade unions and NPOs. With 27% of its employees unionized, Canadian NPOs in the social services are in a pivotal position to shape the social landscape. The findings of our analysis are illuminating for insights on the opportunities and challenges of partnership between unions and nonprofit employees and of labour relations in a traditionally unrepresented sector.

## STAKEHOLDER ENGAGEMENT IN CURRICULAR DESIGN: ADDRESSING CURRENT AND EMERGENT COMMUNITY NEEDS

*\*Erin K. Nelson, The University of Memphis (knmenoff@memphis.edu)*

Drawing on a survey of MPA program alumni and local nonprofit agencies, this article utilizes the Nonprofit Academic Centers Council graduate curricular guidelines as a benchmark to address three questions: (a) What knowledge or competencies are perceived as necessary for success within the nonprofit workforce? (b) What knowledge and competencies are currently in deficit among the local nonprofit workforce? and (c) What knowledge and competencies will be most needed in the next 5-10 years among the nonprofit workforce? Results inform nonprofit curricular offerings, in light of current and emerging sector needs, and examines differences in perceived needs among stakeholder groups.

## STAKEHOLDER PSYCHOLOGICAL CONTRACTS: HOW IS VALUE CREATED IN NONPROFIT ENVIRONMENTS?

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The elements for creating value in nonprofit organizations (NPOs) remain unidentified throughout research and management. An interdisciplinary dialogue is carried out in this poster by providing theoretical insights that identify the sources of value between stakeholders in nonprofit environments. Due to empirical fall backs on concepts such as implicit and social contracts, we turn to organizational psychology to introduce the novel concept of stakeholder psychological contract (SPC). Through SPC, acknowledging stakeholders' perceived obligations and the reciprocity that emerges from fulfilled expectations becomes relevant so that NPOs can encourage stakeholder engagement and create more efficient stakeholder networks.

## STATE, CIVIL SOCIETY AND PARTNERSHIP LOGICS IN SOCIAL MOVEMENTS: THE CASE OF THE ISRAELI ENVIRONMENTAL MOVEMENT

*\*Itay Greenspan, Hebrew University of Jerusalem (itaygree@mail.huji.ac.il)*

How do social movements interact with and relate to its institutional environments? This paper uses institutional logics framing to understand changes in the case of the environmental movement in Israel. Two levels of change in the institutional environment inform the analysis. Macro-level shifts linking global and national changes in state-civil society relations, and micro-level shifts in organizational characteristics (human & financial capital, environmental discourse) led to change and founding of new NGOs within the environmental movement. State-oriented, civil-society oriented, and partnership-oriented logics are offered as a framework in explaining the macro- and micro-level shifts in the environmental movement.

## STATE NON STATE PARTNERSHIP AS WAY TO REFORM HEALTH CARE: A CASE STUDY OF NEPAL

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As the developing countries prioritize resource allocation on achieving sustainable development goals, it's important to think innovatively and promote wider civil society participation. The Sustainable Development Goals (SDG) set commitment of the member countries to end poverty, protect planet, and ensure prosperity for all to be achieved in the next 15 years. Seventeen goals focused on health care alone demand wider participation of nonprofits and philanthropic organizations in managing and improving health care. This study explores opportunities for such participation for the countries transitioning to decentralized structures, with the case study of Nepal.

### **STRATEGIC SOCIAL VENTURING: AN EMPIRICAL ANALYSIS**

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Social ventures address social problems by adopting earned revenue strategies while not fully adopting other practices associated with the commercial logic. The traditional charity mindset gives primacy to specific policies and actions that promote social welfare, where commercial activities may be in response to financial hardship. Commercialization, then, is best viewed as a sliding scale and a strategic choice in social ventures. What are the consequences of strategic social venturing? We explore this topic using a rich dataset of US arts organizations from 2003 to 2015 and offer stylized findings that contribute to research in social entrepreneurship and nonprofit finance.

### **STRENGTHENING LOCAL COMMUNITIES THROUGH CROWDSOURCING: AN EVALUATION OF MY GOOGLE MAP AND SERVICE COORDINATION**

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Philanthropic sector increasingly utilizes information technology to inform their decision-making and enhance their mission-related performance. The purpose of this paper is to evaluate the effectiveness of an online interactive map in enhancing service coordination and resource allocation of the philanthropic sector in Hong Kong. Building on previous research (Brudney et al 2016; coltekin et al. 2009), we interviewed 20 nonprofits and 100 local residents about the system usability, search function, content and the effectiveness for coordination. Our findings will provide applications for how to design and improve GIS relevant technology for service coordination and resource allocation for the nonprofits.

### **STRENGTHENING MANAGEMENT CAPACITIES OF NGO SECTORS IN DEVELOPING NATIONS: EXPERIENCES FROM THE USAID-FUNDED PROJECT IN NEPAL**

*\*Muthusami Kumaran, University of Florida (kumaran@ufl.edu)*

Strengthening Capacities of South Asia's NGO Sectors in Gender and Nutritional Development: Experiences from the USAID-funded 'Integrating Gender and Nutrition into Agricultural Extension Services' (INGENAES) Project in Nepal. This paper presents the process of developing management capacity building training for selected group of 150 NGOs in Nepal, implementation of the training between December 2015 – May 2017, and the outcomes of these training based on surveys, focus groups and interviews.

### **STRENGTHENING THE SOCIAL ROLE OF NONPROFITS THROUGH LEADERSHIP DEVELOPMENT PROGRAMS: A MULTI-CASE STUDY USING A MIXED METHODS APPROACH**

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Over the past 60 years, the social role of nonprofits has diminished in relation to the economic and political roles. Consequently, strengthening the social role of nonprofits has become an organizational aim. To assess the impact of how to strengthen their social role, a California nonprofit turned to leadership development programs. The three-year study uses focus groups, interviews, and survey methods to design and assess leader development programs for adult and youth leaders in a California nonprofit volunteer association. Results of year two in the three-year longitudinal study which began in 2016 indicates that leadership development strengthens organizational social role.

### **STUDENT LOAN DEBT AND ITS IMPACT ON THE NONPROFIT WORKFORCE**

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In the US students graduate with an average of \$35,000 in student loan debt (Berman, 2015). There is little research as to what the impact of debt has on the workforce of various sectors. The nonprofit sector works to address the county's toughest challenges and therefore require the most talented graduates. This study investigates Certified Nonprofit Professionals student loan debt and financial assistance and its impact on a graduate's decision to work in the nonprofit sector. Results suggest that, despite nearly one-third of CNP graduates exceeding the national average in debt, most take jobs in the nonprofit sector.

### **STUDYING GENDER IN CIVIL SOCIETY ORGANIZATIONS: TOWARDS AN ANALYTICAL FRAMEWORK**

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Although the literature on gender and organizations is extensive today, there is still a knowledge gap concerning gender in civil society organizations (CSOs). In order to address this lack of knowledge, this paper proposes a framework for a systematic analysis of gender and how it is (re)produced in CSOs. The framework builds on concepts from the field of gender and organization, and a stakeholder perspective, which enables the adaptation of existing relevant knowledge to the distinctive context of CSOs. The paper also presents a case study of a CSO as an example of how the framework can be applied.

### **SUCCESS FACTORS OF CROWDFUNDING: A SYSTEMATIC LITERATURE REVIEW**

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The increasing use of Web 2.0 and rapid growth of technological innovations has opened up the online realm for crowdfunding as new financial instruments. The appeal of raising funds from a large group of people, who usually contribute small amounts of money, via online platforms is manifold. A rich body of research on factors that lead to successful crowdfunding has emerged. However, findings on success factors of crowdfunding campaigns remain fragmented. This paper aims to systemize existing literature on this topic by conducting a systematic literature analysis. The implications of the findings are discussed for future research and nonprofit management.

### **SUPPLY AND DEMAND: THE INTERPLAY BETWEEN LABOR MARKET AND NONPROFIT AGENCY DYNAMICS IN PREPARING LESS-SKILLED WORKERS TO ATTAIN SUSTAINABLE, QUALITY JOBS**

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Less-skilled workers struggle to secure predictable work hours, sufficient benefits, and consistent employment over time. Many previous studies have examined the numerous policy inputs that impact this process. We argue that a previously unexamined constraint may exist in both employer's hiring practices and the practices of nonprofit workforce development organizations. Through survey data on labor market employers, interview data with frontline staff in nonprofit organizations, and longitudinal, individual-level wage data on less-skilled workers, we examine the interplay between the labor market and the workforce development field in preparing less-skilled workers to attain sustainable, quality jobs.

### **SURVEYING NONPROFITS: SAMPLING STRATEGIES AND QUALITY**

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Policy makers and academic researchers rely on data collected from surveys of nonprofits. Yet, challenges including identifying lists with good coverage of the nonprofit universe, securing contact information, and gaining cooperation threaten data accuracy. In this paper, we draw on our experiences conducting a 2017 survey of Indiana nonprofits to describe both our initial sampling process and our efforts to gather contact information and what we have learned about the quality of nonprofit sampling frames as a result. We also examine differences in response rates to assess whether underrepresentation of some types of nonprofits may affect survey estimates.

### **SURVIVING UNCERTAINTY AND A FIELD CRISIS: STRATEGIC CHANGE AND ADAPTION BY CHINESE NONPROFIT ORGANIZATIONS**

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How does the state filter organizing practices in an emerging organizational sector? The Chinese nonprofit sector began to emerge since late 1990s, and its relationship with the state has been contentious; this provides a unique opportunity to look at the processes of field formation and the role of state. The nonprofit organizational fields of Guangzhou and Shanghai evidence the impact of differential state involvement. By tracing the organizational histories and current development of two NGOs in each city as well as their connected organizations, I used ethnographic, interview, and archival data to triangulate the development of different organizational fields.

### **SUSTAINING POLICY INNOVATION IN NONPROFIT ORGANIZATIONS: THE RESULTS AND IMPLICATIONS OF THE ADOPTION OF GEOGRAPHIC INFORMATION SYSTEMS**

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Nonprofit organizations use geographic information systems (GIS) to help build and visualize their community, and to foster collaboration and information-sharing. Due to limited resources, conflicting stakeholder priorities, and fast-paced technological change, nonprofits face the challenge of sustaining these GIS applications over the long-term. This study examines the population of nonprofits that have adopted a particular GIS application, Community Platform, and attempts to explain why some organizations have managed to sustain their GIS, while others have decided to abandon it. We explore the implications of the results for the adoption of policy innovation more generally by nonprofit organizations.

### **SWEDISH NONPROFITS AND THEIR FOR-PROFITS: A STUDY OF THE EXTENT OF FOR-PROFIT COMPANIES OWNED BY CIVIL SOCIETY**

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NPOs not only mimic business behavior but increasingly form more complex "nonprofit groups". In this quantitative study, we will show that the share of NPOs owning a separate for-profit entity is growing considerably. Focus is to analyze the development of the Swedish nonprofit sector over a 20-year period (1992–2014). We aim to contribute (1) to a better understanding of the world-wide hybridization going on in the nonprofit community (e.g. Borzaga & Galera 2014; Young et al 2016), in particular (2) with data and analysis for the longitudinal development to indicate in which sectoral fields this transformation is most apparent.

## **TABULA RASA: CHICAGO'S HISTORY OF PHILANTHROPIC EXPERIMENTATION AND INNOVATION**

*\*Catherine Cefalu, The University of Chicago (ccefalu@umail.iu.edu)*

his presentation traces the history of this innovation from the ashes of the fire to the present day. Examples of this will include the post-fire relief efforts and growth of Chicago's first large-scale philanthropic organizations, the partnership and rivalry between Chicago's Bureau of Charities and the Chicago Relief & Aid Society, the founding and innovations of Hull House and other social experiments, and the large grantmaking foundations in Chicago today.

## **TAKEN ON TRUST? EMPIRICAL FINDINGS ON THE GOVERNANCE AWARENESS AND EFFECTIVENESS OF UK TRUSTEES.**

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Trusteeship holds a unique place at the heart of the governance and management of the UK Charity Sector. Despite the central role that trustees play in determining the direction and management of individual charities, no representative, rigorous, structured analysis of the entire population of UK charity trustees has been possible. Through unique access to the UK Charity Commission Register of Trustees, the findings from this research provide, for the first time, a comprehensive empirical analysis of the contemporary standing of UK trusteeship as this impacts on charity accountability, governance and management.

## **TAKING CARE OF THE REFUGEES – EXPLORING THE INTERPLAY AND COLLABORATION BETWEEN LOCAL GOVERNMENT AND VOLUNTARY SECTORS**

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The European refugee crisis has generated new tasks for local governments, therefore turning their attention to the voluntary sector with ambitions of expanding collaboration. The purpose of this paper is to explore collaboration between social service professionals and volunteers. The research is based ethnographic data from case studies in two Danish municipalities. Issues concerning mutual dependency and isomorphic pressures, problematizing the closer ties between public and voluntary sector, and endangering the advocacy-role of voluntary organizations will be addressed. We will argue that voluntary organizations retain this role by navigating in and balancing between legal procedures, practical challenges and ethical standards.

## **TARGETED SCHOLARSHIPS – WHEN DOES CHARITY BECOME THE PERPETUATION OF HISTORICAL ADVANTAGE?**

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What are the legal restrictions on the freedom of charities to service the target population of their choice? Though the common law of charity has had literally centuries to address this seemingly simple question, the doctrines of charity law remain surprisingly ill-equipped to enable “bright line” answers. Interest in this topic has been revitalized by recent cases considering eligibility criteria (e.g., gender, religion and sexual orientation) for charitable scholarships. The proposed paper will provide a doctrinal and theoretical framework for predicting the validity of this sort of qualifying criteria for charitable scholarships.

### **TEACHING COLLECTIVE IMPACT: ASSESSING THE STATE OF THE LOCAL NONPROFIT SECTOR THROUGH A CLASS PROJECT**

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There is increased scholarly and practitioner interest in understanding and assessing the collective impact of the nonprofit sector on local communities. In this paper I share a case study of a project conducted by a masters-level nonprofit management class designed to show the challenges and opportunities in teaching local collective impact to mid-career nonprofit management students. The project culminated in a student-generated policy report on the overall state and capacity of the nonprofit sector in one county. Presenting the results of the project at ARNOVA would help other instructors understand the potential benefits and pitfalls of a student-driven project on collective impact.

### **TESTING A NEW FRAMEWORK FOR NGO-LOCAL GOVERNMENT RELATIONS IN DEVELOPING COUNTRIES**

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The aim of this paper is to develop and test a framework that captures the nature of local government- NGOs relationships in developing countries. Using survey data from Lebanon, propositions related to resources, capacity, perceptions and relations are tested.

### **TESTING HYBRIDITY: CREATION THROUGH ASSESSMENT IN THE MORAL MARKET OF IMPACT INVESTING**

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The hybrid market of impact investing seeks to produce social and financial returns through a single investment. Conceptions of success and failure are evident in investors' evaluations, which is complicated by the lack of standardized assessment for this market. As such, evaluation serves as a test of impact investing's hybridity. By examining social and financial values maintained, altered or absent throughout the evaluation process--from initial motivations to market navigation, financial tool and evaluative technologies selection--this article reveals whether the market maintains hybridity. These findings also indicate the impact such investments may generate, to complement traditional strategies like philanthropy.

### **TESTING THE INFLUENCE OF PUBLIC MOTIVATION THEORY AND TRANSFORMATIONAL LEADERSHIP ON NONPROFIT EMPLOYEE SATISFACTION: A STRUCTURAL EQUATION ANALYSIS**

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This paper tests three competing models of employee satisfaction: 1) transformational leadership, 2) public motivation theory, and 3) a model incorporating the influences of both. Bringing together theory and literature from leadership studies, organizational behavior, public administration regarding worker attitudes, motivations, and behaviors and utilizing Structural Equation Modeling (SEM), the study tests the models with data from a sample of nearly 400 nonprofit employees. The study provides new application of theory to the nonprofit sector and holds potential for practical implications on how nonprofit leaders can increase job satisfaction, reduce turnover, and increase organizational citizenship behaviors in an effort to reduce costs and improve organizational performance.

## "THANKS TO MY BABIES, OTHERS WILL BE HELPED": BEREAVED MOTHERS' MOTIVATIONS TO DONATE HUMAN MILK TO NONPROFIT MILK BANKS

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Sharing of human milk is an ancient practice that is still relevant today. Presently, milk banks are the institutionalized form of milk sharing. In the literature of human milk donations, there is a special group of donors that has received only little attention: bereaved mothers. This research examines these women and seeks to further understand the motivations for this type of giving. The paper contributes to the literature by focusing on giving in times of loss, by conducting an in-depth content analysis of written testimonials, stories and memories of human milk donors and initial interviews with donors.

## THE APPLICATION OF BENEFITS THEORY ACROSS BOUNDARIES

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Theories regarding the appropriate financial resource mix for social enterprises are sparse: though some degree of earned revenues are often assumed, this addresses only a portion of the resources the enterprise needs to survive. Further, since the definition of social enterprise varies across cultures (and scholars), such theories would need to be general enough to apply to numerous types of social purpose organizational structures and national contexts. Using an international dataset, this study illustrates that the benefits theory of nonprofit finance offers useful insights to the financial resource mix for social enterprises in different national contexts.

## THE ASSOCIATION BETWEEN VOLUNTEERING WITH PERSONAL WELL-BEING, PROSOCIAL TENDENCIES, AND ANTI-SOCIAL TENDENCIES IN POST-MILLENNIAL ADOLESCENTS

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How is volunteering associated with personal well-being, prosocial tendencies, and anti-social tendencies in a sample of Post-Millennial adolescents? Previous research has found that adolescents may benefit from volunteering. In the current study, 106 adolescents and their parents completed measures of volunteering, other-oriented traits, and anti-social tendencies. We compared teens who volunteered to non-volunteers on: 1) their own self-reports of these outcome measures, and 2) their parents' reports on these outcome measures. We expected that teen volunteers would have greater well-being, be more other-oriented, and be less anti-social, than non-volunteers. We expected parental ratings to correspond with teen ratings.

## THE BOUNDARY SETTING OF COLLABORATIVE GOVERNANCE REGIMES--WHY ARE CIVIC ORGANIZATIONS OFTEN EXCLUDED?

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This study applies urban regime theory and network management to answering the question: what may explain the inclusion/exclusion of certain actors in collaborative governance? Using fuzzy-set QCA, the paper utilizes 22 urban neighborhood governance networks in Beijing to identify the configurations of factors that lead to different degrees of inclusion of civic organizations.

### **THE CHANGING IMPACT OF PUBLIC FUNDING ON POLITICAL CONTACTS IN NORWAY**

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In recent decades, there have been important changes in public-sector support for the third sector and voluntary organizations' role in policy-making in Norway. This paper investigates this development by examining how the relationship between public funding and political contacts has changed using data on national voluntary organizations from 1983 and 2013. Results indicate a positive relationship of public funding with parliamentary contacts, but no effect on administrative. However, dependence on public funding is negatively associated with parliamentary contacts among smaller organizations than larger organizations. These changes are related to an increase in public funding and a more competitive policy context.

### **THE CIVIL RIGHTS ACT OF 1964: A DEVICE OF NONPROFITS TO CLOSE THE POLICY PROFESSION-PRACTICE GAP**

*\*David A Bell, Savannah State University (belld@savannahstate.edu); \*Sylvester Murray, Cleveland State University (symurray611@gmail.com)*

The Civil Rights Act of 1964, in substance and spirit, is the foundation driver, and instrument of nonprofits working to remedy social problems, including policy action. The Act is unrivaled in its scope as a device to address society problems. The poster demonstrates the substantive and diverse ways nonprofits shaped, advanced, and invoked the Act. It illustrates different ways nonprofits employed the Act to affect public policy. It unpacks numerous activities by government agencies, officials, and the courts to narrow in on the work of nonprofits. The examination identifies empirically how nonprofits employ the Act directly and indirectly.

### **THE CLIENT AS EXPERT? CONSUMER PARTICIPATION IN THE GOVERNANCE OF FEDERALLY QUALIFIED HEALTH CENTERS**

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This presentation focuses on the role and effect of consumer participants on the governing boards of federally qualified health centers (FQHCs). Using a framework built on public empowerment theory, our research explores the following questions: How are consumer participants recruited for board positions? How do consumer participants impact board decisions? Do they feel empowered in their roles, or do they defer to other voices? What are the challenges to effectively engaging consumer participants in governance roles? Insights from this research should prove helpful for other organizations that have community and/or consumer participation as a requirement in their bylaws.

### **THE COMING OF AGE OF SMALL-SCALE, VOLUNTARY DEVELOPMENT ORGANISATIONS**

*\*Sara Kinsbergen, Radboud University (s.kinsbergen@maw.ru.nl); \*Lau Schulpen, Radboud University Nijmegen (l.schulpen@maw.ru.nl)*

In this study we analyse the coming of age of small-scale, voluntary Dutch development organisations. By comparing two unique datasets we study to what extent these Private Development Initiatives (PDIs) are indeed the embryonic NGOs of the future. Are these 'one-day flies' or organisations here to stay? We are looking for of both patterns and determinants of development.

## **THE CONNECTION BETWEEN MISSION AND MARKET: DOES EARNED REVENUE CROWD OUT OR CROWD IN DONOR DOLLARS?**

*\*Jamie Levine Daniel, Indiana University-Purdue University Indianapolis (jlevined@iupui.edu)*

Earned revenue makes up a substantial portion of nonprofit income. However, 501c(3) nonprofits are in part defined by their unique position as charitable organizations capable of receiving tax-deductible charitable contributions and serving as a repositories of public trust (represented by donor dollars) (Bekkers 2003; James 2003). Therefore, the interaction between earned revenue and donated income is worth exploring. Scholars have found mixed results. Sometimes earned revenue displaces donor dollars (Kingma 1995; Guo 2006; McKay et al. 2015); sometimes earned revenue complements donated income (Posnett and Sandler 1989; Wicker, Breuer, and Hennigs 2012). One factor contributing to mixed results: earned revenue is often studied as an aggregate measure of program revenues. However, not all earned revenue may have universal effects on donated income. Effects may be related to embeddedness (the extent to which earned revenue activities are related to the organization's core mission-driven activities). Analysis of longitudinal data from 2,000 arts organization includes application of a framework to categorize earned revenue activities based on embeddedness (initially introduced by Levine Daniel and Kim (2016)). Findings suggest that embeddedness matters. Most earned income activities are negatively related to donated income, suggesting crowding-out effects. However, possible crowding-in may occur when organizations offer core clientele new products/services. Additionally, revenue diversification itself and donated income are negatively associated. Thus, organizations may want to exercise caution when adopting new revenue streams. Regardless, at least for the arts, the connections between mission, donated income, and earned revenue matter. The embeddedness framework can help shed light on these relationships.

## **THE DARK SIDE OF ADVOCACY – ADVANCING NARROW INDIVIDUAL INTERESTS**

*\*Robbie W. Robichau, Georgia Southern University (rrobichau@georgiasouthern.edu)*

Philanthropic organizations contribute to important work that solves complex problems to strengthen communities. Many of these organizations are moving toward engaging in public policy work, in addition to funding programs. This paper raises questions of legitimacy for foundations, as well as issues of transparency and accountability in a pluralistic democracy.

## **THE DARK SIDE OF HYBRID ORGANIZATIONS: AN UNINTENDED CONSEQUENCE OF MULTIPLE LOGICS IN WORK INTEGRATION SOCIAL ENTERPRISES**

*\*I-lun Tsai, National Penghu University of Science and Technology (elsa0507@gmail.com)*

The third sector has undergone remarkable changes due to the prevalence of market-based solutions to social and environmental problems. The social enterprise model best represents the marketization trend in the third sector. Both those for and against tend to agree that market logic dominates the social enterprise field. In the context of work integration social enterprises, this study challenges that thesis by examining how multiple actors strategically leverage multiple logics. By shifting attention away from the idea of market-logic domination toward the coexistence of multiple logics, these findings have theoretical implications for third sector studies.

### **THE DEGREE DECREE: FORMAL EDUCATION AND ACCESS TO JOB OPPORTUNITIES IN THE NONPROFIT SECTOR**

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As educational attainment has increased overall in the U.S., the nonprofit sector has become more professionalized and is likely to hire more highly educated individuals. However, if we want to create more socially just social sectors in our communities, we must be thoughtful about our hiring practices. The purpose of this study is to understand the role education plays in the hiring practices of nonprofit organizations. Data were gathered from job websites (e.g., Idealist.org) to understand the different qualification criteria, desired skills, and experiences required of nonprofit organizations in order to access employment opportunities.

### **THE DIALECTICS OF SUPPORT: AN EXPLORATION OF THE PRACTICES OF NGOS PROVIDING SUPPORT TO GRASSROOTS ORGANIZATIONS**

*\*Tara Korti, Tata Institute of Social Sciences (tara.korti@tiss.edu)*

Organizations working at the grassroots are seen as channels for promoting economic and social development. Scholarship on NGOization is critical of NGO association with grassroots organizations (GROs) as it argues that this association is one of the causes diluting the transformatory agenda of GROs. This paper illustrates the dialectics involved in the NGO-GRO relationship as it presents the manner in which NGOs may regulate grassroots organizations and provide support to the politics of the grassroots organizations. The paper suggests that such NGOs have to be reflexive about their role so as to not curb the agency of the grassroots organizations.

### **THE DIFFICULTIES OF RESEARCHING FAITH-BASED PHILANTHROPY AND SUGGESTIONS FOR A WAY FORWARD**

*\*David King, Indiana University Lilly Family School of Philanthropy (kingdp@iupui.edu)*

Dr. David King will present the difficulties of researching faith-based philanthropy and suggestions for a way forward by presenting the scope of research focused on U.S. based Christian philanthropy. In a time when interfaith funders, generational differences, and religiously based social innovation is garnering increased attention, our approach for studying religious philanthropy must also evolve.

### **THE EFFECTIVE ALTRUIST'S DILEMMA**

*\*Theodore M. Lechterman, Stanford University (tlechter@stanford.edu)*

The effective altruism movement has recently ushered in a new paradigm in the ethics of philanthropy, pressing the relatively affluent not only to give liberally, but also to subject their practical deliberations to rigorous evaluations of impartiality and cost-effectiveness. Critics have challenged the movement's focus on the direct provision of goods and services, proposing that indirect assistance through advocacy offers more lasting change while avoiding certain moral pitfalls. This paper argues that a turn to advocacy risks succumbing to the very same problems that motivate it. The paper also shows how effective altruists might adapt to these challenges.

## **THE EFFECT OF REVENUE DIVERSIFICATION ON OUTPUT CREATION IN NONPROFIT ORGANIZATIONS: A RESOURCE DEPENDENCE PERSPECTIVE**

*\*Jessica Haynie, North Carolina State University (jlhaynie@ncsu.edu); \*Brad Holliday, North Carolina State University (bhollid@ncsu.edu)*

Nonprofits continue to be faced with financial challenges to fulfill their missions. One strategy that scholars and nonprofits debate on is revenue diversification vs. concentration. From the extant literature, we know that revenue diversification can increase financial health, but which revenue structure leads to greater mission outputs? Using resource dependence theory to provide insight, we pit two hypotheses against each other to understand whether revenue diversification or concentration leads to greater outputs. Our analysis builds on previous work to offer a greater understanding of the implications of revenue structure and strategies beyond financial sustainability and volatility.

## **THE EFFECTS OF MESSAGE FRAMING ON DONOR SUPPORT FOR NONPROFIT ADVOCACY EFFORTS**

*\*Michael A. Walton, North Carolina State University (mawalton@ncsu.edu); \*Casey J. Fleming, East Carolina University (flemingca17@ecu.edu)*

Increasingly, nonprofits are called to mobilize communities and strategically address societal change. This study investigates the responses of donors to different messages received regarding nonprofits engaging in advocacy activities rather than solely focusing on traditional service delivery. This study employs an experimental framing design in order to investigate the influence of these particular message frames on donors' willingness to help nonprofits. Findings may reveal whether a heavier focus on advocacy threatens to siphon off support for nonprofits. Understanding messaging in this context provides insight into how nonprofits can more effectively communicate their activities in their own appeals for support.

## **THE EFFICACY OF A MASSIVE OPEN ONLINE COURSE (MOOC) ON NONPROFIT ACADEMIC PERFORMANCE**

*\*Yvonne D. Harrison, Luther College, University of Regina (yvonne.harrison@uregina.ca); \*Vic V. Murray, University of Victoria, Canada (vmurray@uvic.ca); \*Alena Rodick, Empire State College (Alena.Rodick@esc.edu)*

The paper reports on the efficacy of a Massive Open Online Course (MOOC) designed to increase access to nonprofit leadership and governance education. Data come from students who completed all of the course learning activities in the onsite and MOOC versions of the graduate level course. Academic performance on tests and assignments is compared across the onsite and MOOC samples along with a narrative analysis of course reviews from participating students and teaching assistants, who had previously completed the onsite version of the course.

## **THE EVOLUTION OF NONPROFIT MANAGEMENT AND PHILANTHROPIC STUDIES IN THE UNITED STATES: ARE WE NOW A DISCIPLINARY FIELD?**

*\*Roseanne M. Mirabella, Seton Hall University (mirabero@shu.edu)*

This article looks back at the twenty-year history of delivering university education to future nonprofit leaders, describing the growth of these programs by region and location. We found convergence among NMPS course offerings by disciplinary orientation and homogeneity among curricular offerings for these groups. However, we found the field of NMPS education programs to be much more heterogeneous with less similarity across disciplinary boundaries. The field of nonprofit management and philanthropic studies has yet to come into its own.

## **THE EVOLVING PROCESS OF NONPROFIT LEADERSHIP: INTERPRETIVE SKILL OF NONPROFIT LEADERS AND SOCIAL CONSTRUCTION OF MEANING-MAKING**

*\*Sungdae Lim (sl12n@my.fsu.edu); \*Ralph S. Brower, Florida State University (rbrower@fsu.edu); \*David G. Berlan, Florida State University (dberlan@fsu.edu)*

This manuscript contributes to theory building on nonprofit leadership. It proposes a process model of nonprofit leadership from a constructivist view of leadership phenomena. We stress nonprofit leaders' evolving process of meaning-making and their developmental processes of individual cognitions and interactive practices embedded in community contexts. This study conceptualizes the notion of interpretive skill in the activities of individual leaders as they construct and reconstruct their world of experiences, a meaning-making process that constitutes an organizational system of shared meaning. The study's results are grounded in a field study of nonprofit leadership practice.

## **THE EXPAT GAP: SOCIAL ENTERPRISES AND EQUITABLE ACCESS TO FUNDING IN INTERNATIONAL DEVELOPMENT**

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Social enterprises are increasingly being hailed as a mechanism to provide basic welfare services to underserved populations in developing countries. However, this growth also raises questions of paternalism and dependency, previously examined in the context of non-governmental organizations (NGOs). This study examines the extent to which access to funding differs for developing country social enterprises, based on the backgrounds of their founders. We find that social enterprises with expatriate founding teams are more likely to receive grant funding, compared to those founded by locals, which is consistent with similar research on NGOs.

## **THE FINANCIAL HEALTH IMPACTS OF PARTNERING WITH ORGANIZATIONS FROM THE NONPROFIT, PUBLIC, AND PRIVATE SECTORS**

*\*Jung-In Soh, Georgia State University (jinsoh@gmail.com)*

Nonprofit collaborations are intended to provide nonprofits with financial benefits such as cost savings and enhanced efficiency. However, collaborating with organizations from the nonprofit, public, and for-profit sectors can yield different outcomes since there are challenges associated with working with each sector. Utilizing original survey data and IRS Form 990 financial data for arts nonprofit organizations from 2008 to 2013, this research examines the differential financial health impacts of partnering with organizations from the nonprofit, public, and for-profit sectors. The findings will contribute to nonprofit practice and research by providing insights about collaboration and financial health.

## **THE FORMATION OF NONPROFIT LEARNING NETWORK**

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Learning is of great importance in enhancing organizational performance. Prior studies have provided ample evidence on the benefits or outcomes of organizational learning. Less attention has been paid on the formation of learning, particularly from the nonprofit perspective. This study applies the learning-network theory and 'learning race' perspective to exploring a learning network in Southern China. Social network analysis and thematic analysis are adopted for analyzing data. The study findings provide contextual information to better understand the developing NPO sector in Southern China, and contribute more broadly to understanding of network-based studies in the nonprofit sector from a learning perspective.

## **THE FUNCTIONS AND FINANCES OF MUTUAL-BENEFIT AND PUBLIC-BENEFIT ENTITIES: ARE DIFFERENT REGULATORY STANCES APPROPRIATE?**

*\*Carolyn J. Cordery, Aston University (c.cordery@aston.ac.uk); \*Dalice Sim, University of Otago (dalice.sim@otago.ac.nz)*

The majority of the nonprofit sector comprises membership-based entities. While a number of these are charities (public-benefit entities), a significant number are mutual-benefit entities, established to serve members rather than the public in general. Although mutual-benefit entities enjoy some of the same taxation benefits as public-benefit entities, the regulatory approach has been called ‘hodge-podge’ and needing further work to be useful (Hansmann, 1986). This paper seeks to spark debate on ideal levels of regulation in mutual-benefit entities compared to their public-benefit entity counterparts by analysing data sampled from each population, the views of ten interviewees and submissions to regulatory reform.

## **THE FUTURE OF PUBLIC SERVICE: MULTI-SECTORAL TRENDS IN POST-GRADUATE PUBLIC AFFAIRS EDUCATION**

*\*Ryan Etzcorn, NASPAA (etzcorn@naspaa.org)*

Professional post-graduate programs in public affairs education have become a global mainstay in higher education, yet dynamic social forces have challenged sectoral boundaries and the institutional foundations for public goods provision. As both a training ground for future public servants and a depository of knowledge, the academy offers itself as a compelling reflection of the social changes that encompass it. This study harvests rich data from over 190 mission-driven programs in public service education collected by the NASPAA Data Center. The results unveil a compelling story of increasing integration of nonprofit management content in public affairs education.

## **THE GEOGRAPHY OF GRANTMAKING: ORGANIZATIONAL AND NEIGHBORHOOD EFFECTS ON FOUNDATION PHILANTHROPY**

*\*Heather MacIndoe, University of Massachusetts-Boston (Heather.MacIndoe@umb.edu)*

A growing body of research assesses nonprofit impact by studying the geographic distribution of nonprofits in urban areas (e.g. Anderson, 2017; Lam & McDougle, 2016; Stater, 2010). Separate studies have begun to examine the spatial distribution of resources that flow to nonprofits (e.g. Marwell & Gullickson 2013). This paper extends research on the spatial distribution of resource flows to nonprofits by: (1) mapping private foundation grants to nonprofits in one large urban area; and (2) applying insights from the neighborhood effects literature in urban sociology to consider how neighborhood location influences the distribution of funding flows to nonprofits.

## **THE GROWTH OF CIVIC ACTIVISM AND LESSONS ON GOVERNANCE – A CASE STUDY OF GAMBIA.**

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Africa and its people are in a transformational phase- they are rising up against weak institutions and “Presidents for life”. This research focuses on the use of civic activism by examining how citizens demand better governance by monitoring and evaluating how they are governed through civic activism. To answer this question, we utilize content analysis methodology with Gambia as a case study. We examine the level and extent of civic activism of Gambians during the 2016 elections. Importantly, the activism displayed from the dynamics reflected in the changing relationship between diaspora Gambians, with citizens on the ground and their government.

### **THE HUMAN RESOURCES DRIVERS OF STRATEGIC INTENT IN A SOCIAL ENTERPRISE ORGANIZATION**

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The study examines the countervailing roles of human resource management in the formulation and implementation of strategic intent in a social enterprise organization. The research examines how HR factors are the critical challenges as well as the key outcomes of any strategic intent of A-Way Express. The findings suggest that it is crucial for A-Way to signal its commitment to a clear strategy that underscores the feedback provided by stakeholders especially the employees. The results further indicate that the opportunity to motivate employees to implement a new strategy or refocus the current strategy could diminish over a period of time.

### **THE ICE IS MELTING: WHITHER THE INDIGENOUS PEOPLES OF THE CIRCUMPOLAR NORTH?**

*\*Diane E. Yoder, University of Southern California (yoder@usc.edu)*

The ice is melting and the indigenous peoples of the Arctic are learning who is friend and who is foe. This paper will examine the mosaic of organizations, indigenous and otherwise, and analyze the effectiveness of the network of organizations in representing indigenous interests and needs, increasing Arctic resilience, and enhancing the capacity of indigenous peoples. I examine the gaps in representation of indigenous interests in governmental policy instruments and non-governmental governance agreements, and show that the only way to reduce inequality, improve outcomes, and increase indigenous representation is through the budding pan-Arctic organization and indigenous-centric collaborative networks.

### **THE IMPACT OF EPISODIC ORGANIZATIONAL CHANGE - LEADERSHIP TRANSITION**

*\*Diane Thompson, Diane Thompson (diane.l.thompson@wmich.edu)*

Baby boomers are retiring at a rate of 10,000 per day. This will result in a loss of leadership causing episodic change. This study will research the impact on leaders when transitioning from a long-time or founding CEO to new leadership, along with the effect on those reporting to the new CEO. The in-coming CEO champions the vision but will rely on his or her direct reports for siphoning the changes throughout the organization. Organizational change is represented in the literature, but this specific phenomenon has not been addressed. This study will contribute to understanding effective leadership during episodic change.

### **THE IMPACT OF INFORMATION SYSTEMS ON LOCAL COMMUNITIES –POST IMPLEMENTATION RELEVANCE OF ENTERPRISE RESOURCE PLANNING SYSTEMS (ERP) ON PHILANTHROPIC ORGANIZATIONS.**

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The focus of this study will concentrate on understanding the antecedents that explain post implementation impact of ERP Systems within Community Development Corporations (CDC). Although contemporary literature on ERP explains why these systems are failing within nonprofit sectors, we are yet to understand what unique factors are underpinning these failures from one Community Corporation to another. Our inquiry will focus on the complex dynamics of failing ERP systems by generating a grounded theory through semi-structured interviews with approximately 35 individuals (Implementation Managers, IT Specialist/Analyst and End-Users). This study will enhance stringent practices within communities with limited human and capital resources.

### **THE IMPACT OF STREET FUNDRAISING ON THE REPUTATION OF NON-PROFIT ORGANIZATIONS**

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A great challenge many non-profit organizations face is the question how to finance their operations over the long run. One method, which is considered to be successful but also controversial, is street fundraising. Although street fundraising shows high success rates, it is also perceived as an annoying and intrusive way of approaching potential donors. Hence, the research question of our study is: What is the effect of street fundraising on the reputation of a non-profit organization? To answer this question, we conducted an empirical study with an experimental design, and confirm a negative reputation effect of street funding.

### **THE LEADING ROLE OF NONPROFIT ORGANIZATIONS IN PUBLIC SERVICE COLLABORATION: THE CASE OF HOMELESS SERVICES AND BLIGHT ELIMINATION**

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This paper seeks to understand the leading role of nonprofit organizations in collaboration. While existing literature has extensively studied antecedents of nonprofit collaboration, few studies have explored the leading role that nonprofit organizations often play in collaboration and its impact. We conduct a case study of nonprofits leading public service collaboration in the areas of homeless services and the elimination of blight in New York and Texas. Preliminary results indicate that nonprofits make positive contributions to collaboration and that their motivation to lead is often rooted in the absence of other parties willing to take the responsibility.

### **THE LIABILITY OF RACE: UNDERSTANDING THE RELATIONSHIP BETWEEN A NONPROFIT CEO'S RACE AND RECEIPT OF GOVERNMENT FUNDING**

*\*Jasmine A. McGinnis Johnson, The George Washington University (jmcginnis@gwu.edu)*

Gronbjerg, Martell and Paarlberg (2000) describe the grantmaking process as a two stage process. In the first stage, nonprofits are not applying for grants but are merely competing to become known to the funder. However there are still questions about the grantmaking process. In this paper I focus on the relationship between the race/ethnicity of a nonprofit's CEO and board members and receipt of grants. I use longitudinal data from the City of Atlanta's HUD CDBG fund from 1990-2014 obtained through a FOIA request.

### **THE LIMITS OF POLITICAL COMMUNICATION FOR NOT-FOR-PROFITS IN AUSTRALIA.**

*\*Jennifer Beard, University of Melbourne Law School (jlbeard@unimelb.edu.au)*

This paper charts the current evolution of Australian charity law by exploring the boundaries within which charities may advocate and express their views freely in Australia in support of their charitable purpose, or purposes. In this way, the paper reveals how the values of the Australian people, defined through the Australian Constitution, are ultimately represented in concepts such as charitable purpose and public benefit.

### **THE NONPROFIT CEO POSITION: PASSION, JOB PROGRESSION OR HAPPENSTANCE**

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The role of executive leader is crucial to the success of nonprofit organizations, regardless of their mission area, organization size, or geographic location. Previous research conducted by the authors found that no one career path was represented in a sample of current executive leaders of local nonprofit organizations; rather, three trajectories were identified: Nonprofit Mission Enthusiasts, Nonprofit Career Climbers, and Sector Switchers. The proposed paper continues this research using survey data from the same sample to validate initial findings and extend understanding of the motivations and stages of the CEO career path.

### **THE NONPROFIT STARVATION CYCLE AND ADVOCACY-ORIENTED INTERNATIONAL NONGOVERNMENTAL ORGANIZATIONS: AN EXPLORATION**

*\*Elena McCollim, University of San Diego (elenamccollim@sandiego.edu)*

The tendency of donors to insist that the nongovernmental organizations they fund minimize overhead costs is termed the nonprofit starvation cycle. This exploratory study sought to produce knowledge about the phenomenon's impact among selected international nongovernmental organizations dedicated to policy advocacy. Professionals affiliated with such organizations or expert in the field were interviewed regarding the nonprofit starvation cycle's impact on their organizations' abilities to a) carry out advocacy work and/or b) invest in improving the capacity to do so. Findings confirmed the cycle's deleterious impact on advocacy work and on investments in improving the capacity to carry it out.

### **THEORIES OF LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS IN NEIGHBORHOOD-BASED ORGANIZATIONS**

*\*David Swindell, Arizona State University (David.Swindell@asu.edu)*

Paper uses leadership and organizational theories along with a recent data set to evaluate possible strategies involving neighborhood organizations as effective service delivery provision units in response to both local government budget cuts and calls for new mechanisms for integrating citizens into meaningful governance.

### **THEORIZING THE CREATION AND DEVELOPMENT OF PARTICIPATION PRACTICES AND PROCESSES IN PUBLIC AND NONPROFIT STRATEGIC PLANNING**

*\*Lisa Christen Gajary, The Ohio State University (gajary.2@osu.edu)*

Although the use of strategic planning has approached near ubiquity in public and nonprofit organizations, empirically-based theories of strategic planning participation practices and processes have yet to be developed and promulgated. Given this, the focus of this research is on the following question: How is participation characterized and in what ways is it created and developed in public and nonprofit strategic planning processes and practices? Through a grounded metasynthesis of peer-reviewed case studies, initial findings suggest that communities of participation in both public and nonprofit strategic planning are created and characterized by a tendency toward broadening inclusion and by extending the temporal boundaries of participation.

## **THEORY AND MEASUREMENT IN SOCIAL CAPITAL RESEARCH**

*\*Trent A Engbers, University of Southern Indiana (engbersk@protonmail.com); \*Michael Thompson, University of North Texas (michaelft@gmail.com); \*Timothy Slaper, Indiana University (tslaper@indiana.edu)*

Strengthening local communities requires ties among people that can serve as social capital to facilitate collaborative action. This paper reviews past measures of social capital and seeks to help researchers overcome the major challenges of social capital research. It does so by arguing for a typology of social capital and then reviewing a diverse selection of data available from national surveys. This provides a resource for scholars wishing to pursue large-scale social capital research. Additionally, it draws six lessons to enable practitioners to better assess their community's social capital and identify opportunities for strengthening local communities.

## **THEORY OF THE NONPROFIT**

*\*George E. Mitchell, Baruch College (george.mitchell@baruch.cuny.edu); \*Thad D. Calabrese, NYU Wagner (thad.calabrese@nyu.edu)*

The standard model of the modern nonprofit organization as a program expense-maximizing, nondistributive entity specializing in the production of noncontractible outcomes is a formalization of the larger historical view of nonprofits as trustworthy fiduciaries that receive and disburse voluntarily-contributed funds. Under this view, being a 'good' nonprofit and 'doing things right' is equated to signaling 'trustworthiness.' We argue the standard theory of the nonprofit is internally inconsistent because nonprofits must have a charitable purpose beyond mere signaling and serving the psychological and sociological needs of donors.

## **THE PARADOX OF SCALE: CAPACITY, ACCOUNTABILITY, AND AUTHORITY IN NONGOVERNMENTAL ORGANIZATIONS**

*\*Cristina Balboa, Baruch College-City University of New York (cristina.balboa@baruch.cuny.edu)*

Despite nongovernmental organizations having increased in number, funding, global reach, and sophistication in addressing the world's problems, questions remain about their effectiveness. Using data from over 100 interviews, NGO internal communication memos, and archival documents, this research creates theory about why this is so: the paradox of scale. I define the paradox as a phenomenon where an NGO must accumulate power in one scale to gain access to the other scale, but the capacity and accountability needed to create legitimate power on these two scales appear mutually exclusive, rendering the NGO unable to affect lasting change.

## **THE PERCEIVED CHALLENGES, CONCERNS, AND COPING STRATEGIES OF INTERNATIONAL NONGOVERNMENTAL ORGANIZATION (INGOs) MIDDLE MANAGERS IN NEPAL**

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Middle managers in INGOs play an important role in linking their organization's strategic vision and the daily work needed to achieve it. Middle managers must supervise lower level managers/employees to ensure proper program implementation while still being answerable to higher-level management. This study reports middle-level managers' perspectives in INGOs working in Nepal regarding their challenges, concerns, and coping strategies. The study employed qualitative interviews with middle managers to analyze the work environment in Nepal's INGOs. The presentation's will describe INGO middle management and how middle managers' work relates to the success of their program and INGO, particularly in Nepal.

## **THE PERFORMANCE IMPLICATIONS OF LEADERSHIP SUCCESSION IN NONPROFIT ORGANIZATIONS**

*\*Hui Li, University of Central Florida (Hui.Li@ucf.edu)*

The paper examines how leadership succession affects nonprofit performance. The study draws on life cycle, resource dependence, and institutional theories and develops an integrative theoretical framework to explain succession-performance link. Focusing on environmental NGOs in China, the study shows that two configurations of pre-succession conditions and successor actions lead to higher organizational performance.

## **THE PHILANTHROPY EFFECT: STUDYING THE IMPACT OF INTERACTING ONLINE**

*\*Patricia Snell Herzog, University of Arkansas (herzog@uark.edu)*

This project investigates whether cutting-edge scientific information can promote individual generosity among young Americans. Through a quasi-experimental design, participants are randomly selected into a control group or a treatment group. The treatment group interacts with philanthropic data. The control group alternatively engages with a weather website. We study whether treatment group participants give more than the control group. Results reveal if giving is dynamic in response to social science information. Implications are also drawn for social science practices to present national-level data, and for new website-enabled capacity to inform users through interacting individual, micro-level with aggregated, macro-level data.

## **THE PHILANTHROPY LLC: CHAN-ZUCKERBERG, OMIKYAR, AND THE MILLIONAIRE NEXT DOOR**

*\*Dana Brakman Reiser, Brooklyn Law School (dana.brakman@brooklaw.edu)*

When Mark Zuckerberg and his wife, Dr. Priscilla Chan formed their gigantic new philanthropic endeavor – the Chan-Zuckerberg Initiative – as a for-profit LLC, they joined other Silicon Valley legends in eschewing the traditional tax-exempt private foundation. This paper begins by explaining why these ultra-rich elites would choose to forego the tax benefits associated with nonprofit forms. It then explores whether other wealthy families and high net worth individuals are likely to follow their lead. Finally, it considers how this shift from nonprofit to for-profit vehicles fits within broader trends in philanthropy and business and whether and how the law should respond.

## **THE POLITICAL ECONOMY OF NONPROFIT PRODUCTION**

*\*Jennifer Kuan, Tulane University (jkuan1@tulane.edu)*

Nonprofit service provision is characterized by bewildering variation across several important fields, ranging from relatively low participation in entertainment to relatively high in health care. While existing theories of nonprofit participation might explain certain fields well, they fail to fully explain this variation, especially the government policies that shape nonprofit involvement. We propose a reversing of analytic perspective, taking government's perspective on outsourcing. A case study illustrates how political concerns shift the government's make-or-buy decision, which thus sets the boundary, or extensive margin, of nonprofit participation. We use data from Spain's foreign aid program, which outsources to nonprofits, and find changes in outsourcing after an unexpected change in government after the Madrid train bombing in 2004. We hope to contribute to nonprofit theory building, by applying transaction cost theory to government-nonprofit relations and recasting government in terms of its decisive role as buyer rather than its failure to provide services.

### **THE POWER OF POSSIBILITY: EXPLORING GREATER IMPACT THROUGH STRATEGIC PARTNERSHIPS**

*\*Jenifer Holland, BoardSource (jholland@boardsource.org)*

There are powerful examples of collaborations across the social sector. Transformational partnerships that enable organizations to expand impact through collective action. Ways of working together that enable organizations to share expertise, coordinate efforts, and achieve scale. Creative solutions that enable individual organizations to move past the boundaries of their current capacity and build new possibilities. Yet these opportunities are not always seized upon. This presentation provides an overview of research conducted around the substance and perceptions of nonprofit strategic alliances and restructuring, with a focus on the role of boards and chief executives for transforming the conversation and exploring impact.

### **THE PRACTICE OF POLICY IMPLEMENTATION: A MULTILEVEL ANALYSIS OF TWO SOCIAL WELFARE POLICY FIELDS**

*\*Catherine K McKay, Humphrey School of Public Affairs (mckay210@umn.edu); \*Jodi R. Sandfort, University of Minnesota (sandf002@umn.edu)*

Nonprofits hold key roles in the implementation of public policy and influence how policy is experienced by target populations. This paper addresses need for better understanding of practical skills and behaviors that exhibited in implementation systems, through investigating the agency of nonprofit professionals in policy implementation systems, their social skills and decision making. Through a rigorous examination of stories these actors tell, this paper presents the contextual skill and analysis used at various levels in two structurally different implementation systems - Temporary Assistance for Needy Families, a federal legislative block grant, and the Olmstead Decision, a federal judicial mandate.

### **THE PROJECTS, PEOPLE, AND PURPOSES OF AMERICAN GRASSROOTS INTERNATIONAL NGOS: EVIDENCE FROM A NATIONAL SAMPLE**

*\*Allison Youatt Schnable, Indiana University (schnable@indiana.edu)*

Grassroots International NGOs (GINGOs) are citizen initiatives for international development that rely on volunteer labor and small donations. While these organizations are numerous—at least 10,000 are registered with the IRS—there has been no systematic research about the locations where they work, the populations they serve, or the projects they undertake. The paper draws on a content analysis of 200 websites randomly selected from active organizations in the IRS Business Master File. I provide the first systematic description of these organizations' contributions to development, including their destinations, projects, intended recipients, and roles for volunteers.

### **THE QUEST FOR AUTONOMY: EXPLORING NONPROFIT LEADERS' APPROACH TO SOCIAL ENTERPRISE**

*\*Crystal Trull, University of San Diego (crystaltrull@sandiego.edu)*

In response to growing demands for services, declining support, and pressures to innovate, nonprofit leaders are increasingly adopting social enterprise models. However, as earned income activity increases, the appearance of commercial rather than charitable purposes may potentially trigger tax penalties or the loss of tax exempt status. Furthermore, embarking on social enterprise activities without a decision making process in place that addresses risk puts nonprofits in a precarious situation. This exploratory qualitative study presents findings that suggest nonprofit leaders look to social enterprise as a means to lessen their reliance on donors and on the traditional nonprofit model.

## **THE RELATIONAL INTERACTIONS BETWEEN MIGRANT AND NATIVE-BORN VOLUNTEERS IN GERMAN NONPROFIT ORGANIZATIONS**

*\*Anne Stefanie Ruiz Sportmann, Hebrew University (stefanie.ruiz@gmail.com); \*Itay Greenspan, Hebrew University of Jerusalem (itaygree@mail.huji.ac.il)*

We investigate the bridging interactions between native and migrant-background volunteers. Bridging interactions are the connections across social lines, and they are important for immigrant volunteers in their integration efforts into a host society. While past studies have addressed native-immigrant interactions in the public and private sector, we focus on interactions of volunteers within German nonprofits. Using interviews with 20 volunteers (8 native-born; 6 foreign-born; 6 German-born to foreign parents) about their interaction experiences, trust, conflict and tension among volunteers, we find that native-born volunteers bonded better with foreign-born volunteers rather than volunteers born in Germany to immigrant parents.

## **THE RELATIONSHIP BETWEEN COMMUNITY DIVERSITY AND THE COLLECTIVE NATURE OF VOLUNTEERING**

*\*Laurie E. Paarlberg, Texas A & M University (l.paarlberg@tamu.edu); \*Rebecca Nesbit, University of Georgia (nesbit7@uga.edu); \*Suyeon Jo, Maxwell School, Syracuse University (suyeonjo87@gmail.com); \*Mallory Compton, Utrecht University (m.e.compton@uu.nl)*

Does the community diversity affect the types of organizations one volunteers for? While a growing body of literature explores the relationship between diversity and trust, we know less about how diversity affects volunteering, particularly the “club” vs. “collective” volunteering behavior. Drawing upon the Current Population Survey (CPS) volunteering supplement to county level Census data, this paper explores the relationship between the types of organizations that a person volunteers with and their racial minority status within the community. Our model tests the moderating effect of community racial composition on the individual level relationships between race and collective nature of volunteering behavior.

## **THE RELATIONSHIP BETWEEN ORGANIZATIONAL CAPACITY, BOARD COMPETENCIES AND BOARD-STAFF RELATIONSHIPS: A MIXED-METHODS STUDY**

*\*Dyana Mason, University of Oregon (dmason@uoregon.edu); \*Mirae Kim, Georgia State University (mkim141@gsu.edu)*

The role of effective board governance is an often explored topic in the nonprofit literature. Previous studies on nonprofit board governance generally focused on individual attributes as determinants of high-performing boards. There has been relatively little focus given to organizational factors that influence effective board performance. This mixed-methods study focuses on the significance of organizational capacity and board support systems, including the board-staff relationship, to create engaged and active board members. Findings suggest that ongoing board support services provided by professional staff are crucial to high performing boards, and high performing organizations.

## **THE RELATIONSHIP BETWEEN PRODUCT PORTFOLIO INNOVATION AND MARKETING IN PROFESSIONAL THEATER**

*\*Hyunjung Lee (hyulee@hartford.edu); \*Rebecca Ranucci, University of Hartford (ranucci@hartford.edu); \*Youngseon Kim (ykim@ccsu.edu); \*Kyoungnam Ha, Pacific Lutheran University (hac@plu.edu)*

In this study, we aimed to answer the following questions: 1) what organizational characteristics determine a Nonprofit Professional Theater’s (NPT) Product Portfolio Innovation (PPI)? 2) Is marketing emphasis placed by NPT associated with PPI? 3) Is the PPI financially restrained? Our preliminary analysis shows that only 37% of NPT theaters are involved in a product innovation process; also product innovation and marketing emphasis have a negative correlation. NPTs that are young, small and have low commercial revenue and organizational slack tend to be more innovative. We also found that government support and revenue diversification increase production innovation in professional theaters.

## **THE REPRESENTATIONAL ROLE OF ENVIRONMENTAL ADVOCACY NONPROFITS: A BOARD'S EYE VIEW**

*\*Jennifer Kagan, University of Colorado Denver (jennifer.kagan@ucdenver.edu)*

This study explores the representational role of environmental nonprofits from the perspectives of board members. While nonprofits often serve as intermediaries between the public and government, the mechanisms through which they understand and advocate for the needs of their communities remains underexplored, particularly in environmental policymaking. This study uses a semi-grounded theory approach and presents a preliminary analysis of the interaction between nonprofits and communities. Data are based on interviews with board members of nonprofits working on state-level issues in Colorado. Results present an initial analysis of directors' perceptions of their representational role and suggest avenues for future research.

## **THE RESOURCE NEEDS OF SOCIAL AND COMMERCIAL ENTREPRENEURS: BEYOND RESOURCEFUL HEROES AND ONE-DIMENSIONAL GOALS**

*\*Peter Vandor, WU Vienna (peter.vandor@wu.ac.at); \*Reinhard Millner, WU Vienna (reinhard.millner@wu.ac.at); \*Lukas Leitner, WU Wien (lukas.leitner@wu.ac.at)*

This paper explores the resource needs of early-stage social entrepreneurs. We develop and test hypotheses about the resource needs of different types of entrepreneurs and the effect of the institutional environment on these. Hypotheses are tested among 1,805 founders, managers, and employees in 31 countries. Results indicate that entrepreneurs who combine social and commercial value creation have higher needs for organizational resources, knowledge and access to peers than entrepreneurs who focus on either social or commercial goals. At the same time, these entrepreneurs are more resilient against additional resource needs which arise from operating in challenging institutional environments.

## **THE RISK OF DEBT IN ARTS NONPROFITS**

*\*Cleopatra Charles, School of Public Affairs and Administration, Rutgers University-Newark (cleopatra.charles@gmail.com)*

This study aims to investigate whether capital structure decisions made by nonprofit managers has an impact on future contributions from individual donors. More specifically, is debt associated with a reduction in future financial support? This study relies on data derived from the DataArts Cultural Data Profile and utilizes a log-log model where the dependent variable is defined as total private contributions in the current period. The results indicate that an increase in the interest expense to total expense ratio is associated with a decrease in future contributions. However, a nonprofit's debt to assets ratio does not have a statistically significant impact on future contributions.

## **THE ROLE OF GOVERNMENT AND NONPROFIT ORGANIZATIONS IN SOCIAL FINANCE: INTERMEDIARIES AND THE IMPACT INVESTING MARKETPLACE**

*\*Rebecca Tekula, Pace University (rtekula@pace.edu)*

This study examines the role of government and nonprofit intermediaries in social finance and in particular the growing field of impact investing. In addition to providing an assessment of government and nonprofit involvement in impact investing, this study will examine the performance measurement metrics utilized, provide a model of the agencies' interactions within the impact investing ecosystem, and posit whether the impact investing marketplace can survive without these supportive agents.

## THE ROLE OF INTERLOCKING BOARD MEMBERS FOR NONPROFIT GOVERNANCE: THE MISSING INDIVIDUAL LINK

*\*Jurgen Willems, Hamburg University (jurgen.willems@wiso.uni-hamburg.de); \*Peter Raeymaeckers, Universiteit Antwerpen (Peter.Raeymaeckers@uantwerpen.be)*

Building on structural holes theory (Burt, 2004) we add a stronger individual perspective to nonprofit board networks. In this context we test the hypotheses derived from our theoretical framework: The higher the commitment of interlocking directors, the more a board member will be willing to share his network and resources, the more the governance quality will be positively influenced. With a dataset of 629 nonprofit board and executive members from 51 nonprofit organizations, we test these relationships, and use our findings to postulate future avenues for research.

## THE ROLE OF NONPROFITS IN ANCHOR INSTITUTIONS' COLLABORATIVE APPROACH TO ECONOMIC INCLUSION

*\*Danielle Varda, University of Colorado Denver (danielle.varda@ucdenver.edu); \*Christine Velez, University of Colorado at Denver (christine.velez@ucdenver.edu); \*Kimberly Spring, Annie E Casey Foundation (kspring@aecf.org); \*Jessica Presley, Consultant (jessica.h.presley@gmail.com); \*Sara Sprong, University of Colorado at Denver (sara.sprong@ucdenver.edu); \*Rebecca Hofkes, University of Colorado Denver, School of Public Affairs (rebecca.hofkes@ucdenver.edu)*

One year before demonstrations in Baltimore, we began work on a network analysis of the Baltimore Integration Partnership, an initiative to coordinate efforts of anchor institutions to implement economic inclusion policies. Through interviews with anchors (N=49), we discovered that community voice was not represented. To hear these voices, we conducted interviews (N=61) with minority business owners, residents and workforce development agencies. We heard stories of structural racism and lack of equitable opportunities, but also innovative, creative, and even radical ideas for making economic inclusion a reality. We discuss the critical role of nonprofits in this systems change effort.

## THE ROLE OF PHILANTHROPY AS BOTH AN ENABLER AND BENEFICIARY OF WEALTH CREATION

*\*Patrick M. Rooney, IUPUI (rooney@iupui.edu); \*Mary Walshok, UC San Diego Extension (mwalshok@ucsd.edu); \*Josh Shapiro, UC San Diego Extension (jshapiro@ucsd.edu); \*Una Osili, Indiana University (uosili@iupui.edu); \*Gladys Selfridge, UC San Diego Extension (gselfridge@ucsd.edu); \*Xiaonan Kou, IU Lilly Family School of Philanthropy (koux@iupui.edu)*

This study aims to better understand the power of philanthropy in regional economic growth. It explores what factors in wealth-creating regions attract charitable donations for economic development and which circumstances seem to fuel the role of regional philanthropy. The study analyzes data on million-dollar-plus donations and economic characteristics in 18 cities across San Diego County, and interviews nonprofit institutions and individuals who benefited from or contributed to local economic growth. The study will shed light on how the nonprofit sector can collaborate with the public and private sectors to invest in regional economic capacity in a meaningful way.

## THE ROLE OF PHILANTHROPY IN SUPPORTING CROSS-SECTOR COLLABORATION IN THE UNITED STATES

*\*Neil Britto, The Intersector Project (jacquelyn.wax@intersector.com)*

Foundations shape the contours of how and which public challenges are addressed in the United States. Yet research concerning foundations' roles in cross-sector collaboration is lacking. The purpose of this study is to fill that gap and to articulate the roles foundations do, can, and should play in supporting cross-sector collaboration in the United States. This work is informed by a review of literature, a series of semi-structured interviews with senior leadership at foundations and experts on foundations, and an extensive review of ten years of grantmaking data from Foundation Directory Online.

## **THE ROLES OF COMMUNITY-BASED NONPROFITS IN THE CONTEXT OF COLLABORATIVE GOVERNANCE IN HONG KONG AND TAIWAN**

*\*Helen K. Liu, The University of Hong Kong (helenliu4@gmail.com); \*José Chiu-C. Chen, Tunghai University (josechen@thu.edu.tw)*

Recent social policies have involved more Community-based Organizations (CBOs) in the provision of service, including the Long-term Care Policy, Community Care Station in Taiwan, and the Lump Sum Grant Initiative in Hong Kong. This study investigates the roles of Community-based Organizations in the context of governance by applying Chaskin and Greenberg's (2015) framework. Through in-depth interviews of 96 CBOs' directors, preliminary results show that the roles of CBOs, in terms of service provision and allocation, representation, and deliberation in the local communities, vary depending on the resources, community influences of the CBOs and their external relationships with the government.

## **THE SOCIAL CAPITAL OF LOW-INCOME URBAN RESIDENTS: IMPLICATIONS FOR ENGAGEMENT AND MOBILIZATION WITH ECONOMICALLY DISENFRANCHISED COMMUNITY MEMBERS**

*\*Cheryl Hyde, Temple University (chyde@temple.edu); \*Karin Garg, Temple University (kgarg@temple.edu)*

Engagement and mobilization of economically disenfranchised communities is a critical concern for many social change activists. Considerable attention focuses on framing issues, galvanizing support and determining strategies. But how does the relational context of community residents fit into the larger collective action picture? Using in-depth interview data, this paper explores the social capital of low-income residents (n=181) living in a large metro area marked by significant poverty, and then considers the implications for engagement and mobilization efforts including recommendations for support from nonprofit organizations.

## **THE SPATIAL TURN IN NONPROFIT STUDIES: WHY WE ARE READY TO 'MAKE SPACE FOR PLACE'**

*\*Brent Never, University of Missouri-Kansas City (neverb@umkc.edu)*

Human interaction most often invokes the idea of space, or more particularly, the relationship of individuals to one another. This paper invokes a concept that has been gaining traction in sociology, history, and economics: the spatial turn (Logan, 2012). I argue that our field is uniquely positioned for three reasons: (1) many of our constituent disciplines have traditionally invoked space as important to understanding human choice and behavior; (2) scholars in our field have traditionally collected data where space is implicitly present in order to explain action; (3) open data and user-friendly technology allows scholars to engage with space.

## **THE THEORETICAL BASIS OF PHILANTHROPY AS AN ETHICAL VALUE**

*\*Marty Sulek, Indiana University (msulek@IUPUI.edu)*

In this paper, I will examine the ethical grounds of philanthropy. I will do so by first delineating what is meant by philanthropy in contemporary academic discourse. I will then review and analyse the predominant ethical theories in modern philosophy, with a particular focus on how these theories consider philanthropy. I will then conclude with a synthesis of these ethical theories and their considerations of philanthropy, and reflect on the implications of this synthesis for how philanthropy might be better understood as a normative ethical value, as opposed to purely descriptive term of social science.

## **THE THIRD SECTOR: COMMUNITY ORGANIZATIONS, NGOS, AND NONPROFITS IN INTERNATIONAL PERSPECTIVE**

*\*Meghan Kallman, Brown University (meghan\_kallman@brown.edu)*

My colleague Terry Nichols Clark and I just published a book on the third sector in international comparative perspective. The book's abstract is below:

## **THE THIRD SECTOR'S ROLE IN DEMOCRATIC SOCIETY - ADVANCING THE PUBLIC GOOD**

*\*Mary Ann Feldheim, University of Central Florida (mary.feldheim@ucf.edu)*

This paper argues for the role of the third sector in a democratic society through the use of advocacy to advance the public good.

## **THE TRUST IN PAID WORKERS VERSUS VOLUNTEERS: AN EXPERIMENTAL STUDY**

*\*Xiaoqian Li, Tsinghua University (xiaoqianli@tsinghua.edu.cn); \*Qiushi Liu, Tsinghua University (liuqsh@tsinghua.edu.cn)*

Trust has both affective and cognitive bases. Previous research on people's trust in volunteers versus paid workers has shown that clients have higher affect-based trust in volunteers compared to paid workers (Hoogervorst, Metz, Roza, & van Baren, 2016). In this research we further investigated if and how people's cognition-based trust varies in between paid workers and volunteers. It was hypothesized that clients would show higher cognition-trust in paid workers than volunteers, especially in paid workers who provide higher-skill services. With a survey experiment, we manipulated both service provider type (paid worker vs. volunteer) and service type (high-skill vs. low-skill) and measured both participants' affect-based trust and cognition-based trust in service providers. The findings supported our hypothesis that paid workers elicited higher cognition-based trust in clients when they provided high-skill services. However, we didn't find that volunteers elicited higher affect-based trust in clients; instead, it was found that participants showed higher affect-based trust in high-skill service providers. Implications and limitations of the present findings were discussed.

## **THE TRUST IN VOLUNTEERS VERSUS PAID WORKERS: AN EXPERIMENTAL STUDY**

*\*Xiaoqian Li, Tsinghua University (xiaoqianli@tsinghua.edu.cn); \*Yuxin Lan, Tsinghua University (lanyx@tsinghua.edu.cn); \*Qiushi Liu, Tsinghua University (liuqsh@tsinghua.edu.cn)*

Previous research has shown that clients have a higher affect-based trust in volunteers compared to paid workers (Hoogervorst, Metz, Roza, & van Baren, 2016). In this research we further investigated whether clients have a higher cognition-based trust in paid workers than volunteers with an experimental study. A 2 (worker type: volunteer vs. paid worker) × 2 (service type: high-skilled vs. low-skilled) between-subject design was used. The findings suggest that regardless of service type, volunteers and paid workers could elicit different levels of affect-based trust in clients as previous research showed, but they could not elicit different levels of cognition-based trust.

## **THE VOLUNTEER SOCIAL CAPITAL NETWORK IN A GRASSROOTS COMMUNITY MEMBERSHIP ASSOCIATION**

*\*Swarali H Patil, Western University (spatil6@uwo.ca); \*Alison Doherty, Western University (adoherty@uwo.ca); \*Katie E Misener, University of Waterloo (k.misener@uwaterloo.ca)*

Social capital may be generated when individuals and groups work together over time (Bourdieu, 1986), with further implications for individual, group, and organizational performance (Adler & Kwon, 2002; Payne et al., 2011; Putnam, 2000). A case study approach was used to uncover the forms of social capital (relational, cognitive, structural) generated among a network of volunteers working within a nonprofit community sport club, the perceived impact of social capital as a resource for volunteers and the club as a whole, and the extent to which that volunteer social capital is characterized by bonding and/or bridging connections (Nichols et al., 2013).

### **THINKING LOCALLY, LIVING NATIONALLY: THE DEVELOPMENT OF THE ISLAMIC SOCIETY OF NORTH AMERICA (1979-2008)**

*\*Shariq A Siddiqui, ARNOVA (info@arnova.org)*

The Islamic Society of North America (ISNA) was established to serve a representative of Muslim Americans. The organization has developed into the nation's most influential Muslim American organization. Less well known is that ISNA is headquartered in Indiana. Indiana was selected for its Midwestern location, values and the strategic prominence as an association town despite having a small Muslim population. As a national organization located in a local Midwestern context its activities were affected by both the national and local contexts. This paper examines the development of a national religious nonprofit in the context of its local geographic location

### **THIRD SECTOR ENGAGEMENT IN FEDERAL FAIR HOUSING POLICY IMPLEMENTATION: A CROSS-DISCIPLINARY ANALYSIS OF EMPIRICAL EVIDENCE (1968 – 2016)**

*\*Shilpa Viswanath (shilpa.viswanath@rutgers.edu)*

Ever since the passing of the Fair Housing Act (Title VIII of Civil Rights Act of 1968), community based organizations and nonprofits have been a quintessential part of the struggle to affirmatively further fair housing in the United States. Yet, very little or no attention has been paid to the outcomes of these organizations in the discipline of nonprofit management. This paper aggregates across disciplines, empirical evidence pertaining to fair housing nonprofit organizations, in order to understand the complex interplay of the federal fair housing policy and local factors that shape the activities and strategies of these nonprofits.

### **THROUGH THICK AND THIN: PRIVATE FOUNDATION PAYOUTS ACROSS TIME**

*\*Thad D. Calabrese, NYU Wagner (thad.calabrese@nyu.edu); \*Todd Ely, University of Colorado Denver (todd.ely@ucdenver.edu)*

The existing literature presents competing perspectives about managerial behavior in nonprofits with significant endowment funds. Private foundations may use payouts, the portion of assets granted in a given year, to create a spending floor for recipient charities. Alternately, managers may act to protect or grow the endowment corpus as a primary goal of the foundation. We exploit variation in private foundation endowment returns from 1990 to 2012 to estimate the responsiveness of payouts to changes in endowment values. Preliminary results suggest that private foundations do not significantly diverge from existing payout activity in response to asset growth.

### **TITLE: THE IMPLICATIONS OF TAX REFORM FOR THE NONPROFIT SECTOR**

*\*Joseph Cordes, The George Washington University (cordes@gwu.edu); \*Joseph Rosenberg, The Urban Institute (jrosenberg@urban.org); \*C. Eugene Steuerle, Urban Institute (esteuerl@urban.org)*

Changes in federal tax and budgetary policy under consideration by the Trump administration and the Republican congressional majority are likely to have significant effects on the nonprofit sector. These changes include: (1) major modifications in the income tax; and (2) a host of budgetary changes that would cut funding to nonprofit organizations, especially in the arts, education, and health. The proposed paper will draw on simulations from the Urban-Brookings Joint Center on Tax Policy supplemented by financial data on nonprofits from IRS 990 data to estimate not only how such changes would affect individual giving, but more generally the finances of different types of nonprofit organizations.

## **TOO WORRIED TO GIVE? PERCEIVED ECONOMIC HARDSHIP'S EFFECT ON VOLUNTEERISM AMONG OLDER ADULTS**

*\*Michael Blake Emidy, Georgia State University (memidy1@student.gsu.edu)*

This paper examines the effect of subjective and objective indicators of economic and financial anxiety on volunteerism among older adults. Using the National Survey of Midlife Development in the United States (MIDUS 3), preliminary findings suggest that subjective indicators of economic hardship play a more significant role in discouraging volunteerism than objective measures such as income or employment.

## **TOWARDS A THEORY OF DARK [SOCIAL] ENTREPRENEURSHIP**

*\*Craig A Talmage, Hobart and William Smith Colleges (craig.talmage@gmail.com); \*Jocelyn Bell, Hobart and William Smith Colleges (Bell@hws.edu)*

Dark social entrepreneurship is an emerging field of inquiry within the social entrepreneurship literature. As an emergent field, it lacks rigorous theory and investigation. We take up this charge in order to construct a theory of dark [social] entrepreneurship by drawing on theoretical progress regarding dark entrepreneurship and social entrepreneurship. We also take an empirical approach to map enterprises and innovations based on their levels of lightness and darkness. We conclude by discussing future research trajectories and implications for practices. Specifically we examine the forces that might sway enterprises and innovations to move to the dark side.

## **TOWARDS A THEORY OF SOCIAL ENTREPRENEURIAL OPPORTUNITY CHANGE: NATURAL DISASTER AS CONTEXT**

*\*Arnil Paras, City University of Hong Kong (aparas2-c@my.cityu.edu.hk); \*Yanto Chandra, City University of Hong Kong (ychandra@cityu.edu.hk)*

How do social entrepreneurial opportunities (SEO) change over time? Most studies have explored the phenomenon of opportunity recognition, yet much less has been devoted to opportunity change – although that is central to the experience of early-stage social enterprises, as they try to manage the difficult balance between their two missions of social value creation and income generation. As such, I argue for an extension in theory-building research that focuses on opportunity refinement and revision. Furthermore, I embed this study in the context of disaster recovery where social enterprises are increasingly relevant.

## **TOWARDS A UNIFIED TYPOLOGY OF NONPROFIT INTERNATIONALIZATION**

*\*Long Hoang Tran, American University (lt5156a@student.american.edu)*

Recent decades have witnessed increasingly visible roles of international non-governmental organizations (INGOs) in global affairs, coupled with a burgeoning literature on these crucial organizations. Despite considerable research endeavors, the literature on INGOs is lacking conceptual frameworks for elucidating different internationalization strategies. This paper attempts to fill this gap by synthesizing previous classifications of INGOs and integrating perspectives from the international management literature to propose a unified typology of four nonprofit internationalization models. A nationally-representative sample of US-based INGOs is categorized into these four models for empirical testing, from which four illustrative examples are chosen for in-depth case studies.

### **TRENDS IN TRANSPARENCY OF NASCENT NONPROFIT SECTOR: IMPLICATIONS FOR POLICY AND PRACTICE**

*\*Shuang Lu, The University of Hong Kong (shuanglu@hku.hk); \*Chienchung Huang, Rutgers School of Social Work (huangc@ssw.rutgers.edu); \*Guosheng Deng, Tsinghua University (cistr@tsinghua.edu.cn)*

As increasing nonprofits compete for resources, nonprofit transparency has raised growing concern, particularly in countries with nascent nonprofit sectors and inadequate regulatory policies. Using China as an example, this study examines the trends in nonprofits' online information disclosure. The findings provide implications for enhancing nonprofit governance and performance.

### **TRUST AND DISTRUST IN CROSS-SECTORAL PUBLIC NETWORKS**

*\*Jeongyoon Lee, Ball State University (jlee20@bsu.edu)*

Are we conceptualizing distrust between stakeholders who are collectively working for policymaking in a right way? Although the literature on cross-sectoral public networks has suggested the importance of trust in managing networks, they have said little regarding distrust in the networks. By identifying and comparing causes of trust and distrust in a cross-sectoral public network, this study suggests managerial implication to nonprofits about how to strategically increase the levels of trust and decrease the levels of distrust in managing the networks.

### **TRUST, SOCIAL NETWORK, AND VOLUNTEERING IN CHINA**

*\*Lili Wang, Arizona State University (Lili.Wang@asu.edu)*

This study seeks to extend our understanding of the relationship of trust, social network and volunteering by applying the existing theoretical framework to a culturally and politically unique setting, China. Using data from the 2012 East Asian Social Survey, this research examines whether Chinese with higher level of trust and more social networks are more likely to volunteer, and whether the relationship varies with particular types of volunteering. The preliminary results show that trust and social network are both positively associated with volunteering in China. Additionally, education and regular religious participation increase volunteering. Females are less likely to volunteer.

### **TURNOVER BEHAVIOR IN NONPROFIT ORGANIZATIONS: FOCUSING ON DISCREPANCY BETWEEN JOB EXPECTATION AND SATISFACTION**

*\*Kwang Bin Bae, North Carolina Central University (kbae@ncu.edu); \*Hyungjo Hur, The Ohio State University (hur.40@osu.edu)*

This study examines workforce shift in nonprofit organizations. Using a two-wave panel data set of the 2013 and 2015 National Survey of College Graduates (NSCG), we conduct a logit analysis. This study finds that college graduates with intrinsic expectations are more likely to choose jobs in the nonprofit sector. Second, this study finds that extrinsic discrepancy between expectation and satisfaction positively affects turnover of nonprofit sector employees to the for-profit sector. This study also finds that intrinsic discrepancy between expectation and satisfaction positively affects turnover of other sectors (profit, government, and academia) employees to the nonprofit sector.

## TWEETING INDIVIDUAL SUPPORT: COMMUNICATIONS BETWEEN NONPROFITS AND THE PUBLIC ON TWITTER

*\*Huafang Li, Grand Valley State University (lihuafang@gmail.com)*

The question of how to increase individual donations is one of the biggest challenges facing nonprofit organizations. Although research shows that many factors can motivate individuals to donate, little is known about how nonprofits use information to actually increase individual support. Results from big data analyses show that both cheap information (mission-related information and direct requests for donations) and costly information (financial information and performance-related information) are tweeted between nonprofits and the public. Cheap information is tweeted more frequently than costly information. However, higher frequencies of cheap information do not translate into higher levels of individual support to nonprofits.

## TWEETS THAT WORK: BRIDGING RESEARCH AND PRACTICE ON SOCIAL MEDIA USE FOR NONPROFIT FUNDRAISING

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"So what exactly should we tweet to effectively encourage giving?" Academics looking at social media and nonprofit organizations often receive this pressing question from practitioners. Diverse reports and researches have well documented how nonprofits use social media, and academics have explored mechanisms behind the relationship between social media use and financial donations. However, there is a lack of effort to systematically extract "practical tips" from these rich set of studies for nonprofits to adopt in their communication strategies. Through meta-analysis of existing studies and quantitative analyses of an original dataset from Japan, this paper attempts to fill in this gap.

## TWENTY YEARS OF GENEROSITY IN THE NETHERLANDS

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We analyze all the data from the Giving in the Netherlands survey among households (n = 17,033) to answer the research question: how can trends in generosity in the Netherlands in the past 20 years be explained? We find that secularization and a loss of prosocial values explain the decline in generosity. Our findings illustrate the need to develop distinctive theories on generosity, because generosity as a proportion of income has a distinctive set of predictors. For the practice of fundraising, our research suggests that the strategies and propositions of charitable causes need modification.

## UNCOVERING THE HISTORY OF FEE-CHARGING IN THE U.S. NONPROFIT HUMAN SERVICES SECTOR: A NEW PERSPECTIVE ON THE COMMERCIALIZATION DEBATE

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Commercialization is often described as a "colonization" or "invasion" of the market into the nonprofit sector. Implicit in this language are the ideas that increased reliance on fee income is a distinctly neoliberal phenomenon and that fee-charging reflects market forces debasing social institutions and interpersonal relations by reducing them to commodities and economic transactions. Drawing on quantitative and qualitative archival data, my paper challenges both of these assumptions by showing that the nonprofit human services sector underwent significant commercialization well before neoliberal policy developments and that this commercialization was embedded in a professional service ethic rather than simple profit-seeking priorities.

## **UNDERSTANDING CHANGES IN PUBLIC SENTIMENT TOWARDS THE THIRD SECTOR OVER TIME: A SUPERVISED TEXT CLASSIFICATION APPROACH**

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To understand the ever-increasing reach of the nonprofit sector and the diverse set of roles that they play in modern third party governance, it is important to be able to chronicle how these roles have changed over time. Machine learning techniques provide a unique inroad for studying the nonprofit sector by tapping into the preponderance of data contained in digitized media archives. This paper uses exploratory topic modeling and supervised text classification methods on 100,000 newspaper articles from 1975 to the present to characterize both the changing roles that nonprofits have assumed and public sentiment regarding the nonprofit sector.

## **UNDERSTANDING GONGOS: THE EMERGENCE OF NATIONAL SECURITY NGOs AND THEIR IMPLICATIONS FOR NONPROFIT ADMINISTRATION**

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Government-organized Nongovernmental Organizations (GONGOs) are an increasingly utilized mechanism for accomplishing foreign policy objectives. As a hybrid, quasi-nongovernmental network organizations working in domestic and international governance, they mirror the capacity of governments, but as INGOs, they “often cannot be held accountable at a transnational level” (Baur, 2012, 7). Ingrained within civil society, their presence often results in an incremental growth of political influence by their host governments. This work explores the emergence of GONGOs as a renewed force within the foreign policy and national security domains, and utilizes a systematic review design to examines their departure from the institutional norms of traditional INGOs.

## **UNDERSTANDING HOW ADVOCACY TARGETS UNDERSTAND NONPROFIT POLITICAL ADVOCACY**

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Increased devolution has allowed nonprofit human service organizations to assume an increasingly important role in delivering critical social services. Consequently, nonprofit human service organizations have an unprecedented opportunity to give a voice to the individuals, populations, and communities that they serve, many of which have long been underrepresented or marginalized in the decision making processes that significantly impact their lives. This paper examines how state legislators perceive the political advocacy involvement of nonprofit human service organizations and provides important insights into what nonprofit organizations must do to advance the interests of those they serve in the political arena.

## **UNDERSTANDING NONPROFIT MENTAL HEALTH SERVICE PROVIDERS’ SUPPORT FOR THE AFFORDABLE CARE ACT**

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The Affordable Care Act (ACA) has brought significant reforms to behavioral healthcare system. This study sought to understand nonprofit mental health service practitioners’ support for the ACA. Using a subset of the data from the National Nonprofit Organization Studies Project, directors reported their attitudes toward the law and its provisions and perceptions of implementation benefits and challenges to their organizations. We use Logistic regression model to examine the association between individual-, organizational-, and environmental-level factors and providers’ support for the ACA. This study attempts to deliver empirical insights into the government-nonprofit or policymaker-practitioner relationship.

### **UNDERSTANDING NONPROFIT MIDDLE MANAGERS' VIEWS OF THEIR WORK: A MEANS TO DECREASING THE LEADERSHIP CRISIS?**

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The “leadership crisis” in American nonprofit organizations has not been solved by increasing the number of nonprofit management programs. An alternative approach is to better train current middle managers so they are willing and able to replace leaders who are leaving the field. This study uses interviews with nonprofit middle managers to understand their challenges, concerns, and coping strategies. By understanding better their current situations, we hope to contribute to retaining them in the workforce, encouraging them to take on more responsible roles in the future, and decreasing the looming leadership crisis.

### **UNDERSTANDING NONPROFIT SUPPORT FOR PUBLIC SERVICES: MOVING FROM CO-PRODUCTION TO CO-PROVISION**

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Situated in the context of nearly three hundred park-supporting nonprofits in large U.S. cities, this paper uses multilevel logistic regression method to identify the effects of contextual and organizational characteristics on whether park-supporting nonprofits go beyond traditional coproduction activities and get involved in the provision and creation of public services, measured as the involvement in park planning and design. This paper contributes to the theory of coproduction, co-creation, and government-nonprofit partnerships. It is especially relevant when governments at different levels are suffering extensive budget cuts and relying more on citizen participation and public-private partnerships.

### **UNDERSTANDING SELF-HELP GROUPS WITHIN PARENTS WHO HAVE LOST THEIR ONLY CHILDREN IN CHINA**

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As a consequence of the One Child Policy in China, there is an emerging group of parents who have lost their only children and as a result suffer from both physical and mental illness. As a result, an increasing number of self-help groups have emerged within this population yet little is known about how these groups function. This research aims to understand these self-help groups using qualitative methods. Preliminary data analysis shows that these groups have complex relationships with government, challenges with governance structures, varying levels of participation of lost child parents, and pressures to develop their own group identity.

### **UNDERSTANDING SOCIAL NONPROFIT DECLINE: A MIXED METHODS APPROACH TO RE-STRENGTHENING THE FABRIC OF AMERICA**

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Membership decline in social nonprofits over the past 60 years represents an important challenge to the vitality of American democracy. The existing literature has identified several explanations for this decline. Yet, no recent empirical studies examine the decline in relation to both internal and external influences. This mixed methods approach begins with a historical analysis of the corresponding changes in market, government, and nonprofit sectors. Using a California fraternal organization as a representative case, interviews and survey data are employed to understand the phenomenon around membership decline and to test hypotheses involving resource dependency, institutionalism, and the three failure theories.

## **UNDERSTANDING THE GRASSROOTS NGOS ADVOCACY IN NON-WESTERN SETTINGS: EMPIRICAL EVIDENCE FROM CHINA**

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This article researches 110 grassroots NGOs (with disability community) in China. It answers the several questions. Does the involvement of vulnerable citizens in service or decision process influence the advocacy? Does the relationship with outside resources (government and other NGOs) have impact on the advocacy activity? Does the registration of NGOs also have influence? The study finds that the participation of vulnerable citizens in decision process and the relationship with other NGOs impact the advocacy of NGOs in China. However, the registration and relationship with government do not have statistic significant.

## **UNDERSTANDING THE IMPACT OF ARTS AND CULTURE IN COMMUNITIES: APPLYING THEORY OF CHANGE DEVELOPMENT TO CREATIVE PLACEMAKING GRANTS**

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Creative placemaking projects transform communities into lively, beautiful, and resilient places by placing arts at the table of community revitalization efforts along with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies. The purpose of this paper was to perform a grant portfolio evaluation, using a theory of change model, for a Federal creative placemaking grant program. Expected outcomes include long-term community benefits, such as growth in overall levels of social and civic engagement; new avenues for expression and creativity; design-focused changes in policies, laws, and/or regulations; job and/or revenue growth; and positive changes in migration patterns.

## **UNITING ON MISSION AND MONEY: HOW NONPROFIT BORROWERS AND THEIR LENDERS DECIDE ON DEBT**

*\*Kellie McGiverin-Bohan, Indiana University (kmcgiver@indiana.edu)*

To meet the needs of their communities, many nonprofits require buildings to administer their programs. Debt is a powerful (and potentially risky) tool for sustaining and growing facilities. Empirical research demonstrates the importance of debt to nonprofit financial viability; yet, we still know relatively little about the decisions underlying nonprofit debt levels. To address this gap, this paper uses a grounded theory approach to explore how borrowers and lenders decide on nonprofit debt by comparing propositions developed from the practitioner literature against new interview data. Preliminary findings highlight the importance of hard/soft information, mission/value alignment, and nonprofit/for profit intersectoral relationships.

## **UNMASKING NEOLIBERAL ASSUMPTIONS IN NONPROFIT ADVOCACY: A CRITICAL THEORY PERSPECTIVE**

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This paper employs critical theory to explore the role of nonprofit organizations as mediating institutions that advocate for their service populations. It compares the Toquevillian perspective with actual patterns of advocacy and their effects of constraining democracy by reviewing the logic behind the distinction among nonprofit categories as established in U.S. tax code and why government limits advocacy among 501c3s, while privileging advocacy among nonprofits that represent business and trade. It pays particular attention to the impact of Citizens United.

## **UNMASKING THE NEOLIBERAL ASSUMPTIONS IN PHILANTHROPIC ETHICS: A CRITICAL THEORY OF MORALITY**

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This paper uses critical theory to frame an approach to ethics in philanthropy and nonprofit management that challenges the conventional ethics of liberal democracy and its strong association with market-based values (Zanetti, 2008, 57). We explore the neoliberal assumptions of philanthropic ethics that have led to the era of ‘dark money’ with private philanthropists using philanthropic dollars to gain political advantage (Mayer, 2016). A discussion of normative theories of ethical reasoning – deontology, consequentialism, and virtue ethics – and their strengths and weaknesses are included.

## **UNNATURAL DISASTERS: CAN NONPROFIT GOVERNANCE PROMOTE RECOVERY IN DETROIT AND FLINT?**

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In response to Detroit’s financial crisis and Flint’s water crisis, philanthropies and nonprofits announced multi-million dollar investments. We examine the activation of the nonprofit sector in response to crises augmented by governmental failure. Can significant nonprofit engagement in crisis response rebuild local government capacity or does it tend to supplant local government? Our study uses nonprofit surveys in both cities and philanthropic grant data. In Flint, we show that nonprofits contributed significantly to recovery and post-crisis leadership, but local government capacity remains stagnant. Nonprofits were important, but less central, in Detroit’s recovery and local government has regained some leadership capacity.

## **UNPACKING RESOURCE DEPENDENCE THEORY IN NONPROFIT SECTOR: A FOCUS ON NONPROFIT ORGANIZATIONAL AUTONOMY**

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Resource dependence theory (RDT) focuses on how organizations interact with their external environment. Although this theory has been widely utilized in nonprofit research, some scholars have questioned the robustness and application of RDT to nonprofits. In addition, the implication of RDT on organizational performance received little attention. Therefore, using data collected from the Nonprofit Organization Research Panel, this study tests the robustness of RDT in the nonprofit sector by examining organizational autonomy as a key mediator and exploring whether strategies provided by RDT lead to better organizational performance in nonprofit organization through the sustainment of organizational autonomy.

## **UNRAVELLING THE STRUCTURES OF NONPROFIT SERVICE NETWORKS**

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Literature increasingly emphasizes the importance of networks for non-profit and public organizations in dealing with ‘wicked problems’. Few studies unravel how networks are structured in everyday practice. In this study we examine ten public-non-profit service networks characterized by a lead-organization type of network governance (Provan & Kenis, 2008). Our results show that networks can be classified according to two dimensions resulting in a typology of four types of networks. We use social network analysis to analyze the extent to which the formal governance structure is mirrored in the informal interaction patterns among network actors. Keywords: network governance, network structure, network analysis, qualitative research

### URBAN GARDEN COMPOSTING

*\*Kevin L. Rawls, Liberty University (krawls@liberty.edu)*

This poster assesses the impact of a composting initiative on a local urban garden and the surrounding community. The initiative had multiple goals including reducing the need to purchase compost, and helping reduce waste in the local landfill. This poster will assess the financial impact to the non-profit and the impact on the number of volunteer individuals engaged with the organization. Success in this initiative could serve as a model for similar communities that seek to reduce waste, increase financial returns for non-profits, and develop greater community involvement in urban gardens.

### USING BMF DATA TO QUANTIFY CHARITIES TO ALLOW COMPARISON OVER DECADES

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

### USING IRS FORM 990 DATA TO TRACK FINANCIAL PERFORMANCE AFTER NONPROFIT MERGERS

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This paper explores the financial consequences of nonprofit mergers through a novel data collection and analysis effort that draws together data from multiple sources. To identify merger and acquisition events, we rely on lists acquired directly from state charity officials, and cross-validate these events by comparing them with financial reporting in Schedule N of the IRS Form 990. We use a statistical matching procedure to find organizations that are comparable with the “parent” and “child” organizations in each merger, and use the Core trends files to track financial performance for each matched set of organizations.

### USING MULTIVARIATE DECOMPOSITION TO EXPLAIN CHANGE IN VOLUNTEER RATES

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Why have volunteer rates changed over time, both at the national level and among specific subgroups? To answer this question, we pool historical data from the volunteer supplements of the Current Population Survey and use multivariate decomposition to estimate the extent to which observed changes are due to “compositional effects,” or changes that are strictly due to over-time changes in measurable characteristics, as opposed to “coefficient effects,” or changes in the degree to which these differences are associated with changes in the likelihood of volunteering.

## **US INGOs WORKING IN INTERNATIONAL DEVELOPMENT IN SUB-SAHARAN AFRICA: FACTORS THAT IMPACT THEIR ABILITY TO ATTRACT PRIVATE DONATIONS**

*\*Kelly A. Krawczyk, Auburn University (kak0037@auburn.edu)*

While there is an established literature on determinants of private donations to NGOs working within the US, there is little evidence for NGOs working in international development. I address this gap by assessing determinants of private donations across a sample of US-based INGOs with foreign aid activities in sub-Saharan Africa. The study provides evidence on whether donations depend on NGO characteristics that measure quality, efficiency, fiscal health, and funding source (Okten & Weisbrod 2000; Tinkelman 2004; Trussel & Parsons 2007), and whether degree of INGOs specialization and the ability to earmark a donation impacts private donations (Nunnenkamp and Ohler 2012).

## **USING THE COLLABORATION BLUEPRINT TO STRENGTHEN LOCAL COMMUNITIES**

*\*Jennifer Madden, Carthage College (jrmadden@carthage.edu)*

Inter-organizational collaboration is recognized as a feasible tactic for addressing complex social problems. Theoretical and practical insights on collaboration are critical for both scholars and practitioners. This research builds upon emergent factors from qualitative inquiry that are validated quantitatively. This research shows how to enable successful inter-organizational collaboration, realize innovation, and rejuvenate communities through a design lens utilizing a practitioner tool—the Collaboration Blueprint. This research also sheds light on factors that influence successful inter-organizational collaboration as well as the key antecedents that can serve as starting points for success. Finally, this research bridges the theory-practice gap.

## **UTILIZING THE NARRATIVE POLICY FRAMEWORK TO ANALYZE NONPROFIT INVOLVEMENT IN THE POLICY DECISIONS TO RELEASE GENETICALLY MODIFIED MOSQUITOES**

*\*Jayce Sudweeks, North Carolina State University (jayce.sudweeks@gmail.com)*

Often when nonprofits are involved in advocacy work regarding regulatory change they are part of larger policy coalitions. The Narrative Policy Framework (NPF) is a theoretical framework and methodology that analyzes how the narratives of policy coalitions may influence policy decisions. In this study, the NPF is used to analyze the narratives of nonprofit organizations in the various policy coalitions that support or oppose the release of genetically modified mosquitoes in Brazil and the United States. Evidence indicates that nonprofit narratives and actions played a key role in gaining approval in Brazil while helping halt releases in the United States.

## **VIRAL GIVING: QUANTIFYING THE RELATIONSHIP BETWEEN SOCIAL MEDIA ATTENTION AND CHARITABLE GIVING**

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Recent research has speculated on the relationship between social media attention and giving, but has been hobbled by the lack of specific data responsive to the short term surges attributed to so-called “viral giving.” This study utilizes a 2016 source of anonymized daily credit card transaction data to examine the link between social media attention and philanthropic donations at a more granular level than previously possible. By linking this transaction data to data derived from the Twitter Streaming API, donation surges attributed to “viral giving” events are analyzed by size, timing, and magnitude of social media presence.

## **VOICEGR: A PARTNERSHIP APPROACH TO STRENGTHENING LOCAL COMMUNITIES THROUGH COMMUNITY-BASED DATA COLLECTION AND DATA-DRIVEN DECISION-MAKING**

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An annual community survey aims to provide access to free data, stimulate conversation about regional issues, and benchmark progress over time. Since its inception, this survey has been guided by the idea that strengthening local communities requires an approach in which issues are recognized, identified, and defined by residents. Partnering with local organizations throughout the research process has helped guide survey development, collection, and results dissemination. Ultimately, increasing the local relevance of the data over time has allowed for greater translation of results into data-driven grant-making, program development, and policy decisions that are beneficial to the community as a whole.

## **VOLATILITY RISK AND PORTFOLIO STRUCTURE IN NONPROFIT FINANCIAL MANAGEMENT: APPLYING VALUE AT RISK AND PORTFOLIO VARIANCE INDEX**

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This paper aims to explore whether downside revenue volatility influences the diversification of nonprofit organizations' revenue portfolios. This paper has adopted alternative methods such as the portfolio variance index instead of Herfindahl-Hirschman Index (HHI) for the revenue diversification measure and the value-at-risk (VaR) instead of the coefficient of variance (CV) for the revenue volatility measure. This paper finds that downside volatility risk does not influence portfolio diversification, whereas the deviation risk has an inverse relationship with portfolio diversification.

## **VOLUNTEER EFFECTIVENESS: WHAT MATTERS TO WHOM?**

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Volunteer effectiveness is a complex construct that is often measured using unidimensional indicators such as volunteer numbers, hours, and "value" as defined by the Independent Sector's annual formula. However, effectiveness is better measured using multidimensional metrics that address various stakeholders' perspectives. This study uses Q-methodology to identify how diverse stakeholders evaluate indicators of volunteer effectiveness. The preliminary findings reveal that stakeholder preferences for volunteer effectiveness indicators differ and range from volunteer inputs, outputs, and outcomes to stories about the volunteer experience. The findings suggest that the Independent Sector formula may be insufficient for fully representing volunteer effectiveness.

## **VOLUNTEERING AND CIVIC WELL-BEING IN SOUTHERN AFRICA**

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This paper uses qualitative evidence from South Africa and Zambia to present a theory of "civic orientation," linking forms of volunteering to sub-types of civil society, in order to reflect upon civic well-being. Findings reveal how individual's choices about volunteering depend upon their dominant civic orientation, which can be either conservative, progressive, or challenging in nature. In each society, the diversity of civic orientations will be reflected, in part, by the array of volunteer practices that occur across various sub-types of civil society. This diversity provides an important litmus test for the well-being of civil society in southern Africa.

## **VOLUNTEERING IN RETIREMENT AND RETIREMENT FROM VOLUNTEERING: EXPLORING THE INTERACTION OF VOLUNTEER ENGAGEMENT AND LATER-LIFE TRANSITIONS AMONG HOSPITAL VOLUNTEERS**

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A large body of quantitative evidence has demonstrated a connection between volunteering and improved well-being, especially among older adults. However, few qualitative studies have been done to better understand how or why this relationship emerges, nor examined what happens to well-being when older adults must retire from volunteering. This qualitative study builds on these findings by interviewing senior hospital volunteers (65 or older) who engage in regularly scheduled volunteering about their experiences, motivations, and plans for future engagement. It also explores the impact of transitioning out of long-held volunteer roles on well-being.

## **VOLUNTEER PARTNER ORGANIZATION PERSPECTIVES ON THE DIVERSE CHARACTERISTICS OF INTERNATIONAL VOLUNTEERING**

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Research has not clearly distinguished how different types of international volunteering are associated with diverse outcomes. This paper examines how volunteers' skill level, service duration, and group size influence volunteers' effectiveness at building organizational capacity, developing international relationships, and performing manual labor. Using 288 survey responses from development-oriented volunteer-hosting organizations operating in 68 countries, binary logistic regression models assess differences in outcomes across five distinct volunteering categories. Findings indicate that volunteers' skill level may be the most influential factor. They also indicate that future research needs to be more precise about the particular forms of international volunteering under study.

## **VOLUNTEERS TO THE RESCUE: EXAMINING VOLUNTEERING DURING ECONOMIC RECESSION**

*\*Lili Wang, Arizona State University (Lili.Wang@asu.edu)*

Nonprofit organizations often decrease staff hours to cope with economic recession. To meet increased demand of services during economic downturn, they have to rely on more volunteers or increased number of volunteer hours. However, some study suggests that recession prompts many Americans to reduce time spent on formal volunteering while increase informal volunteering. Using the 2013-2014 MIDUS data, the study examines whether economic recession experience influence people's likelihood of formal and informal volunteering, respectively, and the hours volunteered. The preliminary results show that economic recession experience reduces people's likelihood of formal volunteering, but not informal volunteering.

## **VOX FEMINÆ, VOX DIE? THE FUNDRAISING CONTEXT, SUCCESSES AND CHALLENGES OF THE CIVIC WAR SOLDIERS' AID SOCIETY OF NORTHERN OHIO**

*\*Barbara Clemenson, Case Western Reserve University (barbara.clemenson@case.edu)*

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

## **WAS IT WORTH IT?: THE (UN)SURPRISING EFFECTS OF ODA, NGOs, AND TIME ON HAITIAN STATE CAPACITY**

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What has been the effect of the time, talent, and treasure invested in Haiti by development NGOs and other international actors? This paper studies the recent history of 'The Republic of NGOs' and charts its state-building efforts affected by natural disasters and foreign assistance. First, drawing on the literature of comparative politics, it conceptualizes and measures state capacity with several indicators to determine whether the "capacity building" efforts of international actors have materialized. Second, it uses large-scale and longitudinal, individual-level measures of public opinion to assess Haitians' attitudes towards their government and foreign NGOs. Explanations and hypotheses for findings are discussed.

## **WHAT FACTORS INFLUENCE MILLION DOLLAR GIVING TO HISTORICALLY BLACK COLLEGES AND UNIVERSITIES?**

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Historically Black Colleges and Universities (HBCUs) provide access to higher education for students who are underserved in mainstream institutions. HBCUs do not receive a significant portion of the million dollar philanthropic giving that goes to higher education, and they are underrepresented on the Million Dollar List (MDL), a national database of gifts of \$1 million or more made to nonprofit organizations between 2001 and 2014. This paper examines the MDL to determine the extent to which HBCUs are represented among higher education institutions and to identify the types of donors, gifts, institutional characteristics that generated the million dollar giving opportunities.

## **WHAT IF WE ARE NOT THAT CLOSE: MEMBERS' DECISIONS NOT TO GIVE TO PROFESSIONAL ASSOCIATIONS**

*\*Chiako Hung, Arizona State University (chung17@asu.edu)*

Many members never make a contribution to their professional associations beyond obligatory dues and fees; however, they are relatively generous to other nonprofits. This study, first, aims to examine the underlying factors of members' decisions not to make contributions to their associations. Second, it explores why members give less to their associations than to other nonprofits. Results from factor analysis support a correlated two-factor barrier model reflecting members' perceptions of weak attachment to association and ineffective fundraising strategy. The model gives us a better understanding of members' attitudes toward association giving, and provides association managers insights into fundraising strategies.

## **WHAT IS ROBIN HOOD NOT TELLING YOU? IT TAKES MORE THAN ONE BRAVE NPO TO CREATE VALUE IN SOCIETY**

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Do charitable nonprofit organizations create value for their stakeholders? How can value be measured? What tradeoffs should be considered in this measurement? Although the answers seem rather simple, common outcome measurements do not consider all stakeholders, nor the tradeoffs nonprofit organizations must incur for achieving positive outcomes in the eyes of their donors. Due to empirical fall backs on concepts such as implicit and social contracts, we turn to organizational psychology to reach out for tools that will allow to translate value creation into a concrete measurable concept. An interdisciplinary dialogue is carried out in this paper by providing theoretical insights that lead us to identify the sources of value from stakeholders' perspectives in nonprofit environments. The alliance of stakeholder theory, value creation and psychological contract theories give origin to the novelty concept of stakeholder psychological contract (SPC). We use psychological contract variables that can successfully be transferred, from an employee-employer level, to a stakeholder level in order to identify the aspects that stakeholders find valuable and their level of fulfillment. Through SPC we identify stakeholders' perceived obligations in a relational, transactional and an ideological level and the level of fulfillment or breach with these elements. This methodology will also allow us to identify the reciprocity that emerges from fulfilled expectations and the possible outcomes of incurred tradeoffs. With this approach, the reach NPOs have will not be limited to their beneficiaries, but their volunteers, employees, donors and every stakeholder engaged to a cause.

### **WHAT'S "NEW" ABOUT HYBRID ORGANIZING OF SOCIAL ENTREPRENEURSHIP?**

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Existing literature on social entrepreneurship and hybrid organizations heavily focuses on institutional logics and the tensions between the competing social and commercial institutional logics, an insufficiency to address what's new about this type of hybrid organizations. This paper argues the novelty of the hybrid organizing in solving the following four major universal problems of management and organization, namely (1) core identity maintenance; (2) dual goal achievement, (3) task division; (4) reward distribution. We examine four emerging hybrid-organizing forms in social entrepreneurship: nonprofit enterprises, impact investors, benefit corporations, and social impact bonds by contrasting them against their traditional counterparts.

### **WHAT, WE PARTNER? THE CASE FOR THE THIRD SECTOR'S INDEPENDENCE FROM THE CORPORATE STATE IN THIS TIME OF LIQUID MODERNITY**

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The position of Our Sector in regard to statutory and business organizations is often seen as involving "partnerships", but these relations typically relegate nonprofits to the cheap seats reserved for the most insignificant junior partners. The worm turns in the age of liquid modernity, where governmental control is assumed by the moguls of light capitalism and established organizations lose their form in a world dominated by the instantaneous flow of data, communications, and money. In such a world, Our Sector faces challenges and opportunities. Its unique positioning as purveyor of service, advocacy, and meaning may allow it to advance to senior partnership rank and standing.

### **WHEN CLIENTS JOIN THE BOARD: A QUALITATIVE LOOK AT AUTHENTIC INCLUSION OF CLIENTS IN HUMAN SERVICES GOVERNANCE**

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As we begin to understand more completely the benefits of the diverse perspectives that demographic heterogeneity brings to board governance, it is natural to look beyond race, gender and ethnicity for additional perspectives. This study explores the participation of clients on human services nonprofit boards from the client perspective to understand the depth of inclusion, benefits to the organizations of client inclusion and benefits to the client from participation in nonprofit volunteer leadership.

### **WHEN YOU BOTH TRUST AND DISTRUST THE OTHER SIDE: A STUDY ON FRACKING POLICY NETWORK IN NYS**

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When do I trust, at the same time, and distrust you during policymaking processes? To answer this question, first, we conceptually develop four typologies of the relationships between policy stakeholders depending on their levels of distrust and trust towards other policy stakeholders. Next, we focus on the ambivalent and counter-intuitive relationship where high levels of trust and high levels of distrust coexist between policy stakeholders. Using a local hydraulic fracturing policy case in NYS, we empirically identify under what conditions policy stakeholders tend to show the ambivalent relationships during policymaking processes.

## WHERE YOU GRANT DEPENDS UPON WHERE YOU LOOK?: EXAMINING THE RELATIONSHIP BETWEEN STRATEGIC ORIENTATION AND GRANT MAKING

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Community foundations, with a unique focus on place and positions of legitimacy within communities, are increasingly called to play leadership. However, community foundations have also been accused of being paternalistic, unaware and inattentive to broader community needs, resistant to change, and idiosyncratic grantmaking practices often means that local grantmaking may not match the local needs. We answer the question: what is the role of organizational strategic planning tools in grant making decisions? We test our model using a data sample collected from a variety of sources including a newly developed survey for United Ways in Texas, matched to their 990 allocation data reports.

## WHICH TYPES OF GIVING ARE ASSOCIATED WITH A REDUCED 7-YEAR MORTALITY RISK AMONG OLDER ADULTS?

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In this study, we examine and compare the relationship between different types of formal and informal giving behaviors (i.e. volunteering, charitable giving, social support, caregiving) and traits (i.e. being caring) and mortality risk 7 years later in a sample of older adults using Wisconsin Longitudinal Study. Our preliminary findings show that there appears to be a number of different giving-related paths to longevity. When designing low-cost interventions to improve the health of older adults, it would be helpful to know which type of giving behavior would be most powerful relative to the others.

## WHO ARE THE ISRAELI PHILANTHROPISTS: A LONGITUDINAL STUDY

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The empirical literature about philanthropy has focused mainly on the United States, and to a lesser extent, Western Europe. Lacking extensive international and comparative research, this empirical study is a step towards filling the gap by characterizing the profile of Israeli philanthropists in the 21st century. The empirical approach relies on a unique panel dataset of 152,731 tax itemizer philanthropists from 1999 to 2011. Using a longitudinal multivariate regression analysis, I uncover the characteristics of Israeli philanthropists and identify those that are linked to the amount donated, the generosity of the donors, and the persistence and likelihood to donate.

## WHO GETS CORPORATE SPONSORSHIP? AN EXPLORATORY STUDY OF THE RELATIONSHIP BETWEEN CORPORATE SPONSORSHIP AND MARKETING IN NONPROFIT ARTS AND CULTURAL ORGANIZATIONS

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Corporate sponsorship is a significant revenue source for nonprofit arts and cultural organizations. However, little is known about what factors influence arts and cultural organization's corporate sponsorship revenue. We expect that four organizational factors, marketing emphasis that arts and cultural organizations place, age, size, and financial stability, will influence arts and cultural organization's corporate sponsorship revenue. In order to test our hypotheses, we will use objective measures for corporate sponsorship revenue, marketing emphasis, age, size and financial stability from DataArt's CDP database between 2003 and 2013. We will test the following hypotheses: 1) Organizations that are marketing oriented will get more corporate sponsorship than those that are not; 2) Age and corporate sponsorship are positively related; 3) Larger organizations will get more corporate sponsorship than smaller organizations; 4) Organization's financial stability will increase corporate sponsorship.

### **WHO IS IN CONTROL? EXAMINING ADVANCED COLLABORATION STAGES OF NONPROFIT-BUSINESS COLLABORATIONS**

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Collaboration between businesses and nonprofits has proliferated over the past decade. Research to date has rather neglected the nonprofit perspective of the phenomenon. We therefore examine cross-sector collaborations (CSCs) that can be classified as „integrative“, or „transformational“ partnerships (Austin and Seitanidi, 2012), emphasizing the nonprofits' role and their perception of the underlying power relation. Based on an expert survey, we identified over sixty examples for CSCs in Austria and conducted interviews with key informants for ten relevant cases. Preliminary findings indicate that nonprofits are more self-confident and aware of the necessity to negotiate power relations than suggested in the literature.

### **WHO'S CALLING THE SHOTS? URBAN LEADERS ROLE IN COMMUNITY PARTNERSHIPS**

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Urban leadership is central to cross sector community partnerships, but also adds complexity to such relationships. This paper examines both urban leadership and the complexity of cross sector collaborations in urban communities by comparing the perceptions of local nonprofits in the institutionally varied cities Vineland and Camden, NJ. Nonprofit leaders generally held similar views regarding only symbolically involving urban leadership in community partnerships. However, this finding held to varying degree across both cases, particularly as it relates to external decision making on policy and governance.

### **WHY DOES THE SHARE OF HOUSEHOLDS THAT GIVE TO VOLUNTARY ORGANIZATIONS INCREASE IN NORWAY?**

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The share of households that give in Norway has increased strongly from 51 to 70 percent from 1998 to 2014. What was the reason for this strong growth? Wiepking and Handy point out eight mechanisms that determine the success of philanthropy in a country (2015), and we consider changes in each of them. The most important causes for increase in giving seem to be higher levels of education and income, a stronger culture of philanthropy, and more professional fundraising operations recruiting personal sponsors and regular donors. Changes in policies and fiscal incentives do not have any immediate effect.

### **WHY DO GOVERNMENTS WANT TO TAX NONPROFIT PROPERTY? NONPROFIT-GOVERNMENT RELATIONSHIPS, ECONOMICS, AND POLITICS**

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PILOT (payment in lieu of taxes) policies are highly contested and can have substantial implications for nonprofits and local governments. In this paper we use resource dependency, tax equity, political forces, and personal affiliation theories to explore what factors influence whether local government officials favor or oppose PILOTS. We analyze data from 2010 and 2014 surveys of 1,148 and 2,441 Indiana local government officials (LGOs) to examine how changing community conditions and nonprofit-government working relationships affect whether LGOs support PILOTS for nonprofits in the health, education, religious, arts/culture, and human service industries.

## **WOMEN GIVE BIG: UNDERSTANDING MILLION DOLLAR GIFTS TO WOMEN AND GIRLS**

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This project investigates individuals' giving to women's and girls' causes and organizations through a purposeful sample of 23 women who have made gift commitments of \$1 million or more. Using grounded theory analysis, we identify a common process of donor education and development as a philanthropist following the acquisition of wealth. Among this subset of donors we also identify patterns of greater philanthropic risk-taking, motivations related to funding women and girls, and women's reluctance to claim the title of philanthropist. This research both supports and challenges our current knowledge regarding gender differences in giving.