

ARNOVA's Catalog of Current Research

47th Annual Conference

From Relief to Resilience: How Philanthropy, Nonprofits and Volunteers Bridge the Gap between Crisis and Sustainability

November 15-17, 2018 | Austin, TX

The 2018 Catalog of Research includes authors and abstract summaries from ARNOVA's 47th Annual Conference; *From Relief to Resilience: How Philanthropy, Nonprofits and Volunteers bridge the gap between Crisis and Sustainability*.

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

Accelerating Entrepreneurship: Evaluating the Effectiveness of Incubator Programs for Nonprofit vs. For-Profit Enterprises

**Deborah A Carroll, University of Georgia (dcarroll@uga.edu); *Caitlin O'Donnell, Emory University (codonn2@emory.edu)*

This paper uses data from the Entrepreneurship Database Program at Emory University to assess the extent to which there are systematic differences in the effectiveness of accelerator programs for nonprofit versus for-profit applicants. With survey data from 2013 to 2017 that tracks ventures from application to accelerator programs through participation and post-program operation, this paper is able to determine whether nonprofit enterprises are as successful as their private sector counterparts.

Achieving Diversity and Inclusion in Nonprofit Governance

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

Despite shifting demographics in the American population, nonprofit service organizations remain surprisingly unrepresentative of the communities they serve. As such, nonprofits are facing increased demands for diversifying their boards and executive leadership, as the commitment to diversity is believed to begin at the top. Whereas there has been some research examining impacts of diversity on nonprofit organizational outcomes, there has been no systematic study to date of the factors that promote diversity in nonprofit boards and executive leadership. This paper pools data from three time points to examine the community and organizational-level factors that lead to greater diversity of nonprofit boards and leadership.

A Conceptual Typology of NGO Roles in Environmental Participatory Processes

**Itay Greenspan, Hebrew University of Jerusalem (itaygree@mail.huji.ac.il); *Galit Cohen-Blankshtain, Hebrew University of Jerusalem (g.c.b@mail.huji.ac.il); *Yinnon Geva, Hebrew University of Jerusalem (yinnon.geva@mail.huji.ac.il)*

Despite plethora of research on NGO involvement in environmental participatory processes, their various roles are still under-conceptualized. This paper offers a conceptual framework of the mediatory roles that NGOs take in the connections between government and citizens in the context of environmental participatory processes. A conceptual typology is offered where four NGO prototypes – professionals, enablers, service providers, and partners - emerge along two axes - the nature of involvement and NGO orientation. Using case examples, the opportunities and limitations of this typology are discussed. The conceptual typology shows the complex, and sometimes less-successful, contribution of NGOs to environmental participatory processes.

A Country-Level Analysis of Institutional Arrangements Around Social Entrepreneurial Activities

**Ahreum Han, Florida State University (ah16g@my.fsu.edu); *Boyie Kim, Florida State University (bk16c@my.fsu.edu); *Sung Eun Lee, Florida State University (sl16s@my.fsu.edu)*

This study investigates country-level institutional arrangements that affect the emergence of social enterprises by using cross-sectional data of 150,000 adults in 49 countries in 2009. I postulate there are two dimensions that influence the emergence of social enterprises: individual traits and institutional arrangements. Hierarchical Linear Model is employed to simultaneously investigate the contributing factors, hierarchically structured as individual- and country-level. Since there is a dearth of evidence of what determines social entrepreneurial activities, I expect that my findings will offer meaningful guidance for governments who are striving to promote social enterprises as a remedy to grapple with abounding social issues.

A Critical Fundraising Perspective: Understanding the Beneficiary Experience

**Abhishek Bhati, Bowling Green State University (abhati@bgsu.edu)*

One question that comes to the fore for NGOs and fundraisers in this context is—does the end justify the means? To be sure, fundraising is vital for an NGO's survival, but where do we draw the line in representing beneficiaries in a stereotyped manner? Is the exploitation of beneficiaries worth the funds raised? Our paper explores these questions by critically examining the current literature and practices in fundraising often ignore beneficiaries altogether or reduce their role to mere “exhibitions” used to raise more money and focus instead on donors and why they give using postcolonial theory as a lens.

Active Choice Architectures: A New Mechanism to Spark more Blood Donations

**Meikel Soliman, Universität Hamburg (Meikel.Soliman@wiso.uni-hamburg.de)*

Finding new ways to improve donor recruitment for nonprofit organizations, particularly for blood collecting services is becoming increasingly important. Blood donors continue to represent only 3% of the entire population in both Germany and the US. Building on behavioral decision-making and marketing literature, this study hypothesizes that blood collecting services can utilize active choice architectures for recruiting donors. To test this proposition, a behavioral experiment is conducted testing three framing options: simple yes/no, active choice, and enhanced active choice. To enhance the understanding of how framings influence decisions to donate blood, items on social desirability bias and reactance are included.

Activist Coalitions and the Third Sector: Building the Civic Capacities and Organizational Social Capital of Community-Based Organizations

**Sean Young, Loyola University Chicago (syoung@luc.edu)*

State retrenchment has placed conflicting pressures on community-based organizations (CBOs) to perform more services with fewer resources, creating the need for CBOs to engage in efforts to change current political arrangements of power and resources. Despite the challenges for CBOs to engage in political advocacy, social movement activists in coalitions provide social capital and leadership development for CBOs that allow them to fulfill a vital civic role in participating in democratic public life and enhance their ability to support civil society.

Addressing Complexity in International Non-Governmental Organizations: Improving Evidence and Practice

**Kathryn Hendren, George Washington University (kyeager@gwmail.gwu.edu)*

As acceptance of the complexity inherent in human systems increases, NGOs must develop innovative solutions for designing and evaluating programs. The problem facing international development NGOs is that increasing recognition of complexity has not been matched by an increase in available tools for coping with complexity. This paper utilizes a sector-wide survey and in-depth literature synthesis to move towards a holistic framework for complexity-aware monitoring and evaluation. The long-term benefit of a complexity-aware M&E toolkit is to develop knowledge of what works, improve program design, encourage organizational and sector-wide learning, and create more sustainable programs and change.

Adequate Advocacy? Nonprofit Engagement in the Policymaking Process

**Jodi Benenson, University of Nebraska Omaha (jbenenson@unomaha.edu); *Melanie Marlene Chapman, University of Nebraska at Omaha (mmchapman@unomaha.edu)*

While nonprofit organizations play an important role in delivering services, nonprofits must also become experts in advocacy. However, little

research has triangulated survey data from nonprofit leaders and policymakers to understand how these actors perceive, understand, and act around advocacy activities. This paper uses data from two surveys of nonprofit leaders and policymakers to answer the following questions: What is the level of awareness, knowledge, and capacity of nonprofits and policymakers to engage in advocacy activities? How do policymakers at the city, county, and state levels perceive nonprofit engagement in the policymaking process?

Advocacy and Lobbying for Broad, Sector-Wide Interests: How the Nonprofit and For-Profit Sectors Compare

**Alan J. Abramson, George Mason University (aabrasm@gmu.edu); *Michael M. Sweigart, George Mason University (msweigart@gmu.edu)*

The focus of this paper is advocacy around broad, sector-wide issues, such as tax provisions that affect the nonprofit sector as a whole. To deepen understanding of sector-wide advocacy, this paper will compare the activities and impacts of organizations that advocate for the nonprofit sector with those that speak up for the for-profit sector. A particular focus will be an in-depth comparison of the two major sector lobbyists, Independent Sector for the nonprofit sector and the U.S. Chamber of Commerce for the business sector.

Advocacy, Civic Engagement, and Social Change

**David Suarez, Evans School of Public Policy and Governance (dsuarez@uw.edu)*

This paper identifies salient, underexplored research questions on the role of private organizations in social change. The paper proceeds by confronting the diversity of definitions that impede cross-disciplinary dialogue on advocacy and civic engagement, with the intention of specifying terms that offer useful conceptual precision and establishing a shared discourse. The paper then situates the direct and indirect social change efforts of private organizations in historical context; the bulk of the chapter summarizes the state of the field of research, organizing the discussion around the enduring topics that have garnered scholarly attention.

A Gender Perspective on Representative Bureaucracy of NGOs in Ghana

**Sandy Zook, University of Colorado Denver (sandy.zook@ucdenver.edu); *Sebawit Bishu, University of Colorado Denver (SEBAWIT.BISHU@UCDENVER.EDU); *Alex Osei-Kojo, School of Public Affairs, University of Colorado Denver (ALEX.OSEI-KOJO@UCDENVER.EDU); *Justice Nyigmah Bawole, University of Ghana (jnbawole@ug.edu.gh)*

The theory of representative bureaucracy posits that when bureaucrats share demographic or social identity with citizens, they are more likely to act in ways that benefit minority groups (Meier and Nigro 1976; Riccucci and Meyers, 2004). This theory has been widely applied within the U.S. at all levels of government; but, little research has tested this theory in nonprofit organizations (LeRoux 2009). Nonprofits act as bridges between government and their constituencies, thus our paper extends this theory to nonprofit organizational leadership in Ghana, in Sub-Saharan Africa. Using data from annual reports filed with a Ghanaian Ministry, we use a gendered approach to explore how gender representation in nonprofit executive leadership influences organizational outcomes.

A Governance Framework for Understanding Government-Nonprofit Relations

**Nicole P. Marwell, University of Chicago (nmarwell@uchicago.edu); *Maoz Brown, University of Chicago (maozbrown@uchicago.edu)*

This paper aims to chart new analytical territory in government-nonprofit relations, focusing on two key themes. We argue that recent research (1) relies less on a unitary notion of the state; and (2) demonstrates increased attention to particular institutional arrangements between government and nonprofits. In other words, these newer strands of research attempt to explain government-nonprofit interaction less by recourse to core sectoral distinctions and more by noting the details of specific administrative conditions and policy environments. In doing so, this

research complements the traditional perspective on government (i.e. the public sector) with a greater focus on governance.

A Grassroots Approach to Influencing Housing Policy: A Case Study Analysis of One DC

**Aabiya Noman Baqai, University of Texas at Arlington (aabiyanoman.baqai@uta.edu)*

One DC, a grassroots level organizing-based nonprofit located in the heart of Washington D.C., is a prime example of how grassroots organizing, and building a sustainable community capacity and leadership can help shape urban policies that serve equitably. This study assesses and analyzes the role that One DC has played in preventing low-income minority communities from facing the consequences of racially-infused urban policies such as gentrification in D.C., and how such approaches can be adopted in other similar contexts nationally and internationally to tackle key urban policy issues.

Altruism, Hybrid Firms, and Mixed-Market Competition

**Eleanor Brown, Pomona College (ebrown@pomona.edu); *Qing Fan, Pomona College (qing.fan@pomona.edu); *Yufeng Hu, Pomona College (yufeng.hu@pomona.edu)*

In recent years, the emergence of new legal forms allowing for-profit firms to incorporate with a formal commitment to both social purpose and profit has blurred the traditional distinctions between for-profit and nonprofit firms. Modeling nonprofit entrepreneurs to be either pure or warm-glow altruists, concerned alternatively with consumer surplus, quantity sold, or quantity of charitable services provided, we analyze Cournot equilibria in markets shared by an altruistic firm and a for-profit, nonprofit, or hybrid competitor.

Alumni Perspectives on Nonprofit Studies Programs: Are Expectations Met?

**Erin K. Nelson, The University of Memphis (e.nelson@memphis.edu)*

Drawing on a survey of alumni from a nonprofit studies concentration within a Master of Public Administration program, this paper utilizes the Nonprofit Academic Centers Council graduate curricular guidelines as a benchmark to address three questions: (a) What knowledge is perceived as necessary for success within the nonprofit workforce? (b) Did the nonprofit curriculum within the MPA provide alumni with career-appropriate knowledge? and (c) What impact did the MPA experience have on their career trajectory? Results highlight the appropriateness of current curricular offerings, as well as the influence of program elements on alumni career trajectories and perceived success.

A Model of Leadership Types and Their Capabilities and Limits: Evidence From Civil Society Development Organizations

**Adela Z. Ghadimi, Florida State University (azg15@my.fsu.edu); *Ralph S. Brower, Florida State University (rbrower@fsu.edu)*

We argue that charismatic leaders in third sector organizations in developing countries often hinder long-term capacity building because they inhibit adaptation and discretion within the middle ranks where much of the knowledge exists about on-the-ground realities. Employing data from 38 Philippine CSOs we induce a typology of leadership activities based on: a) the distinction between context-specific leadership actions and those originating from leaders' formal positions; and b) leadership action as either emergent or heroic. We identify characteristics of the respective forms of leadership and provide guidance for employing them in building leadership capacity at multiple levels of development CSOs.

A Multi-Level Framework for Understanding Institutional Influences on Social Enterprise

**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.

A Multinational Comparison of Giving and Volunteering: A Fuzzy-set analysis of OECD 25 countries

**Sohyun Park, Yonsei University (sagua1216@gmail.com)*

This study mainly focuses on the relationship between socio-environmental factors and charitable behavior – giving and volunteering. Analyzing 25 OECD countries, this study attempts to (1) examine the environmental difference in giving and volunteering at a national level, (2) classify the types of states based upon the level of public social expenditure and private contributions, and, (3) examine the effect of institutional and sociocultural factors on the charitable behavior. Using fuzzy-set ideal type analysis, the 25 countries are classified into four types of welfare resource. Also, using fuzzy-set qualitative comparative analysis, necessary and sufficient conditions of charitable behaviors are analyzed.

Analyzing Donor-Advised Funds: How DAF Grants Flow and are Recession Resistant

**Dan Heist, University of Pennsylvania (heist@sp2.upenn.edu); *Danielle L. Vance-McMullen, University of Memphis (dlvance@gmail.com)*

Donor-advised funds (DAFs) are an increasingly popular philanthropic vehicle. DAFs receive an increasing share of all charitable donations and control a sizeable proportion of grants made to other nonprofits. Their emerging prominence in the field of philanthropy motivates this research to analyze how money flows through donor-advised funds. Using a panel data set of DAF organizations from 2007 to 2016, we conduct longitudinal analyses of key DAF metrics, such as grant-making and payout rates. We then use macroeconomic indicators to understand the relationship between donor-advised fund activity and economic conditions, specifically during economic recessions. We find flow increases during recession.

An Analysis of Annual Reports for Community Foundations Located in Appalachia

**Christine W. Cugliari, High Point University (ccugliar@highpoint.edu); *Carson Spering, High Point University - undergraduate (carsonspering@outlook.com)*

The Appalachian Region is an area of economic contrasts. The purpose of this study is to develop an understanding of the impact of counties' economic status on the quality of the region's 81 community foundations' grantmaking and annual reports. A qualitative analysis incorporating a document review of annual reports is the basis for the study. Reports available on line will be examined for clues and themes that may emerge from report format and included content such as philanthropic stories and financial data. Additional data included for analysis include: board composition, total assets, areas of grantmaking, and grant size.

An Analysis of Online Volunteer Mentors

**Dyana Mason, University of Oregon (dmason@uoregon.edu); *Saurabh A. Lall, University of Oregon (slall@uoregon.edu)*

Professional mentoring is an area of keen academic interest. Yet, little is understood about the determinants of volunteer mentors, particularly those that mentor through online platforms. This study marshals a unique dataset offered by an international nonprofit organization that offers an online e-mentoring platform for emerging entrepreneurs. Knitting together the e-mentoring and volunteer management literatures, this study will seek to estimate the determinants of online volunteer mentors over time, and identify characteristics that may lead to successful mentor-mentee relationships.

A New Perspective on the Prosocial Functions of Emotions: Gratitude and the Witnessing Effect

**Patrick Dwyer, Indiana University - Lilly Family School of Philanthropy (pcdwyer@iupui.edu); *Sara B Algoe, University of North Carolina at Chapel Hill (algoe@unc.edu); *Ayana Younge, University of North Carolina at Chapel Hill (ayounge@kenan-flagler.unc.edu); *Christopher Oveis, University of California, San Diego (oveis@ucsd.edu)*

We propose a novel theoretical and empirical approach to studying group-level social functions of emotions and use it to make new predictions about the prosocial consequences of gratitude. Here, we document the witnessing effect: In social groups, emotional expressions are often observed by 3rd party witnesses. Emotional expressions may coordinate group living by changing 3rd party witnesses' behavior toward 1st party emotion expressers. Across six experiments, we test this proposition for gratitude, finding that 3rd party witnesses are more helpful and affiliative toward a 1st party grateful person who expressed gratitude to a 2nd party benefactor.

An Examination of Nonprofit and Local Government Relationships: Evidence from Florida Counties

**Jingran Sun, University of North Texas (JingranSun@my.unt.edu); *Robert Bland, University of North Texas (Robert.Bland@unt.edu); *Xiangyu(Dale) Li, West Texas A&M University (xli@wtamu.edu)*

With increasing social heterogeneity comes and increasing role for nonprofits in filling in the service gaps left unfilled by government (Weisbrod 1997). The research literature that has examined the relationship between nonprofits and local governments has not examined the cost of the property tax exemption extended to nonprofits or whether that exemption eases local governments' service burden. This study investigates the following question: Do nonprofit organizations reduce the expenditures of local governments?

An International Comparative Perspective on Nonprofit Political Controls

**Suzette Myser, University of Central Florida (Suzette.myser@ucf.edu)*

This research explores whether and how the political control environments of nonprofit organizations influence the structuration of the nonprofit sector (Sandiford 2012). The global nature of these phenomenon provide for a wide variety of control mechanisms that can be identified and compared across nations. A careful case selection of at least two countries and the U.S., following the recent nonprofit scholarship by Bies (2010), will be presented.

A Partnership Model of NGOs, Government and Business in Japan

**Akiko Iizuka, Utsunomiya University (iizuka@cc.utsunomiya-u.ac.jp)*

This study analyzes a partnership model of Japanese NGOs' collaboration with government and business, called Japan Platform (JPF). The partnership is analyzed through stakeholder analysis, defining the role of each actor, its interests, influence, capacity and interrelations. As a result, the JPF as an institutional standby system to prepare for disasters in ordinary time, has made substantial contributions so that member NGOs can provide emergency assistance without financial constraints, the government can improve its Official Development Assistance (ODA)

in visibility and the collaboration with other actors, and business sector can fulfill the needs of social responsibility.

A Penalty for Hybrid Organizing? The Contingent Consequences of Being a Social Enterprise

**Yi Zhao, University of Arizona (yz579@email.arizona.edu); *Cheryl M Ellenwood, University of Arizona, School of Government and Public Policy (cheryle@email.arizona.edu)*

Social enterprises combine competing logics of creating social and financial returns. Although existing literature has documented the challenges internal to hybrid organizations and potential consequences of commercialized strategy, it remains empirically unclear how social enterprises are evaluated by external audiences. In this paper, we use a unique dataset to test the hybridity-based penalty for social enterprises. More importantly, we investigate conditions under which this penalty may be mitigated. Our findings may contribute to research in hybrid organizations by both verifying the constraints of categorical classification and illustrating various situations that could relax or aggravate these constraints.

A Penny for Your Thoughts: How do Fundraisers Think about Clients and Donors When Writing Appeals?

**Ruth K Hansen, University of Wisconsin-Whitewater (hansenru@uww.edu)*

Intentional communication is essential to fundraising: it defines relationships between askers, givers, and beneficiaries. But most fundraising research focuses on donor behavior, without considering the type of beneficiary, or fundraisers' discretionary decisions. This paper draws on semi-structured interviews with fifteen fundraisers about their objectives for a great appeal letter, and how clients with differing social acceptability prompt adaptation. This study examines how the meaning fundraisers internalize from writing persuasively to benefit clients with varied social acceptability is translated into the text of fundraising letters to encourage behavior in potential donors.

A Performative View on Organizational Ownership

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

The legal-economic perspective accounts for (legal-)ownership within organizations with traditional investor-owned ownership structures, but limits the ways in which ownership can be claimed and what ownership entails. Thereby, insufficiently accounting for ownership in alternative organizational contexts (e.g., civil society, hybrid, and open organizations). In order to account for ownership in alternative organizations and ending ambiguous and latent ownership statuses, we need to approach ownership in performative terms resonating around claim-making. A performative view entails four key principles: (1) claim-making is an ongoing and open-ended process; (2) and socially constructed; (3) ownership claims involve contestability; (4) contracts are one resource on which organizational ownership can be claimed. As ownership underpins our understanding of organizational behavior and corporate governance, the paper contributes to management and organization studies.

A Policy Innovation in Hong Kong: The Role of Social Innovation and Entrepreneurship Development Fund in Fostering the Social Enterprise Sector

**Chee Hon Chan, The University of Hong Kong (gefchchan2@gmail.com); *Cheryl Hiu-Kwan Chui, The University of Hong Kong (chkchui@hku.hk)*

Despite rapid growth of social enterprises in Hong Kong, the existing sector has been described as homogenous. In response, the government launched a Fund to diversify and expand the sector. Key policy mechanisms were implemented: a multi entry-points mechanism; an inclusive eligibility criteria; and an innovation-focused funding model. This study found that these mechanisms was able to foster social innovative initiatives of different maturity levels; attract novel actors and facilitate the generation of new social enterprise models. Our work illustrates a case of how innovation in policy catalyze the social enterprise sector development.

Are Disasters Disastrous to Nonprofit Organizations? Investigating the Financial Implications for Nonprofits Following Hurricane Sandy

**Xintong Chen (xchen43@ncsu.edu)*

Nonprofit organizations (NPOs) tend to be more sensitive to external disastrous events due to their high reliance on external funds and volunteers. This paper investigates how disasters impact the financial performance of NPOs, and the sample includes NPOs that were affected by Hurricane Sandy and others which were unaffected but reside in a nearby region. Using a logistic regression model, the analysis investigates if the disaster contributed to the likelihood a nonprofit would experience financial distress. The findings contribute to understanding and management of financial performance of NPOs in disaster settings, both in theory and practice.

Are Federal Grant Awards harmful to Nonprofit's Financial Health? Claims versus Evidence.

**Jeremy Philip Thornton, Samford University (jpthornt@samford.edu); *Jesse Lecy, Arizona State University (jdlecy@gmail.com)*

One-half of US nonprofits report that government payments are insufficient to meet the requirements of a grant or contract (Urban Institute, 2013). This study uses government FAADS data to examine the scope, magnitude, and consequences of government underpayment to nonprofits. Nonprofits are more likely to display financial stress, reallocate resources internally, or reduce headcount when a new grant or contract has been received. The paper finds that the underpayments are concentrated within a few agencies. We explore the possibility that some federal agencies may behave opportunistically by using monopsony power to leverage the value of their payments.

Are We All on the Same Page? Using Data and Dialogue to Understand Nonprofit Capacity Building

**Richard Clerkin, Institute for Nonprofits NC State University (Richard_Clerkin@ncsu.edu); *Kate Albrecht, North Carolina State University (kralbrec@ncsu.edu)*

Measurement of nonprofit capacities has been a key element in the search for effective capacity building efforts, yet practitioners struggle with definitions that remain ambiguous. Few studies have embraced these conceptual tensions. We provide a lens on why research and practice may be applying highly contextual definitions that our data demonstrate as not generalizable across nonprofit subsectors and their stakeholders. Our mixed-methods analysis of survey results, focus groups, and a day-long dialog of multiple stakeholder groups illuminates that there is a need for a deeper understanding of diverse perspectives of both capacity and capacity building.

Are Women and Men's Pay Increase Trajectories Different in the Nonprofit and the For-Profit Sectors?

**Rong Zhao (rz2257@columbia.edu)*

Research on the nonprofit/for-profit sectoral difference in worker pay and gender pay gap tend to focus on one time-point. Few examined nonprofit workers' pay improvement potential compared to that of the for-profit sector. Using Survey of Income and Program Participation 2008 panel data, this paper tracks the pay increase trajectories of the U.S. nonprofit and for-profit workers over a four-year time span. Linear fixed effect model will be used to estimate the longitudinal change in pay.

ARNOVA: A History of Tough Leadership- as Told by Its Leaders

**Jamie Goodwin, Indiana University Purdue University Indianapolis (goodwinj@iupui.edu); *Jin Ai, IU Lilly Family School of*

Philanthropy (ail@iu.edu)

ARNOVA grew to become the premier convenor of American nonprofit sector scholarship. The building of networks, strategic planning and execution delivered ARNOVA from uncertain days as a young organization. ARNOVA's approach was strengthened by charismatic leaders who attracted a team of civic-minded academics and who led the group to plan strategically, amidst tough, ongoing conversations about the future of the organization. Beginning in the mid-1990s, ARNOVA's influence multiplied through growing membership, conferences, increased journal submissions and levels of funding. ARNOVA leveraged these forces to diversify and extend its influence globally.

Arts Engagement, Prosocial Traits, and Prosocial Behavior

**Xiaonan Kou, IU Lilly Family School of Philanthropy (koux@iupui.edu); *Sara Konrath, Indiana University (skonrath@iupui.edu); *Thalia Goldstein, George Mason University (tgoldste@gmu.edu)*

In four national datasets, we examine how arts engagement is associated with prosocial traits and behaviors. Are people who create or consume art more prosocial (e.g. more likely to volunteer and make charitable donations)? Does this depend upon art genre (performing arts, literature, or visual arts)? Does engaging in the arts at one time predict prosocial behavior seven years later? And vice versa? We include demographic and health controls to rule out confounds. This is the first comprehensive investigation of how arts engagement is associated with prosocial behavior, and has implications for theory and practice.

A Security Blanket or a Patchwork Quilt? Understanding Patterns of Community Foundation Grantmaking

**Heather MacIndoe, University of Massachusetts-Boston (Heather.MacIndoe@umb.edu); *Maria Pache de Athayde, University of Massachusetts Boston (m.pachedeathayde001@umb.edu)*

Community foundations are unique among U.S. foundations since they are legally required to both raise and disburse funds in a specified geographic area. This paper examines community foundation grantmaking in five U.S. metropolitan areas, specifically asking whether there is a spatial mismatch between philanthropic funding and community needs. Patterns of community foundation support vary across cities, with some community foundations (e.g. in Boston) funding in higher poverty areas, with no statistical difference between average grant sizes to nonprofits in poor (vs. less poor) neighborhoods. In other cities (e.g. Philadelphia) community foundations provide less support to nonprofits in high poverty areas.

Assessing Extension Collaborations Following Hurricane Irma

**Angela Lindsey, University of Florida (ablindsey@ufl.edu); *Laurie Hurner, University of Florida (lhurner@ufl.edu); *Dale Pracht, University of Florida (dpracht@ufl.edu); *Shelli Rampold, University of Florida (srampold@ufl.edu); *Tara Mercurio, University of Florida (TaraSMercurio@ufl.edu)*

Hurricane Irma came onto Florida on September 11, 2017 as one of the largest storms. Extension provided information, staffed Emergency Operation Centers, prepared physical locations, set-up and worked in shelters, and provided supplies. After Irma, Extension faculty and staff reported a need for potential community partners (nonprofit organizations, service organizations, local and county government) before a crisis in order to effectively and efficiently manage a disaster. The purpose of this study is to determine which organizations Extension collaborated with before, during, and after Irma; which organizations should they be partnering with; and determine if there were new collaborations following Irma.

Assessing Overall Success in Disaster Response: A QCA Approach to the Role of Network Centralities in a Disaster Response Network

**Yana Lu, Nanjing Normal University (Yanalu1108@163.com); *Bin Chen, Baruch College - CUNY (bin.chen@baruch.cuny.edu); *Zheng Yang, California State University-Dominguez Hills (zyang@csudh.edu)*

Inter-organizational collaboration is critical to effective disaster response. However, more research is needed to understand what determines the outcomes of such collaborative efforts. This study applies a qualitative comparative analysis (QCA) approach to examining the conditions under which participating organizations perceive cross-sectoral collaboration to be effective. We analyze data collected from a disaster response network of more than 40 nonprofit and government agencies in China's 2016 Jiangsu Tornado. Findings of this study contribute to the emergency management and network literatures by illuminating the relationship between network members' centralities and responding organizations' assessments of overall collaboration effectiveness.

Assessing the impact of an event-based giving circle model in Central and Eastern Europe

**Jason Franklin, Dorothy A. Johnson Center for Philanthropy @ Grand Valley State University (jason_franklin@gvsu.edu); *Jessica Bearman, Independent Researcher (jessica@bearmanconsulting.com)*

In 2012, The Funding Network (TFN) began supporting event-based giving circles across Central & Eastern Europe (CEE) to encourage individual philanthropic giving, a practice being revitalized in primarily post-Communist communities. Now with 40+ circles across 9 countries, this evaluation will assess the impact of giving circle participation on individuals, organizations, and local philanthropic institutions. This study will provide the first empirical insight into the impact of event-based GC models in CEE and offer insight about the viability of giving circles as a tool to promote philanthropy in post-Communist societies.

A Stakeholder and Stewardship Theoretical Approach for Gift Financed Firms

**Matt Ryan Huml, Texas Tech University (matt.huml@ttu.edu); *Christopher Michael McLeod, Texas Tech University (Christopher.M.Mcleod@ttu.edu)*

The purpose of this study was to extend the tenets of stakeholder and stewardship theory into the context of gift-financed organizations. We interviewed 19 athletic administrators employed in fundraising offices at Power Five, Division I NCAA universities in the United States. Findings from our study include (1) an inverted model of stakeholder salience, with the organization trying to influence their external stakeholders, and (2) a continuum model representing the influence of donor priorities on institutional decision-making. We recommend gift financing be conceptualized like other types of corporate finance in that it includes governance relations as well as unencumbered capital.

A Study of Cross-Sector Collaboration for Homeless Medical Services: The Costs of Public Service Collaboration to Nonprofit Organizations

**HeeSoun Jang (heesoun.jang@unt.edu); *Jesus N. Valero, University of Utah (jesus.valero@utah.edu); *Federickia Washington, University of North Texas (federickia_washington@yahoo.com); *jihoon jeong, University of North Texas (jihoon.jeong@my.unt.edu)*

This research examines Continuum of Care homeless networks and the diverse approaches that CoCs implement to address the medical service needs of homelessness. Since federal resources have been largely concentrated on housing related services, medical service provision is often left to the responsibility of local entities such as local governments and nonprofit organizations. We, therefore, explore collaboration challenges in the development of commitment between key actors especially when they don't see the immediate benefit from collaboration. Data collected from a national survey informs factors associated with barriers and benefits in collaboration in the context of dispersed resources and expertise.

A Study Of Humanitarian Supply Chain Management For Daily Supply In Kingdom Of Saudi Arabia

**Illias Abdulkareem Musliyar, al-aradi.org (imusliyar@al-aradi.org); *Mohammed Alkahtani, King Saud University, Industrial Engineering Department (moalkahtani@ksu.edu.sa); *Ghadah Alarifi, Princess Nourah bint Abdulrahman University (Gaalari@pnu.edu.sa)*

Abstract: Humanitarian supply chain is one of the interesting areas of supply chain management science. In this paper, two cases are studied and analyzed. A new framework of daily poverty support supply chain is designed and compared with the current supply chain.

A Study on the Evolution of the Nonprofit Board Interlock

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

While board interlock has been studied extensively in public and private contexts, the topic is relatively new to nonprofit sector scholarship, and the question of how affiliation networks change over time remains largely unanswered. This study fills this gap by examining the evolution of nonprofit board interlock over an eighteen-year period across three mid-sized U.S. cities. Network analysis and temporal exponential random graph models are employed to analyze longitudinal data of public charities. Initial findings suggest that board interlocks exhibit stable and cohesive structure despite network growth and environmental shifts.

A Taxonomy of Nonprofit Mergers: An Empirical Examination of Nonprofit Sizes and Types that are Likely to Form Merger Pairs

**Nathan E Dietz, Do Good Institute (nathandietz@yahoo.com); *Jesse Lecy, Arizona State University (jdlecy@gmail.com);*

**Matthew Lee, INSEAD Singapore (matthew.lee@insead.edu)*

As the nonprofit sector has reached a saturation point where nonprofit closures exceed new formations (Lecy and Van Holm, 2018), the increasingly competitive environment has created pressure for mergers and consolidations. Mergers have historically been challenging to study because there is no unified national database. New IRS e-filer data gives access to Schedule N fields that can be used to examine mergers in the nonprofit sector. We contribute to an understanding of the topic through a taxonomy of mergers that examines which pairings of nonprofits are most likely to occur and succeed.

At Ground Zero: Nonprofit Leaders' Knowledge and Application of Fiduciary Duties

**Crystal Trull, University of San Diego (crystaltrull@sandiego.edu)*

Nonprofits today are faced with increased regulation, accountability demands, and leadership responsibilities. Given that board service is voluntary, typically without formal training or certification, how can nonprofits govern effectively when leaders have varying degrees of knowledge and experience? This quantitative, pilot study focuses on "ground zero": individual nonprofit leaders' understanding and source of basic fiduciary duty knowledge and how that knowledge is applied to governance activities. Preliminary results of more than 200 board and

executive staff indicate that although individual nonprofit leaders believe they have enough knowledge to carry out their duties, their knowledge may not be accurate.

Audience-Building Strategies Among Nonprofit Performing Arts Organizations: Innovations and Challenges

**Francie L. Ostrower, University of Texas at Austin (fostrower@austin.utexas.edu)*

Nonprofit performing arts organizations face significant challenges. Attendance is declining across multiple art forms, elements of traditional business models are becoming less effective, and some contend that supply has exceeded demand. How then are performing arts organizations developing and implementing innovative ways to attract and retain audiences? That is the question addressed by this paper, which also examines barriers and challenges to such innovation. The paper discusses preliminary findings from extensive fieldwork and literature review conducted as part of a multi-year, multi-method research evaluation, currently underway, examining the efforts of organizations undertaking audience-building activities as part of a foundation-funded initiative.

Authenticating Leader Behavior Styles and Job Satisfaction Within Nonprofit Organizations

**Kenneth Anderson Taylor, The Bush School of Government and Public Service, Texas A&M University (kataylor@tamu.edu)*

Research suggests nonprofits must take into account the behavior of leaders when considering the future of charitable organizations. Presentation is focused on recent quantitative findings on leadership behavior within nonprofits and its relationship with job satisfaction. The Authentic Leadership Questionnaire and the Leader Behavior Description Questionnaire was used to measure behavior, and the Job Descriptive Index was utilized to measure job satisfaction. Along with study findings, presentation will cover takeaways and implication from the study.

Back to the Basics: A Model for Teaching Board Meeting Skills in Nonprofit Curriculum

**Regan Harwell Schaffer, Pepperdine University (regan.schaffer@pepperdine.edu)*

Much is written about effective nonprofit board governance and the attributes of a good board member. Curricular guidelines are developed to reinforce these principles, nonetheless, it appears that poorly managed meetings persist. While meeting management abilities may be part of the discussion in our classrooms, reality is that meetings skills often must be observed and practiced to be learned. This study seeks to identify if poor meetings contribute to board member apathy and will propose a curricular model that teaches meeting management skills while also providing board meeting assessments for local nonprofit organizations.

Balancing Management Capacity and Grant-Making in Private Foundations: An Investigation of Other Professional Fees

**Jihye Jung, School of Public Affairs, University of Colorado Denver (jihye.jung@ucdenver.edu); *Todd Ely, University of Colorado Denver (todd.ely@ucdenver.edu)*

One of the central challenges nonprofits face is balancing adequate administrative spending to maintain and grow management capacity with program expenses for mission fulfillment. Despite the developed literature on overhead costs in public charities, little is known about this balancing act in private foundations. Using the IRS Statistics of Income (SOI) Private Foundations Harmonized Microdata Files (1985-2014), the proposed research examines foundation activities supported by “other professional fees”, one of the largest administrative costs, relates the presence of such fees to foundation characteristics, and links these investments in capacity building to organizational outcomes (endowment returns).

Becoming a Leader ‘On the Job’: Examining How Internal Interim Leaders Build Leadership Capacity

**Michelle Schneider, University of San Diego (ahearnem@gmail.com); *Tessa Tinkler, University of San Diego*

(ttinkler@sandiego.edu)

The nonprofit sector has a history of underinvesting in human capital. One strategy to address this problem is the use of nonprofit sabbaticals, which allow executive directors to disconnect from their organizations while aiming to build the leadership capacity of an internal interim leader through an experiential leadership opportunity. This mixed-methods study focuses on the experience and professional development of internal interim leaders in the absence of the executive director. Preliminary results indicate internal interim leaders are able to build their leadership capacity, and individual, organizational and structural factors both facilitate and challenge their development.

Beethoven, Baumol and Bloat

**Nicolas Duquette, University of Southern California (nduquett@usc.edu); *Mirae Kim, Georgia State University (mkim141@gsu.edu)*

The issue of "cost disease" has long been a concern for the performing arts. This study exploits a newly digitized, high-quality panel data to understand the impact the establishment of two transformative performing arts funding sources over 1966-1974: the National Endowment for the Arts, and the Ford Foundation's Symphony Orchestra Stabilization Program. Our preliminary findings suggest that both the NEA and the Ford fund contributed to professionalization of the US performing arts industry, but in slightly different ways. Acknowledging that professionalization of the sector is likely to continue, we discuss the implications for current nonprofits coping with structural deficits.

Behind the Data: Examining Why U.S. Muslims Give Less to Religious Institutions and Causes

**Shariq Ahmed Siddiqui, Association for Research on Nonprofit Organizations and Voluntary Action (ssiddiqu@iupui.edu); *Rafia Khader, Indiana University - Lilly Family School of Philanthropy (rkhader@iupui.edu)*

Religious causes and institutions continue to comprise the top-ranked category of recipients of philanthropic giving in United States. Not all faith communities give at the same level or rate. The 2017 American Muslim Poll revealed that U.S. Muslims gave less to religious causes than other U.S. faith groups. This paper seeks to explore six different factors which may account for why U.S. Muslims give less, two of which are purely demographic in nature. The other possible reasons relate to different cultural and religious understandings of giving that are contextual to the experience of U.S. Muslims living in a post-9/11 world.

Between Friend and Foe: A Multidimensional Discrete Model of Network Management Practices

**Junesoo Lee, KDI School of Public Policy and Management (jslee@kdischool.ac.kr); *Jeongyoon Lee, Ball State University (jlee20@bsu.edu)*

What kinds of relationship exist between friend and foe? To answer this question on the network relationship frames, we interviewed the key actors in a local hydraulic fracturing policy network in NYS and analyzed their relationships in the three dimensions: goal-congruence level, contact frequency, and power imbalance. Using the three dimensions as determinants of the relational types, we found eight distinctive relationships: watching, stabilizing, avoiding, ignoring, confronting, challenging, collaborating, and cooperating. Our findings will provide a comprehensive discrete spectrum between friend and foe, and the implications for more realistically diversified analyses and practices of network management.

Beyond Campaigns: Investing in 501(C)(4) Organizations as a New Form of Resilient Political Action

**Margaret Post, Clark University (mpost@clarku.edu); *Gigi Barsoum, Barsoum Policy Consulting (gigibarsoum@gmail.com);*

**Merrill Sovner, Center on Philanthropy and Civil Society (msovner@gradcenter.cuny.edu)*

501(c)(4) organizations are social welfare organizations that can undertake a wider range of lobbying and electoral activities. The non-tax deductible contributions have traditionally been used by labor unions at election time or as political campaign donations. However, progressive donors increasingly use this funding to invest in community-based organizations between electoral cycles. This paper investigates six case studies in which 501(c)(4) funding is used effectively for social change, supporting organizing and advocacy strategies for underserved and marginalized groups. We find that 501(c)(4) organizations function as political actors and demonstrate a new form of political organization.

Beyond Food Distribution: The Context of Food Bank Innovation in Alabama

**Kathryn Strickland, Community Food Bank of Central Alabama (kstrickland@feedingal.org); *John R. Whitman, University of*

Toronto (john.whitman@utoronto.ca)

In Alabama, four food banks serve a population with the third highest rate of food insecurity in the U.S. All four underperform according to a standard food distribution metric. Despite underperformance, three of the four have launched innovative social enterprises. This paper explores the environmental factors that explain how these chronically underperforming food banks undertook innovations that expand the definition of a traditional food bank using a conceptual framework of innovation-inducing environments presented by Johnson (2010).

Beyond Motive: International Grantmakers and the Quest for Maximal Impact

**Emily Bryant, Boston University (ebryant@bu.edu)*

Among myriad pressing social, economic, and environmental issues, U.S. philanthropic foundations decide which compelling challenges to intervene in and in what ways. How do they choose to distribute their gifts globally? Extant theories of foundation giving posit that philanthropic motives drive grantmaking decisions, yet these are hardly conclusive. Rather, drawing upon 73 interviews with philanthropic actors and observations at grantmaking conferences, I find foundations are driven by the criterion of "impact," which compels them to distribute funding in ways that produce sizable change. Understanding their decision-making practices illuminates how certain causes are deemed worthier of foundation support than others.

Beyond the Boomerang: Transnational Advocacy in an Age of Rising Southern Power

**Christopher Pallas, Kennesaw State University (cpallas@kennesaw.edu)*

The theories used to understand transnational network advocacy are being rapidly undermined by empirical changes. Increasing agency and economic resources among Southern CSOs have yielded campaigns with no need for Northern partners. National restrictions on foreign NGOs have limited Northern NGO access to Southern states. The reshaping of global governance institutions and their increasing openness to CSO input has diminished the importance of CSO engagement with states. As a result, transnational advocacy is no longer defined primarily by the transnational nature of the actors, but the transnational nature of the issue on which advocacy is being conducted.

Beyond the Break-Up: Learning from the Dissolution of a Grantmaking Collaboration

**David G. Berlan, Florida State University (dberlan@fsu.edu)*

After twenty years, one funder unilaterally left a joint grant-making program for human service nonprofits. This public private partnership between two local governments and a branch of the United Way empowered volunteer citizen panels to make funding decisions and was

generally well-regarded in the nonprofit community. The proposed paper uses archival research and interviews with key stakeholders to examine the motivations in establishing the partnership, continuing to operate it, and eventually abandon it. This paper aims to provide further insights into the prospects for joint funding mechanisms and the use of collaborative governance tools for philanthropy.

Boundary Spanning and the Strength of Ties Between Public and Nonprofit Members of State Asthma Coalitions

**Kun Huang, School of Public Administration, University of New Mexico (khuang@unm.edu); *Stephanie L Smith, University of New Mexico (slsmith@unm.edu)*

Collaboration among public, nonprofit and for-profit sectors and across different forms of specialization (such as advocacy and service delivery) is needed to address complex public health problems like diabetes, hypertension and asthma. Such network boundary spanning behavior has received scant scholarly attention, however. We analyze data from a survey of members of 25 state asthma coalitions for insights to factors affecting the strength of ties across two boundary spanning dimensions: sector and form of functional specialization. Implications for boundary spanning networks are discussed.

#BoycottFedEX,#BoycottDelta – How does online boycott movement influence the stock prices of National Rifle Association(NRA)'s business partners?

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

In this paper, the author examines the impact of the online boycott movement after the Stoneman Douglas High School Shooting on the NRA's business partners' stock prices. Using multilevel modeling and more than 200,000 relevant tweets that were generated during the boycott movement, the author examines the relationship between the logs of the characteristics of these tweets (i.e., the total number of tweets and retweets) that target NRA's business partner i in a time period t and the log of the same company i 's stock price in the time period $t+1$ and $t+2$.

Breaking the Isolation: Fundraisers, Informal Associations, and Professional Growth

**Sarah Nathan, Indiana University Lilly Family School of Philanthropy (sknathan@iupui.edu); *Genevieve G Shaker, Indiana University - Lilly Family School of Philanthropy (gshaker@iupui.edu); *Heather A O'Connor, IU Lilly Family School of Philanthropy (oconnorh@iupui.edu); *Pat Danahey Janin, IU Lilly Family School of Philanthropy (pdanahey@iupui.edu)*

Although understanding of the fundraising profession is growing, less is known about fundraisers working in smaller nonprofits, with limited access to professional associations. In this grounded theory study, we conducted focus groups with fundraisers who created an informal professional association. Literature has indeed shown that such associations can provide self-regulation, knowledge diffusion, and professional identity—similar to that offered by larger, formal associations. Our objective was explore why, when, and how fundraisers in small organizations form and use informal associations for professional growth and confidence. We created a model/theory describing one group's process with implications for supporting the profession.

Breaking the Starvation Cycle in Nonprofits - A Lab Experiment

**Yuan Tian, Indiana University Lilly Family School of Philanthropy (yuantian@iupui.edu); *Chiako Hung, Arizona State University*

(chung17@asu.edu); *Peter Frumkin, University of Pennsylvania (librown2@sp2.upenn.edu)

The starvation cycle in nonprofits is detrimental to nonprofits' survival and development. The current study, a between-subject lab experiment, is designed to investigate two new strategies for nonprofits to break the starvation cycle through alleviating donors' overhead aversion. The study findings indicate that both the high-quality performance strategy and the good transparency strategy can effectively alleviate donors' overhead aversion and promote charitable giving for an environmental nonprofit organization. Future studies are needed to replicate and extend the current research with different types of nonprofit organizations and donors.

Building Capacity and Sustainability Within Rural Communities for Persons with Intellectual and Developmental Disabilities Within a Community-Based Participatory Research Framework

*Nichole Guerra, The Resource Exchange (nxgb04@gmail.com)

Individuals with intellectual and developmental disabilities (IDD) remain underrepresented in traditional research (McDonald, 2012) and historically have had little voice in how research is conducted on their behalf (Hall, 2013; Beail & Williams, 2014). We propose using Community-based Participatory Research (CBPR) to close the gap in health and quality of life inequities among persons with IDD who live in rural communities. Through CBPR, researchers, community stakeholders, and nonprofit agencies can build capacity and sustainability that benefit communities long-term. This presentation will address an initiative for meaningfully inclusive research within the context of rural IDD communities in Colorado.

Building Capacity Without Red Tape? the Role of Support Organizations for GINGOs in the US

*Susan Appe, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY (sappe@albany.edu); *Allison Youatt Schnable, Indiana University (schnable@indiana.edu)

This research addresses citizen aid groups that we refer to as GINGOs: grassroots international NGOs. These are small-budget, volunteer-driven organizations typically launched by Americans who lack professional experience in international development or nonprofit management. How do leaders of GINGOs develop the necessary capacity for their organizations without giving way to the “red tape” that many of them criticize? This paper aims to identify promising practices from support organizations where GINGOs are engaged. We contribute to theory by articulating ways that GINGOs can build capacity even when they resist professionalization.

Building Community Foundations: 27 Years of Lilly Endowment's GIFT Initiative

*XIAOYUN WANG, IU Lilly Family School of Philanthropy (juliawang.0309@gmail.com)

In the past 40 years, private foundations have devoted millions of dollars to grow community foundations in the U.S. and around the globe. However, we have little understanding regarding how successful these initiatives are and why some community foundations supported by private foundations grow and others do not. This research intends to answer these question by examining Lilly Endowment's GIFT Initiative, a project to develop community foundations in every county of Indiana. Preliminary results show that with Lilly Endowment's support, community foundations in small, rural communities generate more local giving per capita than community foundations in populous, urban areas.

Bullying Behavior in Associations: Known and Unknown Toxic Players and Organizational Cultures

*Craig A Talmage (craig.talmage@gmail.com); *Bryan Hains, University of Kentucky (bryan.hains@uky.edu); *Kristina Hains, University of Kentucky (k.hains@uky.edu)

Bullying behavior, its players, and its effects are under researched in the nonprofit and voluntary sectors. This paper particularly concerns the salience and frequency of bullying behavior in professional associations. This member- and board-level assessment of bullying in associations will aid leaders, managers, and members in preventing and addressing those behaviors. Professional association members and their boards

deserve protection from bullying behaviors, but board cultures and members may perpetuate such actions. These behaviors may go unnoticed at first by leaders and members, but they can lead to potential mismanagement of resources and deceptive practices by particular members and leaders.

Caring Too Much?: Can Job Involvement Cause Work Family Conflict?

**Jessica Word, University of Nevada Las Vegas (jessica.word@unlv.edu); *Mark S Preston (mp2557@gmail.com)*

This research examines job involvements' nonlinear and interactive relationship with job satisfaction. Data for this cross-sectional field survey study were from a large national youth serving nonprofit organization. Findings supported our hypothesis that job involvement possesses a non-linear relationship with job satisfaction. Interestingly, we also found that co-worker support moderated the non-linear involvement-satisfaction association for female nonprofit employees who reported dependent care responsibilities

Case Study: Nonprofit Sector and its Impact on Bureaucratic Representation in China

**Xiaoyang Xu, PhD student (xx0266a@american.edu)*

Female's participation in the decision-making process can bring in many positive impact to the social development. As gender equality is still a growing issue in China, the bureaucratic representation of women is getting more attention from the nonprofit sector. Nonprofit sector has become active in providing programs to bring in gender equality in bureaucratic representation in China. Both international and local nonprofit organizations have carried out programs and advocacy works on this matter. This research examines the impact of international organizations and local organizations in China on bureaucratic representation. Local nonprofit organizations that have ties with government entities have much impact on the bureaucratic representations from the policy perspective.

Categorical Migrations as a Response to a Dominant Institutional Logics

**Hyunseok Hwang, Texas A&M University (gustjr2002@tamu.edu); *Hyein Kim, Texas A&M University (hyeinkim@tamu.edu)*

Institutional logics perspective is a meta-theory that reflects social actions based on symbolic and material practices, and categorization is a concept of cognitive mechanisms for legitimacy. Drawing upon two theories of institutional logics perspective and categorization, this study examines how organizational identities based on NTEE CC evolve, change, demise over time as a response to a dominant institutional logic.

Challenges and Opportunities for Islamic Organizations Seeking Change: A Comparative Case Study

**Andrew Charles Schoeneman, University of Richmond (aschoene@richmond.edu); *Sabith Khan, California Lutheran University (khanpgg@vt.edu)*

Since the turn of the 21st century, Muslim Americans and Muslims living or seeking to live in the US have faced heightened scrutiny, distrust, and open hostility. Using both a social movement and nonprofit management lens, we explore how two categories of Islamic organizations respond to political opportunities and challenges. In Islamic schools, we examine the struggle to balance legitimacy, cherished Islamic values, and justice. For Black American Muslim groups, we explore contemporary and historic civil rights connections. In both categories, we find organizations resourcefully navigating the intersection of politics and faith, advancing civic engagement, and strengthening democracy.

Change Agent Strategies Explored: Nonprofit Advocacy from a Community-Based Approach

**Jennifer Alexander, University of Texas at San Antonio (jennifer.alexander@utsa.edu)*

This presentation develops a case study to explore the process of advocacy from the perspective of a community-based approach. We examine how key nonprofit leaders and community activists mobilized citizens and waged a battle against the San Antonio City Council and entrenched

business interests to protect a community's iconic, Hays Street Bridge, over the course of a decade. Data is drawn from focus groups, interviews, organizational documents and secondary sources.

Change Agent Strategies Explored: Nonprofit Advocacy From Institutional to Community Based Approaches

**Jennifer Alexander, University of Texas at San Antonio (jennifer.alexander@utsa.edu); *Kandyce M Fernandez, The University of Texas at San Antonio (kandyce.fernandez@utsa.edu)*

The following presentation explores the process of advocacy from the perspective of key actors who drove policy change at the state and local level. Three exemplars of effective advocacy are presented and the story of how they were achieved is examined from the lens of power relationships in the organizational environment and how they shaped the outcome. Data is drawn from focus groups, interviews, organizational documents and secondary sources.

Characterization, Career Trajectory, and Contributions: Understanding Systems Intelligence as a Dimension of Leadership in the Nonprofit Cultural Sector

**Katherine Preston Keeney, College of Charleston Arts Mgt Program (keeneykp@cofc.edu); *Yuha Jung, University of Kentucky (yuha.jung@uky.edu)*

Systems intelligence is an important dimension of effective leadership (Boyatzis 2007; Jokinen 2005). Previous research (Author & Co-author, 2017) suggested that the nonprofit cultural profession demands systems intelligence of senior arts leaders, as compared to emotional and cultural intelligences. This research explores the ways in which systems intelligence is defined, acquired by cultural leaders, and applied in nonprofit cultural organizations. Framed by leadership theory, this research contributes to understanding of nonprofit cultural leadership in a global context. Preliminary findings suggest that systems intelligence is an important characteristic of arts leaders in globally-oriented organizations.

Checking in on the State of Nonprofit Research: A Systematic Literature Review and Agenda for Future Research

**Xintong Chen (xchen43@ncsu.edu); *Jessica Berrett, North Carolina State University (jlhaynie@ncsu.edu); *Honey Minkowitz, North Carolina State University (hminkow@ncsu.edu); *Amanda Stewart, North Carolina State University (ajstewa5@ncsu.edu); *Akua Twumasi, North Carolina State University (antwumas@ncsu.edu)*

The nonprofit sector continues to become more complex and diverse. The number of research articles on the field is growing, but is this research evolving with the changing landscape of the nonprofit sector? There have been a number of literature reviews conducted on nonprofit studies, but these focus on particular elements without considering the field as a whole. This study presents a systematic literature review of three prominent nonprofit journals (n=951), presents the progress and development of nonprofit research over the last five years, and makes recommendations for future research to build upon and expand the field of knowledge.

Chinese Model of Supporting Social Organizations: A New Framework

**Hao Shi, Zhejiang University, China (shihaojenny@foxmail.com)*

Supporting social organizations(SSO) can provide all-round support for service-oriented social organizations. Due to the influence of historical and political environment, China's SSOs not only have the function of supporting, also accepting the transfer of government functions and meeting the needs of governance. Given the complexity of current environment, the initiator and sources of funds as two dimensions basically determine the gene and future direction of an SSO. This paper summarizes four models, namely acting government, governmental-social binding, nongovernmental multivariate and consortium dominant. We select cases to illustrate those models and construct an analysis framework with Chinese characteristics.

Chinese Model of Supporting Social Organizations (SSOs): A New Framework

**Hao Shi, Zhejiang University, China (shihaojenny@foxmail.com); *Qing Miao, Zhejiang University, China (mqok@163.com)*

SSOs can provide all-round support for service-oriented social organizations. Due to the influence of historical and political environment, China's SSOs not only have the function of supporting, but also accepting the transfer of government functions and meeting the needs of social governance. Initiator and sources of funds as two dimensions basically determine the gene and future direction of an SSO. On this basis, we summarize four models, namely acting government model, governmental and social binding model, nongovernmental multivariate model and consortium dominant model. We select cases to illustrate those models and construct an SSO analysis framework with Chinese characteristics.

Citizen-Driven Monitoring of the Sustainable Development Goals

**Anita Raj Dhillon, American University (ad3679a@american.edu)*

This poster depicts how citizen perceptions could improve the monitoring of progress towards the Sustainable Development Goals. Nine tools measuring citizen perceptions are evaluated, leading to three findings. First, there is a need to confront the trade-off between the representativeness of long form surveys and the timeliness of 'pulse' style tools. Second, the analysis establishes a framework on how to gather citizen perceptions by confronting potential pitfalls of question development and design. Finally, bringing all data collected into a single, easy to access, open portal is discussed, to more deeply understanding the complex constructs of the Agenda for Sustainable Development.

Citizen initiatives as part of civil society in Norway: Motivation and engagement beyond the establishment

**June Fylkesnes, University of Agder (june.fylkesnes@uia.no)*

Citizen Initiatives (CIs) are increasingly evident in Norway. Initial mappings suggest an increase in numbers since 2000, and that this can be understood as an effect of a bureaucratized aid structure, leaving limited room for "people-to-people" engagement. NGOs acknowledging their existence try to accommodate for givers' need for proximity and the opportunity to interact. Despite their efforts, CIs grow in numbers. In this paper we explored CIs as part of Norwegian civil society, with a focus on their motivation and how they respond to needs. The argument is that CIs should be acknowledged as important actors within Norwegian aid.

Citizen initiatives for global solidarity: The role of Citizen Initiatives during crisis Hanne Haaland and Hege Wallevik, University of Agder, Norway

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

Citizen Initiatives have grown considerably in numbers across Europe and have received attention as they are responding to humanitarian crisis across the world. In many European countries citizens involved heavily in catering for incoming refugees, putting up voluntary based initiatives to meet needs. CI's also popped up responding to needs in hot spots, such as Lesvos. We discuss the role of CI's during crisis and argue that to meet the challenges of large scale population movements a first step would be to understand the key role that CI's play in their immediate response to needs and their engagement over time.

City Council Member Attitudes Toward Nonprofit Policy Roles and Assessments of Nonprofit Capacity in Large Wisconsin Communities

**Douglas M Ihrke, Helen Bader Institute for Nonprofit Management (dihrke@uwm.edu); *Michael Ford, University of Wisconsin-Oshkosh (fordm@uwosh.edu)*

Over the past 30-40 years we have witnessed a scaling back of government services and programs and the nonprofit sector has stepped in and take over this work. In this research we use originally collected data from city council members in large Wisconsin communities (populations greater than 10,000) to determine their attitudes toward the role and capacity of nonprofit organizations to effectively work in each of the 14 policy areas under examination. This work on the dynamics between the public and nonprofit sector in large Wisconsin communities will be of real interest to numerous audiences.

Civil Society and Social Movements in Food System Governance: A Conceptualization of Power and Governance Arrangements

**Jill Clark, John Glenn College of Public Affairs, Ohio State University (clark.1099@osu.edu); *Peter Andree, Department of Political Science, Carlton University (PeterAndree@CUNET.CARLETON.CA); *Charles Levkoe, Lakehead University (clevkoe@lakeheadu.ca); *Kristen Lowitt, Department of Geography and Environment, Mt. Allison University (kristen.lowitt@mail.mcgill.ca)*

There is a debate concerning civil society and social movements' engagement in governance. To be effective, must social movement organizations (SMOs) be disruptive and adversarial, making change from the outside? Or, given the nature of more contemporary forms of social movements, are there opportunities for SMOs to exercise power within governance arrangements? We address this debate in the context of place-based food systems. First, we develop a governance engagement continuum as a way of conceptualizing SMOs' roles, with a focus on the multi-dimensional use of power. Second, we apply this frame to nine cases of food governance in practice.

Civil Society in Transition: A Narrative Study of German Reunification and Post-Apartheid South Africa

**Kristin Broyhill, University of Nebraska at Omaha (kbroyhill@unomaha.edu)*

Civil society is widely hailed as a key component of successful democratic transitions. However little research has been done on the average citizen's understanding of, or experience with, civil society during this change. This study analyzes the experiences of an East German and a South African during their country's transition through a narrative analysis. The German and South African narratives revealed a framework for understanding types of civil society as well as contextual factors that influenced transition.

Co-evolving ideas and institutions in NGO accountability: Toward a learning approach of self-education and self-governance in collective self-regulation

**Stefan Hielscher, University of Bath (S.Hielscher@bath.ac.uk); *Jan Winkin, Martin Luther University Halle-Wittenberg (jan-winkin@gmx.de); *Ingo Pies, Martin Luther University Halle-Wittenberg (ingo.pies@web.de)*

With a longitudinal case study, we documents the collective self-regulation in Accountable Now, the leading global accountability framework for NGOs, and we provide evidence for co-evolving institutions and ideas on self-regulation. NGOs promote this through a mutually enforcing learning process of self-education and self-governance. As extant approaches fail to capture the key aspect of Accountable Now's co-evolution of self-regulation, we propose the following theoretical elaborations. On the one hand, constructivist approaches highlight the relevance of norm-guided ideas but neglect institutionalized incentives. On the other hand, rational-choice approaches emphasize institutionalized incentives but neglect the guiding function of norms.

Collaboration Between Spontaneous Volunteers and Nonprofits in High-Reliability Settings: The Dilemma of Prior Experience and Intra-Organizational Knowledge Transfer

**Jan Graw, Kiel University (jan.graw@bwl.uni-kiel.de)*

Drawing on organizational theory and using a data sample of 1027 respondents of two types of catastrophe management organizations, this study provides empirical support that there are dominant components of experience, which partially outweigh experience's benefits in contexts where explorative collaboration practices and a departure from routine performances are required. In those cases, prior experience hinders the performance of explorative collaboration practices resulting in negative effects on performance outcome. Moreover, intra-organizational knowledge transfer moderates this relationship revealing a dilemma for dealing with prior experiences in organizational learning activities, whose implications for research and practice we further discuss.

Collaborations and networks in post-tsunami housing reconstruction in Sri Lanka

**Cynthia Caron, PhD, Clark University (ccaron@clarku.edu)*

Collaborations and networks often bring unrelated people and processes together in distinctive ways that have real material outcomes. This paper examines how international non-profits collaborated with and created networks between Sri Lankan Ministries, donor agencies, local non-profits, private-sector contractors and displaced populations to rebuild houses in Sri Lanka following the 2004 Indian Ocean tsunami. Housing reconstruction followed three main implementation modalities: owner-driven, donor-driven and self-settlement. This paper examines collaborations and networks in all three. The author served as a housing reconstruction program manager in Sri Lanka from 2003 to 2009, creating and maintaining collaborations and networks.

Collaborations Between Local Governments and Non-Profit Organizations: Perceptions of Politicians

**Stijn Van Puyvelde, Vrije Universiteit Brussel (stijn.van.puyvelde@gmail.com); *Peter Raeymaeckers, Universiteit Antwerpen (Peter.Raeymaeckers@uantwerpen.be)*

The relationship between the government and nonprofit organizations is dynamic and complex. We investigate politicians' opinions regarding local government-nonprofit collaborations in public service delivery. Why do local governments choose to collaborate with nonprofit organizations? What are the goals and the accomplishments of these collaborations? To answer these questions, an online survey was sent to local politicians in Walloon counties (the French-speaking part of Belgium). We provide a detailed comparison of the goals and the accomplishments of these collaborations by controlling for (1) the age and the size of the collaboration, (2) the type of joint activities, and (3) the respondents' characteristics (gender, age, number of children, education, political affiliation, and type of mandate). As such, insights into the extent of local government-nonprofit collaborations, their formation, and their effectiveness can be obtained, leading to several policy recommendations.

Collaboration with Nonprofits for Community Health Services: The Relationship Between Contracting and Health Performance

**Tianshu (Tina) Zhao, University of Illinois at Chicago (tzhao20@uic.edu); *Kelly M. LeRoux, University of Illinois at Chicago (kleroux@uic.edu)*

In recent years, scholars have been recognizing that we must find ways to address the broad health issues and better deliver health services through collaborative, cross-sector efforts. This study puts a focus on the collaboration between local health departments and nonprofit health organizations. Using data from 2016 National Profile of Local Health Department Study and 2016 County Health Rankings, we explore the relationship between contracting out activities and community health outcomes at the county level in the U.S.. We use two-level hierarchical linear models for data analysis. This study attempts to deliver empirical insights into the government-nonprofit or policymaker-practitioner relationship.

Collaborative housing projects – a promising tool for a future-oriented tool for a sustainable urban development?

**Ann-Kathrin Seemann, University of Freiburg (annkathrin.seemann@icloud.com); *Christin Jahed, University of Freiburg (christin.jahed@vwl.uni-freiburg.de)*

Demographic developments, changing family structures and migration from rural to urban areas provide challenges for municipalities, politics, public administration and society. Reactions to in-creasing separation and anonymous living space are an enhanced focus on individual initiatives and the establishment of neighborhood networks. In this conflict situation collaborative housing projects, pursuing no profitability interest, constitute a supplement to the activity of profit-oriented stakeholders. The basic purpose of this research project is to investigate the impact of these projects on urban housing markets and their achievement of macrosocial goals. Following the three-pronged ap-proach to sustainability, we investigate economic, ecological and social effects.

Combining Law and Social Work in Social Movements: The Role of Graduate Education

**Andrew Charles Schoeneman, University of Richmond (aschoene@richmond.edu)*

Effective social movements incorporate an array of skills, perspectives, and knowledge. It follows that professions committed to participatory, progressive change can be combined to powerful effect. This study examines two such professions, law and social work, and analyzes their approaches to interprofessional collaboration and to the structures and strategies of social movements. The author analyzed 28 interview and focus group transcripts as well as syllabi and texts from 10 diverse graduate programs. Findings suggest that attorneys and social workers learn different modes of engagement with social movements, but they do not necessarily learn how to connect them.

Commercialization and the Financial Performance of Human Service Nonprofits: A Latent Growth Modeling Approach

**Junghee Bae, University of Georgia (jb36946@uga.edu)*

This study aims to explore how the commercialization of human service nonprofits has influenced their change of financial performance during the period from 2000 to 2012 by using a latent growth model. Nonprofit financial data from Internal Revenue Services' Statistics of Income database compiled by the National Center for Charitable Statistics will be used. The sample includes 7,551 human service nonprofits. It is expected to show that the change of commercial activity is negatively associated with the change of financial capacity and financial sustainability.

Commercialization of the Nonprofits: Industry and Time effects

**Tracy Shicun Cui, Georgia State University (shicun.cui@gmail.com); *Bo Li, Georgia State University (bli10@student.gsu.edu)*

Existing studies examine nonprofit financial health using varieties of methods and measures but fail to examine the effect of commercialized revenue on the financial efficiency of the organization. This research question is important to address the concern whether nonprofits are motivated to commercialize to increase their well-being or to expand service delivery. Specifically, we will use panel data from IRS Core Files and Statistics of Income to test if more commercial revenue increases revenue diversification and the operating margin of nonprofit

organizations.

Community-Based Grantmaking Committees: Role Identification, Conceptualization, and Negotiation

**M M Farwell, University of Pennsylvania (farwell@sp2.upenn.edu); *Femida Handy, University of Pennsylvania (fhandy@sp2.upenn.edu)*

Bottom-up, citizen-led philanthropy is thought to yield many benefits, including deeper understanding of community problems, a better sense of grantee needs and challenges, and greater effectiveness. Community grantmaking committees (CGC) within traditional, top-down institutions suggests an effort to leverage bottom-up philanthropy, but it is unclear if benefits of bottom-up grantmaking are achievable when embedded within top-down structures. Three obstacles may prevent CGCs from achieving these benefits: 1) committee recruitment processes; 2) CGC members' role conceptualization; and 3) lack of funding decision empowerment of CGCs. This paper examines how community stakeholders enter, conceptualize, and negotiate their roles as grantmakers.

Community-Based Qualitative Research (CBQR) as a Paradigm for Non-Profit Leadership Development

**Jamie Joanou, Westminster College (jjoanou@westminstercollege.edu); *Shelley Erickson, Westminster College (serickson@westminstercollege.edu)*

As we prepare the next generation of non-profit leaders, we approach this endeavor with the understanding that leaders must be collaborative, critical, and transformative if they are to have a positive impact in the communities within which they work. These three necessary characteristics of effective leaders are also the core tenets of Community-Based Qualitative Research (CBQR). In this paper, we discuss the usefulness of CBQR as a lens through which to foster non-profit leadership and engagement. Our paper draws from our experiences mentoring graduate students through the design, implementation, and analysis of their thesis projects using CBQR.

Community Engagement, Activism, Social Justice... But what about the academics?

**Daisha M Merritt, Embry-Riddle Aeronautical University, World Wide (Merritd4@erau.edu)*

Working with undergraduate students to meet their needs, both academically, professionally, and socially is a daunting task. Through the use of experiential education (Kolb) and taking the time to connect student's social justice and philanthropic interests to their coursework has the ability to offer a more fruitful and well-rounded educational experience. Through a mixed methods research survey, students at a large US university were questioned about their ability to link individual interests to academic undertakings. Results found inconsistencies in available courses and student interest, limited course offerings in student's areas of future projected career searches, and minimal opportunities for students to connect their community endeavors with their classroom learnings. However, the survey is expected to be utilized every year to show trends over time

specifically related to student's ability to connect their community partnership with their academic undergraduate degrees. And already demonstrated a desire for more philanthropy, social justice, community engagement, and nonprofit course offerings. While this survey has only been administered once, results showed a need for nonprofit courses as over 90% of respondents were seeking careers in public service. Additionally, over 95% of respondents indicated interest in incorporating social justice content into their coursework. These results should help academics with their course design, assist university leadership with their academic focuses, and help departments understand their student population. It is hoped that by understanding the social interests of students then courses can become more lively in discussion, more attended in participation, and overall more applied in practice. Through the use of experiential education and taking the time to connect student's social justice and philanthropic interests to their coursework has the ability to offer a more fruitful and well-rounded educational experience. Through a mixed methods research survey, students at a large US university were questioned about their ability to link individual interests to academic undertakings. Results found inconsistencies in available courses and student interest, limited course offerings in student's areas of future careers, and minimal opportunities for students to connect their community endeavors with their classroom learnings. Results depicted a desire for more philanthropy, social justice, community engagement, and nonprofit course offerings.

Community-Level Perspectives on Post-War Change in the British Voluntary Sector

**John Mohan, University of Birmingham (mohanj@bham.ac.uk); *Diarmuid McDonnell, University of Stirling (diarmuid.mcdonnell@stir.ac.uk)*

In this paper we provide a novel long-term, organisation-level perspective on change and survival in selected communities in the UK: Birmingham, Bolton, Burnley and Bethnal Green. We utilise a linked, large-scale administrative dataset of English and Welsh charities, and find significant levels of variation and stability in survival rates across our selected communities and time periods. We also uncover evidence of frequent and sudden turnover in the number of foundations and closures in the UK voluntary sector, though the number of charities per 10,000 residents in our selected communities and across the UK is generally stable.

Community Philanthropy in South Africa

**Seth Jared Meyer, Bridgewater State University (s2meyer@bridgew.edu); *Rebecca Pena, Rutgers University-Newark (rebecca.pena@rutgers.edu)*

Though studies have shown that international aid does not go to the poorest areas, little research has explored the impact of African philanthropy within the continent of Africa. One lens to explore this topic is through community philanthropy, with a focus on how funds by African organizations are distributed locally. Utilizing transaction cost economics, this study uses panel regression and spatial analysis to build on the understanding of community philanthropy in South Africa and what local organizations can do to improve grant making and distribution.

Comparing Collaboration: Many Efforts and Many Outcomes to End Human Trafficking

**Annie Miller, Washburn University (mille152@gmail.com); *AJ Alejano-Steele, Laboratory to Combat Human Trafficking (alejano@msudenver.edu); *Amanda Finger, Laboratory to Combat Human Trafficking (amanda@combathumantrafficking.org); *Kara Napolitano, Laboratory to Combat Human Trafficking (karan@combathumantrafficking.org)*

Task forces and other collaborative structures aimed at crime reduction, decreases in human rights abuses, or violence prevention are not a new phenomenon. This paper explores changes in the relationships, structure, and function over time in communities that collaborate on a specific human rights violation. The sample is a single state with four federally funded collaborations, thirteen other collaborations, and seven communities without a collaboration. This community-based methodology is the beginning of a longitudinal effort by the Laboratory to Combat Human Trafficking to survey how collaborations evolve to develop, maintain, refine, and expand efforts to end human exploitation.

Comparing Curricula of the Nonprofit Management and Philanthropic Sector Programs (NMPS) in South Korea and the U.S.

**Sung-Ju Kim, NC State University (sxl166@gmail.com); *Bok Jeong, Kean University (bjeong@kean.edu)*

This study identifies the existing nonprofit education programs in high education level in South Korea. It analyzes the required and elective courses of the identified South Korean and U.S. Programs, centered on the main seven categories suggested by Mirabella and Wish (2000). The course descriptions, learning outcomes, required texts, and other relevant information are analyzed by employing ATLAS/ti to evaluate and compare the curricula. Two theoretical frameworks-management skill-based common factors and societal origin-based foundations-are incorporated. This study contributes to assessing the influence of the Anglo-Saxon third sector model on the development of Eastern nonprofit higher education programs.

Comparing Government and Philanthropic Funding of Nonprofit Services by Poverty and Race

**Sarah L. Pettijohn, University of North Carolina at Charlotte (spettijo@uncc.edu); *Elizabeth T. Boris, The Urban Institute (eboris@urban.org)*

Federal welfare spending has transitioned from providing cash assistance directly to individuals to providing services, often delivered by nonprofits (Allard, 2009). This change means location matters; individuals in need of assistance are largely limited to services provided within their communities and located within a reasonable distance from their homes. This research examines the role of both government and philanthropy in exacerbating inequality in the United States through the allocation of government and private dollars for critical social services in high poverty neighborhoods with different demographics. The questions we address directly relate to populations underrepresented and underserved in this US democracy.

Comparing Government-Organized NGOs and Civic NGOs in China: Funding, Structures, and Activities

**Hui Li, The University of Hong Kong (lihuipa@hku.hk)*

The study explores the difference between two types of nongovernmental organizations (NGOs) and explains why the difference matters. The study uses data from a nationwide survey of 267 environmental NGOs (eNGOs), in which there are 150 GONGOs and 117 civic eNGOs, and thirty-nine in-depth interviews with leaders of selected Government-Owned NGOs (GONGOs) and civic eNGOs from Beijing, Shanghai, Chengdu, Chongqing, and Guangzhou and compares GONGOs and civic eNGOs in terms of their activities, structures, sources of funding, policy advocacy strategies, and effectiveness. The study will identify important patterns of the two types of organizations and unveil NGO-government relations in China.

Competencies and Competence Development of Fundraisers: An Empirical Analysis Based on Competency-Oriented Human Resource Management

**Silke Boenigk, University of Hamburg (silke.boenigk@uni-hamburg.de); *Katarina Dobberphul, Universität Hamburg (katarina.dobberphul@gmx.de); *Aaron Adrian Kreimer, University of Hamburg (aaron.kreimer@wiso.uni-hamburg.de)*

Based on competency-oriented human resource management, this study investigates (1) competencies of fundraisers, (2) competency development, and (3) outcomes of a professional competency development. By conducting an online survey in Germany, Austria, and Switzerland we derived a sample of 328 fundraisers. Our results highlight the importance of communication and social skills for fundraisers. Furthermore, we find that almost half of the respondents demand more vocational training and growth opportunities. 74.6% entered the field of fundraising through other careers. Moreover, 42.9% of the respondents reported that they are not satisfied with the educational trainings offered by the employer.

Constructing Local Governance Arrangements. A Multi-Method Study on Local Civil Society Organisations and Governments in Flanders

**Ghent University, Ghent University (raf.pauly@ugent.be); *Filip De Rynck, Ghent University (filip.derynck@ugent.be); *Bram Verschuere, University of Ghent (bram.verschuere@ugent.be)*

We examine local governance arrangements between government and civil society organisations (CSOs) to determine if and how different ‘modes of governance’ occur, and how they impact the political role of CSOs. Using a multi-method approach we look at how CSOs engage in the policy process and perceive their societal and political role. We analyse local civil society using our data-collection (mapping 1792 CSOs across Flanders in 14 municipalities), survey research (n=1792, response rate 23%) and focus groups (in 5 municipalities). We present descriptive findings as well as more in depth analysis of CSOs’ role in politicisation and local governance.

Content Analysis of Homelessness Advocacy on Social Media: A Grounded Theory and Machine Learning Approach

**Seongho An, University of Pennsylvania (anseong@upenn.edu)*

Social media has become an effective tool for homelessness nonprofits to advocate people and community they serve. Using national data of homelessness nonprofits, this study examines 259,341 tweets by 1,574 organizations with two stages of analyses: content analysis of the tweets and a classification of content strategies. The approach is based on an automatic classification of content according to a predefined through Grounded Theory. The proposed methodology and research results offer theoretical and practical implications for nonprofit organizations

Continuing to Build Knowledge: Undergraduate Nonprofit Programs in Institutions of Higher Learning

**Carol Brunt, University of Wisconsin-Whitewater (carolbrunt@alumni.manchester.ac.uk); *Peter Weber, Murray State University (pweber@murraystate.edu)*

As student demand for nonprofit management education (NME) grows, new program offerings proliferate. While longitudinal data tracks the development of graduate NME programs, their curricula and location, we know less about undergraduate programs. Preliminary research finds evidence of undergraduate program that is more diverse and spans a greater number of locations than ever before. The compilation facilitates analysis of the institutionalization of NME by expanding the focus beyond courses to include program development (certificates, majors, and/or minors) and allocation of resources (Faculty). The results enable data-driven discussions, highlighting NME distinctiveness in facilitating the development of student citizenship.

Cooperative Governance or Strategic Independence ? Indigenization Dilemma of International NGOs in China

**Zheng Xu, Soochow University (872080347@qq.com); *Chao Zhang, Soochow University (zhangchao18@suda.edu.cn); *Pengcheng Yang, Soochow University (568365165@qq.com)*

In western countries, studies have drawn much attention to the internationalization of international NGOs through the globalization. However, the study on the influence of local culture and trust relationship between international NGOs and the local government in authoritarian regimes is limited. This study tries to fill this gap by original quantitative research. The study finds that the political legitimacy, the distrust from the local government and the shortage of international NGO's local staff members are the most important factors causing the indigenization dilemma of international NGOs in China. However, the cooperation with other international NGOs does not have significance.

Counter-mapping in the classroom: Counting and mapping nonprofit and voluntary organizations from critical perspective

**Susan Appe, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY (sappe@albany.edu)*

This research provides a critical perspective on defining, counting and “mapping” nonprofit and voluntary organizations for students. Counter-mapping examples are presented and an in-class exercise is suggested to engage students in counter-mapping of their own communities (broadly defined) and of the nonprofit sector.

Country Differences

**Jacqueline Butcher, Centro de Investigación y Estudios sobre Sociedad Civil, A.C. (rivasjb@prodigy.net.mx)*

The differences between countries as having a dataset of 22 countries on the level of activities and people volunteering for rather similar events, gives the unique possibility to compare the countries on this micro level.

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 Collaborative Value: Resources, and Transaction Costs in Government-Nonprofit Strategic Alliances

**Jason A Coupet, North Carolina State University (jacoupet@ncsu.edu); *Teshanee Williams, North Carolina State University (tleonar@ncsu.edu)*

Strategic alliances are often about creating value by resource acquisition and transaction cost reduction. To better understand the role of resource acquisition and transaction cost reduction in nonprofit strategic alliances and contracting with government, we interviewed 33 individuals from nonprofit organizations in the Transition Coaching sector in a major Midwestern city to find out what seek to contract for in strategic alliances with public sector organizations. We found that the nonprofits primarily seek the acquisition of key resources and capabilities, and the strategic importance of these resources was largely defined by reducing the transaction costs of navigating public bureaucracy. For nonprofit management scholarship, we highlight the role of bureaucracy reduction as an important feature of contracted alliances with public sector organizations.

Credibility-Enhancing Displays Promote the Provision of Non-Normative Public Goods

**Gordon Kraft-Todd, PhD Student (gordon.kraft-todd@yale.edu)*

Promoting the adoption of public goods that are not yet widely accepted is particularly challenging because most tools for increasing cooperation—such as reputation concerns and social norm information—are typically effective only for behaviors that are commonly practiced, or at least generally agreed upon as desirable. Here, we examine how advocates can successfully promote non-normative (i.e. rare or unpopular) public goods. We do so by applying the cultural evolutionary theory of credibility-enhancing displays (CREDs), whereby one's actions provide more information about one's beliefs than words alone. Based on this logic, people who themselves engage in non-normative public goods behaviors will be more effective advocates than those who merely extol the behaviors' virtues—specifically because engaging in a behavior credibly signals that they believe in its value. As predicted, a field study of a program promoting residential solar panel installation in 58 towns in the United States (1.4 million residents) found that community organizers who themselves installed through the program recruited 62.8% more residents to install solar than community organizers who did not. This effect was replicated in three pre-registered randomized survey experiments (total N=1805). These experiments also support the CREDs-based prediction that the effect is specifically driven by subjects' beliefs about what the ambassador believes about solar (i.e. second-order beliefs), and demonstrate generalizability to four other highly non-normative behaviors. Our findings shed new light on how to spread non-normative prosocial behaviors, offer an empirical demonstration of CREDs, and have substantial implications for practitioners and policy-makers.

Cross-Boundary Collaboration: Findings from 2016 New Mexico Nonprofit Survey.

**Yuanqing Cai, School of Public Policy&Management, Tsinghua University, Beijing China (cyq17@mails.tsinghua.edu.cn); *Kun Huang, School of Public Administration, University of New Mexico (khuang@unm.edu); *Sean Thomas-Breitfeld, Co-Director of Building Movement Project New York, NY. (stthomas-breitfeld@buildingmovement.org)*

Boundaries in mission, resources, capacity, and accountability create an imperative for inter-organizational collaboration. It could involve organizations from different sectors and different types of organizations, for example, advocacy organizations working with service providers. Yet little is known about such collaboration in practice. The 2016 New Mexico Nonprofit Survey collected data on cross-boundary collaboration and nonprofit engagements with advocacy from 295 nonprofits. Network analysis reveals that nonprofits extensively worked with other types of nonprofits in local clusters, to a much larger extent than they work with government organizations and non-local nonprofits. Notably, there are no nonprofit partnerships with business organizations in clusters.

Crossing the Language Barrier: Cultural Differences in Charitable Giving

**Oto Potluka, Center for Philanthropy Studies, University of Basel (oto.potluka@unibas.ch); *Sophie Hersberger, Center for Philanthropy Studies (CEPS) (sophie.hersberger@unibas.ch)*

Culture is among the factors attributed to influence charitable giving. Switzerland displays differences in donating behavior between French- and German-speaking regions. Our study tests whether language, a proxy for culture, is causing these differences. We do so by applying a regression discontinuity design onto municipalities which share a legal and institutional framework, but speak different languages. Our analysis is based on tax data of charitable deductions at the municipal level. Our estimates disclose that differences in charitable giving among French- and German-speaking regions do not relate to language.

Cross-sector Partnerships: Nonprofits' Desire for Business Involvement

**Ashley Long, University of Illinois at Urbana-Champaign (amlong4@illinois.edu)*

Cross-sector social partnerships are being used across the globe to engage multiple sectors to improve communities. Little is known about what role the business sector plays within these models nor what role nonprofits leading the efforts believe business should play. A case study was conducted with ten neighborhood cross-sector social partnerships. Findings indicate nonprofit leaders tended to identify more traditional roles for business participation but lacked the skill set needed to recruit businesses. However, strategies for business involvement surfaced and the potential of gained value for both businesses and cross-sector social change efforts is significant.

Cultural Concerns on Redesigning Organizational Structure: A Case Study of an INGO

**Sungil Chung (schung@marybaldwin.edu)*

This research examines an organizational redesign and cultural concerns when implementing the change. Despite the global expansion of nonprofits, no research can be found in the literature that focuses on cultural concerns on organizational changes. In this paper, I present the case study of a global child development organization that plans to implement centralized matrix model for their organizational design. After interviewing the Senior Director of Organizational Design & Development and analyzing other internal and external resources, some cultural concerns were found due to this organizational change. Some cultural awareness need to be considered when implementing the change.

Cultural Preservation and Community Resilience: Drivers and Barriers to Disaster Planning in Historic Preservation Nonprofits

**Anne-Lise K. Velez, Virginia Tech (aknox@vt.edu)*

Most preservation nonprofits do not engage in disaster planning in-house or with outside organizations. But, many practitioners in this nonprofit subsector feel they should. Here, I use interviews with leaders at 73 historic preservation nonprofits across 38 U.S. states to examine drivers and barriers of disaster planning, reasons leaders give for feeling they should engage, and what leaders feel would be most likely to increase organizational engagement in disaster planning. Analysis indicates previous occurrence of disaster is a primary driver and mission focus or staffing limitations are barriers to planning. Leaders report additional staff or technical assistance might increase engagement.

Curbing (or not) Foreign Influence on United States Political Processes through the Federal Taxation of Tax-Exempt Organizations and their Managers

**Johnny Rex Buckles, University of Houston Law Center (jbuckles@central.uh.edu)*

A foreign actor can seek to influence the political process in the United States through donations other interaction with a United States nonprofit in ways that financially supporting an organization that already advances a mission aligned with the foreign actor's interests; exploiting the connections existing organizations have with policymakers as a quid pro quo; and (among others) funding new tax-exempt entities that align with the foreign actor's interests. How effectively can the tax system regulate through the fundamental exemption requirements and the federal excise tax regime governing entities and their managers? This paper will attempt to answer this question.

Dancing with the Big Brother: governmental funding and private donations to Chinese nonprofit organizations

**Huafang Li, Grand Valley State University (lihuafang@gmail.com)*

Will government funding crowd out or crowd in private donations in authoritarian China? The lack of empirical data on the subject has prevented scholars from providing a clearer answer to this question. This study used the Research Infrastructure of Chinese Foundations (RICF) data and the Chinese General Social Survey (CGSS) data to provide empirical answers to the question. We found that government funding's influence on private donations varied across different types of nonprofits.

Data for Nonprofit Sector for Resilience: From Community Indicators to Measuring Systemic Impact

**R. Patrick Bixler, University of Texas, RGK Center for Philanthropy and Community Service (rpbixler@utexas.edu); *David Springer, RGK Center for Philanthropy and Community Service (dwspringer@austin.utexas.edu)*

Building nonprofit sector for resilience requires the right data at the right time in order to effectively respond to crisis and prepare for the future. One form of data used to describe context, identify trends, and translate multiple data points into a basic message are community indicators. For urban areas pursuing pathways of resilience, the biggest challenge is accurately measuring the state of the system in ways that inform data-driven decision-making of the public and nonprofit sector. This paper explores the role of a big data sustainability indicator project – the Austin Area Sustainability Indicators – and its intersection with resilience.

Decomposing the Impact of Leadership Diversity Among Nonprofit Organizations

**Ruth S. Bernstein, University of Washington Tacoma (bernstrs@uw.edu); *Christopher Fredette, University of Windsor (fredette@uwindsor.ca)*

Using survey data (Board Source Governance Index, 2016) of nonprofit Chief Executive Officers, we employ hierarchical regression to examine

the relationship of the diversity (age, gender, race, and ethnicity) of the top leadership (CEO, board chair, officers, and entire board of directors) on organizational health (stability, performance, and viability) in various organizationally relevant domains, such as structure, culture, position, and power. The significance of this study lies in its ability to provide clarity to the on-going discourse assessing nonprofit organization diversity by examining how leadership team diversity contributes to organizational health, providing practical guidance to improve organization outcomes.

Deferred Compensation in Nonprofit Organizations: Aligning Executive and Stakeholder Interests

**Laurie Corradino, University of Wyoming (lcorradi@uwyo.edu); *Linda M. Parsons, University of Alabama (lparsons@cba.ua.edu)*

This study examines the association of deferred compensation and organizational performance in nonprofit organizations (NPOs). We provide evidence that deferred compensation may work similarly to corporate compensation contracts that provide executives with incentives to focus on long-term organizational performance in some NPOs. Specifically, we find that deferred compensation is positively associated with several measures of financial stability, but only in commercial nonprofits. Future profitability, capitalization (total net assets), revenue diversity, and spending on administrative overhead are greater when nonprofits that operate like commercial businesses provide deferred compensation to their CEOs.

Defining and applying critical nonprofit scholarship: What's its nature and where is it published?

**Tracey Coule, Sheffield Hallam University (t.m.coule@shu.ac.uk); *Jennifer E. Dodge, Univeristy of Albany, SUNY (jdodge@albany.edu); *Angela M. Eikenberry, University of Nebraska at Omaha (aeikenberry@unomaha.edu)*

This paper reflects on findings from a systematic review of “critical” literature featured in key nonprofit journals – NVSQ, Voluntas, and NML – over four decades to explore how critical nonprofit scholarship can be understood or defined, how it has changed over time and where it gets published. We found great variability in the extent to and ways in which articles exemplify core tenets of critical scholarship, resulting in development of a framework for understanding the diversity of critical approaches to nonprofit studies. We also found notable trends in the ‘type’ and prevalence of critical research published within the journals over time.

Defining Community Philanthropy

**Dana R.H. Doan, IU Lilly Family School of Philanthropy (dana_doan16@yahoo.com)*

Community philanthropy has its origins in long-held practices around the world. When power or wealth is concentrated, groups that lack one or both, often find ways to build trust and pool resources to realize a desired change or to ensure their voices are heard. Despite a long history and continued growth, community philanthropy initiatives are not well-understood and have not achieved widespread support among policy-makers or donors. Moreover, scholars and practitioners offer different definitions of the phenomenon. This paper proposes a definition of community philanthropy to orient research and analysis on community philanthropy initiatives and impact.

Democracy, Development, and Disaster: Civic Participation in the 2014-2015 International Response to Ebola

**Michelle Reddy, Stanford University (mireddy@stanford.edu)*

In 2004, civil society organizations were acknowledged as “the prime movers of some of the most innovative initiatives to deal with emerging global threats,” by the UN Chair on Civil Society Relations, former Brazilian President Fernando Cardoso (UN General Assembly, 2004, 3). However, ten years later when Ebola struck West Africa, the UN special mission, UNMEER, did not view working with local organizations as part of its mandate (Interviews, 2017). Despite their well-known merits in the democratization and development literature, local organizations are

frequently marginalized by large-scale international humanitarian response to crisis. International humanitarian organizations point to a lack of local capacity and the political nature of local organizations—citing a violation of humanitarian neutrality—as reasons not to collaborate with local organizations during crises. At the same time, the rationalization of charity increases demands for monitoring, evaluation, and specialization of civic organizations (Hwang and Powell, 2009). Professionalization, therefore, should result in greater cooperation between local and international organizations.

Democratizing philanthropy? Identity and the Impact of Giving Circles in the U.S.

**Angela M. Eikenberry, University of Nebraska at Omaha (aeikenberry@unomaha.edu); *Julia L Carboni, Syracuse University (jlcarbon@maxwell.syr.edu); *Jessica Bearman, Independent Researcher (jessica@bearmanconsulting.com); *Jason Franklin, Dorothy A. Johnson Center for Philanthropy @ Grand Valley State University (jason_franklin@gvsu.edu)*

While some of the oldest giving circles have existed for decades in the U.S. and elsewhere, the majority have only formed in the last few years and new models and networks of giving circles continue to emerge. We conducted the first systematic scan of giving circles in a decade to answer questions about giving circle trends. In this paper, we assess whether GCs make a difference in growing philanthropy among people of different genders and identities.

Demystifying the overhead myth: An experimental analysis

**Ellie Heng Qu, The Bush School of Government and Public Service, Texas A&M University (hqu@tamu.edu); *Jamie Levine Daniel, Indiana University-Purdue University Indianapolis (jlevined@iupui.edu)*

This study uses two experiments to explore how to improve donor understanding about nonprofit overhead spending. A nonprofit's overhead costs generally refers to non-programmatic costs, including fundraising and management expenses. Responding to the society's expectation of maintaining a low overhead spending, many nonprofits underinvest in their organizational infrastructure and/or misreporting their fundraising and management expenses on Form 990. Prior research finds that donors do not always make informed decisions, yet they are sensitive to overhead spending. We explore alternative ways of communicating overhead spending with prospective donors in order to help donors overcome overhead aversion.

Designing America's Healthcare System: Basil O'Connor, Public Relations, and the Crusade to End Polio in America

**Julia Marino (julia.elizabeth.marino@dartmouth.edu)*

How has private philanthropy shaped the development of American healthcare legislation and scientific research? “Designing America’s Healthcare System: Basil O’Connor, Public Relations, and the Crusade to End Polio” provides a new window to explore that question. I will examine how the National Foundation for Infantile Paralysis (NFIP) influenced the development of mid-century health and science policy. I argue that the public triumph of the polio crusade convinced Americans that voluntary organizations could solve public health challenges without government involvement.

Desired vs. Actual Outcomes: Investigating Board Leadership of Executive Transitions

**Amanda J. Stewart, North Carolina State University (mandijstewart@gmail.com)*

Nonprofit boards are responsible for overseeing executive transitions, and can manage the transition on their own or with the support of a paid recruiter or consultant. Yet, we have no empirical evidence if there is any advantage, in terms of resource outlay and associated outcomes, between these options. Among a sample of 106 nonprofits, a paired-survey method was implemented during and following an executive transition. Taken together, the results are insightful about what outcomes boards desire for their nonprofits emerging from a transition, and how their leadership and implemented activities guides the nonprofits to make these desired outcomes a reality.

Determinants of Cash Holdings in NPOs: The Role of CEO and Board Characteristics

**Lode Lanckswaert, KU Leuven (lode.lanckswaert@kuleuven.be); *Tom Van Caneghem, KU Leuven (tom.vancaneghem@kuleuven.be)*

In this paper we investigate the effect of CEO and top management team (TMT) power on cash policy in Nonprofit Organizations (NPOs). We examine whether CEO and TMT power are related to higher levels of cash, and whether this relationship is moderated by powerful boards and sophisticated board members. In addition, we also take internal and external contingencies into account which explains why previous studies found different and sometimes contradictory findings. We rely on unique survey data from 369 NPOs and linked all surveys to their financial statements. We use alternative proxies for the independent variable such as the cash ratio, change in cash ratio over one year and deviation from average industry cash ratios. Our results are consistent with our expectations.

Determinants of International Donations to Nonprofits in Mexico

**Tania Lizzeth Hernandez-Ortiz, Arizona State University (therna23@asu.edu); *Israel Banegas, National Autonomous University of Mexico (ibanegas@unam.mx)*

This study aims to identify the determinants of international donations to nonprofits in Mexico. This research targets the theoretical debate about the giving practices, niche density and its relationship with legitimacy and competition. A multiple regression will be conducted to analyze the data. Panel data derives from the Annual Report of the Authorized Grantees from 2008 to 2017. Results of this research will contribute to the academic debate regarding the fundraising and the revenue diversification strategies of nonprofits. It is expected that certain nonprofit activities receive more international resources. The identification of these activities will be helpful to follow the philanthropic allocation of international donations.

Determinants of Successful Digital Action for Nonprofit/Nongovernmental Organizations

**Richa Adhikari, Georgia State University (radhikari1@student.gsu.edu); *Esther Han, Georgia State University (ehan2@student.gsu.edu); *Anmol Soni, Georgia State University (anmolsoni@gmail.com)*

This paper performs a quantitative exploratory analysis of digital activism by nonprofit and non-governmental organizations around the world. Specifically, this study investigates the impact of variations in the type of social media used, causes advanced by the organizations, and country context on the net outcome of the digital action. Extant analyses have focused on the usage or lack thereof of digital media and activism; we are interested in examining the type and scope of uses, particular causes that they target, and look at the causes that are more likely to fare well with online advocacy.

Developing Charity Law Teaching and Scholarship – Lessons to be Learned

**Debra Morris, University of Liverpool (Debra.Morris@liverpool.ac.uk)*

There are many lessons to be learned from Evelyn Brody's work. This paper will focus on her contribution to the development of non-profit studies as an academic subject on the latter and the outcomes of an international symposium on the future of charity law: teaching, scholarship and research, which took place at University of Liverpool, UK in 2017. This is a fitting subject around which to celebrate Evelyn's contribution to the field since she has had such a huge influence in this area, both in the US and many common law (and other) countries around the world.

Development of fundraising in Italy. Change in social solidarity and implication on human rights associations.

**Anna Reggiardo, University of Genoa (anna.reggiardo@gmail.com)*

This paper wants to investigate how the practices and behavior of fundraisers can influence the nature of TS associations with a prevalent expressive function in Italy. With the perspective of relational sociology is analyzed the change in social solidarity and social capital in human rights and advocacy associations where fundraising has or wants to increase the numbers of stable donors and consequently financial growth. The qualitative analysis, made through semi-structured interviews to fundraiser actors in Italy, shows the consequence of the predominance of the economical objective over the solidarity one.

Digital Platforms as Strategy: Case Study Evidence of Social Enterprises Using Smartphone Apps for Social Change

**Sheila M. Cannon, Trinity College Dublin (cannonsh@tcd.ie); *Ray Dart, Trent University (rdart@trentu.ca)*

In this exploratory paper we aim to identify and analyze a new phenomenon: the use of apps to address complex social problems. To date there has been almost no research consideration of the role(s) of apps and online platforms in civil society, social change and social innovation. This is particularly concerning given the ubiquity of both online platforms and documentation thereof in commercial and even public sector context. Case studies of three social enterprises in Ireland illustrate the various roles that these apps play: breaking boundaries, engaging people, changing individual behavior, and promising revolutionary change.

Disadvantaged Communities, Unchained Leadership? Resource Constraints and Community Foundations' Strategic Use of Social Media

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

Being geographically boundless, social media offer a potentially gainful avenue for community foundations to strengthen their local communities by tapping into additional resources, bolstering relationships with donors and grantees, and playing a stronger community leadership role. Yet, to what extent are community foundations situating in economically disadvantaged environments utilize social media for realizing its potential in generating community impact? 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 their organizational strategies as well as county-level economic and social capital. Our findings reveal to what extent community foundations overcome locational disadvantages through the strategic use of social media.

Disaster Response Networks and Perceived Performance

**Wen-Jiun Wang, Sam Houston State University (wjwang@shsu.edu); *Helen K. Liu, National Taiwan University (helenliu4@gmail.com)*

Disaster relief services require public, nonprofit, and private organizations from different jurisdictional levels to work together. However, it is difficult to evaluate the organizational actors' performance in emergency response networks. This study thus investigates how citizens impacted by the 2014 Kaohsiung gas explosion perceive the performance of the relief network actors. Through a content analysis of newspaper articles and situation reports, and a questionnaire survey, this study identified the actors and the structure of the response network as well as four propositions on perceived network and performance. Our findings will help improve the design and performance of disaster response networks.

Discrepancies in Staff Assessments of Data-Driven Decision-Making in Youth-Serving Organizations: Client Interaction and Managerial Responsibility as Distinct Influences

**Maoz Brown, University of Chicago (maozbrown@uchicago.edu)*

Research on nonprofit capacity for data use suggests that frontline staff differ from managers in their openness to and utilization of data-driven decision-making. Yet authors have not adequately specified what qualifies as frontline work, often citing (1) client interaction and (2) non-managerial responsibility. In light of the reality that nonprofit personnel frequently juggle multiple roles, this paper treats these two occupational features as variables that sometimes coincide. By adopting a more nuanced conceptualization of frontline work, the paper offers a more informative assessment of how task structure is associated with attitudes toward data-driven decision-making and with assessments of organizational climate.

Discretion and Deserving: A View from the Front Lines of Nonprofit

**Tracy Nicholson, University of Texas at Dallas (tnd140030@utdallas.edu)*

This study examines how front-line staff in community based nonprofit organizations use discretion and deserving criteria in decision-making to evaluate clients' worth and access to economic and social assistance programs. Interviews with employment coaches, financial coaches, case managers, program managers and client service directors (N=20) in five community-based nonprofit organizations will be completed. The preliminary results indicate front-line staff respond positively to client effort, client needs and client engagement, and these deserving factors validates front-line staff discretionary power to help clients achieve economic independence.

Diversity and Inclusion Practices in Nonprofit Associations

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

Management has considered workforce diversity and inclusion (D&I) "hot topics" since the early 1990s. Although the benefits of D&I practices are for the most part well established, few studies explore the extent to which industry practices impact D&I at the organizational level. The purpose of this study is to explore how associations partner with organizations in their professions to develop and support D&I programs. Leveraging a national survey sent to a randomized sample of two thousand association leaders, the aim of this study is to contribute to the literature on workplace diversity and collaborative ventures between associations and their members.

Diversity in Nonprofit Education: Expanding Students' Perspective-taking Skills Using First-Person Narratives

**Jennifer Amanda Jones, University of Florida (jenniferajones@ufl.edu); *Lindsey M. McDougle, Rutgers University Newark (lindseymariemcdougle@gmail.com)*

There is growing awareness of the need to incorporate diversity within academic settings, particularly within nonprofit management education. We use carefully-selected narratives, representing often unheard voices, to expand students' understanding of diversity and their perspective-taking skills. These in-depth, first-person narratives provide opportunities for students to critically examine the lived experiences of persons from diverse backgrounds. On this panel, we will describe two specific pedagogical strategies we use to integrate diverse narratives into our courses, and we will report data about how students perceive these teaching interventions. We will also provide a resource list for interested faculty members.

Do Birds of a Feather Collaborate Together? A Longitudinal Examination of Collaborative Network Attributes, Nonprofit Engagement, and Institutional Logics

**Kate Albrecht, North Carolina State University (kralbrec@ncsu.edu); *Branda Nowell, North Carolina State University (branda_nowell@ncsu.edu)*

Health and social services are often delivered by collaborative networks in a community-wide system of nonprofits, government agencies, and for-profits. Collaboratives are multi-organizational groups that come together to solve problems that cannot be achieved, or achieved easily, by

single organizations. This research leverages a longitudinal network dataset, of 74 observations at the collaborative level of analysis. Unique to this data is the ability to also examine shared memberships across collaboratives in a community. Results inform how collaborative activities, leadership, sustainability, and nonprofit engagement are affected by competing or compatible institutional logics of organizations within a collaborative.

Do Donors Penalize Nonprofits with High Overhead Costs? A Meta-Analysis of the Donors' Overhead Aversion Hypothesis

**Chiako Hung, Arizona State University (chung17@asu.edu); *Yuan Tian, Indiana University Lilly Family School of Philanthropy (yuantian@iupui.edu)*

The research on the relationship between overhead costs and nonprofit donations has produced inconclusive results. The mixed findings call the existence of donors' overhead aversion into question. In this paper, we synthesize the contradictory results from the existing literature through meta-analysis. Our analysis of a sample of 22 original studies with 201 effect sizes uncovers a negative association. In other words, we find that donors penalize nonprofits with high overhead costs. Most importantly, our random-effects meta-regression models reveal that studies that take employee compensations as a measure of overhead are more likely to detect donors' aversion than studies that use a measure of aggregated administrative expenses. This suggests, donors' aversion toward overhead costs is highly driven by employee compensations. Also, studies that use the IRS Form 990 are less likely to detect donors' aversion than studies that use other data. It is evidence of the fact that nonprofits have managed expenses data on the IRS Form 990 to please their funders. These results provide significant implications for nonprofit financial and human resources management, the campaign to end overhead myth, and researchers who (watchdog organizations that) use expenses data on the IRS Form 990 to conduct research (rate nonprofits).

Does Charitable Support Lead to Better Public Service Performance? Evidence from U.S. State Park Systems

**Yuan (Daniel) Cheng, Humphrey School of Public Affairs, University of Minnesota (cheng838@umn.edu); *Beth Gazley, Indiana University-Bloomington (bgazley@indiana.edu); *Chantalle LaFontant, Indiana University Bloomington (clafonta@indiana.edu)*

In recent times, scholars have empirically documented an increase in the scale of charitable support for public service provision: the number of charities created to support public libraries, public parks and recreation, and also K-12 public education has increased at rates substantially greater than the growth of the charitable sector overall (Nelson & Gazley 2014; Gazley, Cheng, & Lafontant 2015; Schatteman & Bingle 2015). Despite the rapid growth of these coproductive activities, little research has been conducted to understand their impact on public service performance. This study contributes to this knowledge gap and investigates whether charitable support for U.S. state parks lead to improved state park services, measured as the number of visitation, the number of facilities, the acreage of state park systems, and the revenue generated by state park systems. Data come from a unique panel dataset (2005 to 2015) that is merged by data about U.S. state park-supporting charities, public spending and visitation of state park systems, and state-level socioeconomic characteristics. Using dynamic panel-data analysis methods, this study provides one of few empirical tests of the impact charitable support has on the quality of public services. It is especially relevant when governments at different levels are suffering extensive budget cuts and relying more on philanthropy and charities for funding.

Does Connection Matter? Social Networks and Philanthropic Behavior of Giving Circle Participants and Non-participants

**Julia L Carboni, Syracuse University (jlcarbon@maxwell.syr.edu); *Angela M. Eikenberry, University of Nebraska at Omaha (aeikenberry@unomaha.edu); *Jessica Bearman, Independent Researcher (jessica@bearmanconsulting.com); *Jason Franklin, Dorothy A. Johnson Center for Philanthropy @ Grand Valley State University (jason_franklin@gvsu.edu)*

It is well documented that social capital plays a role in philanthropy. In this paper, we explore the social networks of giving circles members and a control group of nonmembers to assess whether (1) giving circle members' social networks differ from non-giving circle members in terms of structure, density, and composition; and (2) whether these social network properties are associated with patterns of giving. We hypothesize that

giving circle members' individual social networks will be different than control group counterparts due to the collaborative nature of giving circles.

Does Crowdfunding Benefit Social Entrepreneurship?

**Wendy Chen, George Mason University (wendychen0316@gmail.com); *Alan J. Abramson, George Mason University (aabramso@gmu.edu)*

Although crowdfunding and social entrepreneurship have received significant attention in recent years, research on the impact of crowdfunding on social entrepreneurship remains scant. This paper focuses on the Indiegogo platform and uses web-crawling techniques to examine the extent to which crowdfunding benefits social entrepreneurship and why some community projects gain more funding than others. The findings show that 1) commercial projects have higher support rates than community-based projects; and 2) among community-based projects, initiatives that support children's education and those that offer tangible products to investors and fun experiences have a higher chance of being backed by funders.

Does Fundraising Images Contribute to Gender and Racial Biases? Learnings from Fundraising Experiment

**Abhishek Bhati, Bowling Green State University (abhathi@bgsu.edu)*

Increasingly, International Nongovernmental Organizations (INGOs) are harnessing the power of images to attract donors' attention and solicit donations. Several scholars and practitioners have argued that such images of beneficiaries lead to gender and racial biases. However, there are only handful of studies empirically investigating this relationship. This study uses social psychology tools such as Face-ism or facial prominence and Skin-Tone Implicit Association Test (IAT) to investigate if the representation of the poor people leads to gender or racial biases them. The study draws from 320 images used by 32 largest INGOs and 700 participants recruited from Amazon Mechanical Turk (MTurk).

Does Giving Tuesday Lift or Shift Year-end Charitable Giving?

**Danielle L. Vance-McMullen, University of Memphis (dlvance@gmail.com)*

This work explores the effects of time-limited, multi-organization giving days, such as the popular and successful Giving Tuesday, on nonprofit organizations. Some charitable organizations are concerned that this day may displace, rather than increase, overall year-end giving. New solicitations may generate donations by lifting overall giving or by shifting it across organizations or time. Understanding the degree of lift versus shift in charitable giving is one of the most important, yet unresolved, questions in the charitable giving literature (Scharf et al. 2017). To achieve these objectives, I will use a multi-wave online survey experiment to simulate typical end-of-year giving conditions.

Does Government Funding to Public Charities Crowd out or Crowd in Volunteers?

**Ruodan Zhang, Indiana University Bloomington (rz3@indiana.edu); *Haohan Chen, Duke University (haohanch@gmail.com); *Jill Nicholson-Crotty, Indiana University (jillnich@indiana.edu)*

This study explores the effect of government funding on the number of volunteers in public charities. We use IRS Form 990 data from 501(c)3 organizations that filed the form electronically, between 2013 and 2016. We examine whether government grants crowd in or crowd out volunteering, controlling for organizational size and other factors. Because program services and mission matter for the supply and demand of volunteers, we also use text information reported in Form 990s through deep learning techniques (e.g. the multiplayer perceptron model). The study complements the grant-donation literature by understanding its effect on the donation of time.

Does Greater Nonprofit Transparency Augment Trust and Increase Donations?: Reflections on the Case of Mexico

**Michael D. Layton, Independent Researcher (mlayton123@gmail.com); *Miguel Angel Rosales Legorreta, Independent researcher (rosales.legorreta@gmail.com)*

Transparency initiatives aimed at nonprofit sectors are typically grounded upon the assumptions that greater transparency leads to greater public trust and that higher levels of trust lead to more donations. These web-based initiatives originate in the global north and are being increasingly adopted in the global south. Mexico provides a provocative case in that it has been an early adapter of these initiatives and it has data available to test those hypotheses. This paper finds that the data do not, as yet, bear out the guiding assumptions behind these efforts and calls for their re-examination.

Does Social Media Engagement Translate to Civic Engagement Offline? An Examination of Formal and Informal Volunteering

**Jaclyn Schede Piatak, University of North Carolina at Charlotte (jpiatak@uncc.edu); *Nathan E Dietz, Do Good Institute (nathandietz@yahoo.com); *Brice McKeever, Urban Institute (bmckeever@urban.org)*

With a growing number of Americans using social media, this study will examine whether active social media engagement translates to civic engagement offline in the community. We employ data from the 2016 Cooperative Congressional Elections Study to examine the influence of social media engagement on civic engagement, both in terms of volunteering (formal and informal) and political engagement. This study has implications for both research, contributing to the debate on the influence of the social media on society, and practice, as organizations turn to social media for volunteer recruitment.

Does SROI Suit SIB in Japan?

**Fuminobu Mizutani, Kanto Gakuin University (fuminobu@kanto-gakuin.ac.jp)*

Some previous research claims that social return on investment (SROI) has problems. This research studies whether SROI suits NFPs in Japan or not. This poster uses data about social impact measurement from the Cabinet Office of Japan. The findings show that SROI suits SIB in Japan. The need for education among staff and senior management at Japanese NFPs creates an opportunity for foreign consulting firms to enter the Japanese market to introduce SROI to NFPs.

Does the Theory of Voluntary Sector Failure Explain Food Pantries? A Case Study of a Network of Food Pantries

**Jennifer Amanda Jones, University of Florida (jenniferajones@ufl.edu); *Laura Deitrick, University of San Diego (lauradeitrick@sandiego.edu)*

The theory of voluntary sector failure asserts that governments act where nonprofits fail. How, if at all, does this theoretical approach explain basic food provision through food banks and pantries? This paper presents a single embedded case study of one network of food pantry programs (n=298) in one county of approximately 3 million people in the Southwest of the United States. We used a survey (n=137) to measure programmatic and organizational capacity and, then, categorized capacity measures into the four failure categories identified in the theory of voluntary sector failure.

Does Transparency Matter? Evidence on Citizens' Responses to Foundation Transparency

**Xiaoqian Li, Tsinghua University (xiaoqianli@tsinghua.edu.cn)*

The principle of transparency is critical for nonprofit accountability. Research effort has been made to reveal the factors that contribute to nonprofit transparency. Surprisingly, little is known yet about how citizens respond to nonprofit transparency. Do citizens really think transparency matters? To what extent can transparency influence citizens' perceptions such as trust in nonprofits, and behaviors such as donation? The present research was set out to investigate these questions. Specifically, five studies were conducted to examine citizens' responses to foundation transparency in China. In Study 1, participants were simply asked to choose three most important attributes that they think a foundation should have from 15 attributes that were collected from 9 foundations' mission statements. The results showed that transparency is the most selected attribute, following by charity and normative. In Study 2, with a survey experiment it found that participants tended to trust more in the foundation with higher transparency ranking, and were more likely to recommend the foundation with higher transparency ranking to a donor. Study 3 and 4 used a similar design to probe people's attitudes towards foundation transparency versus performance in different scenarios. Both studies showed that participants tended to value transparency over performance. Study 5 showed that foundation transparency could significantly influence citizens' perceived effectiveness of its projects. It could also change citizens' donation preference. These findings provide initial evidence on how citizens perceive and react on foundation transparency, suggesting that people do value nonprofit transparency, and nonprofits should consider it as an important management goal.

Does Transparency Promote Donations? Evidence from Chinese Foundations

**Zhongsheng Wu, University of Maryland, College Park (zswu2015@umd.edu)*

Previous empirical research found that nonprofit voluntary disclosure has the potential to influence donor behavior through improving donors' perceptions on the effectiveness of nonprofit organizations (Buchheit & Parsons, 2006). However, most previous studies focused on the impact of financial disclosure on aggregated total donations (Parsons, 2003, 2007; Tussel & Parsons, 2007; Gandia, 2011). Very few studies paid attentions to other types of nonprofit transparency or disclosure, such as disclosure on project information and donor information. In addition, little is known on whether the impacts of voluntary disclosure on different types of donations (e.g., domestic vs. foreign donations) are different. Based on a large sample (N=1824) of foundations in China, this study intends to probe the impacts that the total score of Foundation Transparency Index in 2012, as well as the scores of its sub-dimensions (general information, financial information, project information, and donor information) have on domestic and foreign donations that foundations received in the subsequent year. Two-part models are used to estimate the impact of transparency on donations. Preliminary analyses find that the total transparency score has positive impact on domestic donations but no significant impact on foreign donations. Surprisingly, disclosure of financial information and project information are found to have no significant impacts on either domestic or foreign donations. General information and donor information are found to be positively associated with both types of donations.

Do Human Service Organizations Collaborate? An Exploration of Strategies Used for Informing Policy-Decisions

**Karabi C. Bezboruah, University of Texas at Arlington (karabib@gmail.com); *Jennifer Sloan, University of Texas at Arlington (jennifer.sloan@mavs.uta.edu)*

Organizations use a range of tactics and strategies to generate widespread support for favorable public policies for effecting change. In this research, we examine the strategies, especially collaboration and networks, used in issue and policy advocacy by nonprofits working in the area of active transportation, viz., bicyclists and pedestrians. By applying the resource mobilization theory and using a mix of interview data from 12 state level nonprofits, mapping policy changes, and including crash statistics from the selected states, we examine if collaboration with national and local level agencies assists in influencing policy decisions.

Doing Accountability Differently (1)

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

Scholarship has demonstrated the aspirations of international NGO leadership for accountability “downward” – to intended beneficiaries. This paper will focus on the practices of downward accountability at one of the largest and most influential international NGOs. The study uses process-tracing in a within-case design to examine why and how this international NGO decided to take up downward accountability, and the ways implementation has taken place. Preliminary findings indicate that a principal challenge revolves around the implementation of complaint and feedback mechanisms. It also appears that downward accountability is further advanced in the context of working in humanitarian emergencies than in long-term development programming.

Doing Good or Bad: Hong Kong policy environment for Nonprofit sector’s development

**Xunyu Xiang, The University of Hong Kong (xunyu@hku.hk); *Lucy Jordan, The University of Hong Kong (jordanlp@hku.hk)*

The overall purpose of this study is to assess the Hong Kong policy environment and its impacts on the development of local Nonprofit Organizations (NPOs). Through the application of the institutional analysis and development framework, several distinctive characteristics have been summarized in this study. As an integral part of a larger Asia wide comparative study. This paper will contribute to the further exploration of nonprofit sector both locally and internationally. Furthermore, it will advance the practice of local NPOs.

Do Nonprofit Issuers Make a Cost-justified Decision by Acquiring a Credit Rating?

**Qiaozhen Liu, Georgia State University (qliu10@student.gsu.edu); *Hala Altamimi (haltamimi1@student.gsu.edu)*

In spite of nonprofits' increasing usage of tax-exempt bonds in the past decade, bond rating purchase remains an uncommon practice (Gaver, Harris, & Im, 2016). In this study, we investigate whether nonprofit issuers' rating purchase decision is justified by cost. We first estimate a bond rating of nonrated bonds using Standard & Poor's rating methodology book. Then, we compare the net interest cost of rated and nonrated bonds with similar bond ratings. The financial data used in the study comes from DataArts. The findings introduce evidence on nonprofit bonds literature and provide practical advice for nonprofit practitioners.

Do Public-Nonprofit Partnerships Result in More Equitable Allocation of Public Services? Evidence from Parks and Partnership in New York City

**Yuan (Daniel) Cheng, Humphrey School of Public Affairs, University of Minnesota (cheng838@umn.edu); *Zhengyan Li, Indiana University Bloomington (zl31@umail.iu.edu)*

Partnerships between nonprofit organizations and government agencies have received increasing attention from scholars ever since the privatization era in the 1980s. However, there is little research that examines whether public-nonprofit partnerships result in a more equitable allocation of public services. Using GIS and spatial analysis, this paper contributes to existing literature by examining how public-nonprofit partnerships for public parks influence the distribution of capital projects funded by the NYC parks department. Data come from the NYC Capital Project Tracker, which documents the location and size of government-funded capital projects, and an official directory of nonprofits partnering with NYC Parks.

Dose Corruption Matter? Civil Society Misconduct and Deviance in Korea and the Philippines.

**Ralph S. Brower, Florida State University (rbrower@fsu.edu); *Byung Hee Min, Florida State University (bhmin618@gmail.com); *Rizalino B. Cruz, University of the Philippines (rizal.cruz@gmail.com)*

Our study examines a form of deviance in voluntary organizations in which the exploitive actors are outside the organization, and the

organizations are essentially manipulated as conduits for money laundering. We present two prominent cases, one from Korea and another from the Philippines. We examine the two cases through the lenses of Salamon and Anheier's regime theory, Joel Migdal's state in society perspective, and David Horton Smith's recent work on forms of deviance in voluntary organizations.

"Do Unto Others You Would Have Them Do Unto You" - Examining Charitable Giving and Religious Identity

**Jonathan Oxley, Florida State University (jdo16c@my.fsu.edu)*

This paper utilizes experimental methods to determine how religious identity drives charitable giving in terms of charity selection and donation amount. Subjects will choose from one of eight charities in either intra-religious or extra-religious competition, with each charity varying in religious affiliation and ambiguity of religious identity. Control and treatment groups will differ in the knowledge of the religious identity of the ambiguous charities. After their charity selection, subjects will be able to donate earnings from a real effort task. The data from this experiment will allow me to identify how donor behavior changes with a shift in charity identity. Preliminary analysis from pilot data indicates shifts in donation dollars consistent with shifts in the public at large; however, more data is needed to draw full conclusions.

Do Welfare Attitudes Influence Service Utilization by Needy Families? An Examination of The Human Needs Index and State-Level Remoteness

**Chelsea Clark, IU Lilly Family School of Philanthropy (chelphil@iupui.edu); *Jonathan J. Bergdoll, IU Lilly Family School of Philanthropy (jjbergdo@iupui.edu)*

Do citizens in more remote states hold less favorable views of governmental welfare programs and policies compared to citizens in less remote states? If so, are needy individuals in remote states more likely to rely on services provided by nonprofit organizations, such as The Salvation Army, due in part to the negative attitudes toward welfare programs held by residents in their states? This paper uses a regression framework to examine the relationship between state-level attitudes towards welfare policies and state remoteness, government welfare programs, and provision of Salvation Army services.

Dynamic HRM framework for Nonprofit Organizations: Transitional patterns of HRM models through organizational reforms (Provisional title)

**HIROSHI TOGO, Kindai University (togohiroshi@gbus.kindai.ac.jp); *Yasuo Dan, Kindai University (dan@bus.kindai.ac.jp)*

The purpose of this research is to demonstrate a modified Human Resource Management (HRM) framework and show transitional patterns of HRM models through organizational reform by analyzing two incorporated Non-Profit Organizations (NPOs) in Japan. Our modified model presents that a leader of NPO such as administrative director or executive officer decides operating structure of organization and HRM practices in accordance with organizational values and objectives while considering constraints of external factors and management resources. As for patterns of transition in HRM models, the case analyses suggest that both organizations are moving from "arbitrary model" to "mutual model" as they evolve.

Earning the Right to Scale in the Nonprofit Sector

**William F Meehan, Stanford University Graduate School of Business (wmeehan@stanford.edu); *Kim Starkey Jonker, King Philanthropies (kim@engineofimpact.org)*

Throughout the nonprofit sector, scaling is viewed as an imperative. But a surprising number of organizations are not equipped to expand their impact. Those that scale do so by excelling at all seven essential elements of strategic leadership. In this paper, the authors posit that although achieving social impact at scale has never been more important, nonprofits must "earn the right to scale". Using an interactive diagnostic tool for

teaching social entrepreneurship and assessing nonprofit performance, the “Readiness to Scale Matrix”, the authors demonstrate how nonprofit organizations’s stakeholders, (including funders and scholars who conduct research on them) can assess readiness-to-scale and consider areas for improvement.

Effective, but Inefficient? Public Support Granted to Social Enterprises for Employment

**Oto Potluka, Center for Philanthropy Studies, University of Basel (oto.potluka@unibas.ch)*

Social entrepreneurship accounts for an important share of employment in the European labour market. Social enterprises, however, are mainly funded by public budgets. Based on the data of 307 individuals who received EU-funded support and a control group of the same size, we estimated the effect that this support had on the employability. To perform this task, we used a propensity score matching approach. We found a positive effect of 7.8% increase in the likelihood in employment of supported group. Women benefited with an estimated 11.6% increase. The timespan needed for the payback time is more than 13 years.

Embracing Authenticity and Innovation: University-Community Collaboration at the Local Level

**Catherine E. Wilson, Villanova University (catherine.wilson@villanova.edu); *Lia Howard, Eastern University; Templeton Honors College (liachoward@gmail.com)*

This paper will explore the challenges and opportunities of university-community collaboration at the local level. Four case studies of university-community collaboration will be discussed in this research: The University of Pennsylvania, St. Joseph’s University, Eastern University, and Villanova University. The paper will examine the current opportunity to which universities are invited: to be both authentic (true to their missions) and innovative as they work to create social impact at the local level. Furthermore, the paper will make recommendations for ways that universities can utilize strategy mapping and other metrics to chart out, measure, and report on local impact.

Emerge and Evolve: Community-Campus Collaborative Networks and Partnerships in Coastal Communities

**Wen-Chi Shie, Florida State University (wshie@fsu.edu)*

While community-based collaborative networks are expected to build community capacity and social capital for addressing multiple problems in locally-responsive ways (Chaskin et al, 2001; Agranoff & McGuire, 2003; Graddy & Chen, 2006; Provan et al., 2005), previous literature only focus on a limited set of policy areas. Meanwhile, the role of citizen participation has gradually transformed from passive receivers to active coproducers in the dynamic coproduction processes for public good and public services in civil society (Parks et al., 1981; Ostrom, 1996; Bovaird, 2007; Alford, 2014; Nabatchi et al., 2017). This paper aims to explore how do community partnerships and networks emerge and evolve in coastal communities for coproducing sustainable community capacity and economic development. In order to illuminate the emergent

community dynamics, data collection includes extensive field observation, semi-structured in-depth interviews, and archival analysis in a rural Florida county. Preliminary findings demonstrate the formation and evolution of 2-mode community-campus collaborative networks at different critical stages from 2012 to 2018, with both goal-oriented and serendipitous network goals as well as diverse voluntary partnerships emerge from their collaboration process. The findings also shed light on sectoral boundary issues about hybridized social economy organizations and community outreach strategies of social entrepreneurs.

Emergence and Contestation in Environmental Governance in Macarena, Colombia: A Community's Struggle for Sustainable Development and Peace

**Jennifer E. Dodge, University of Albany, SUNY (jdodge@albany.edu); *Diana Trujillo, Universidad de los Andes (jitrujil@uniandes.edu.co)*

This article analyzes mobilization against gas exploration in Macarena, Colombia. We ask how civil-society actors use new participatory mechanisms to transmit preferences to the state? And what constraints and opportunities do they face in the post-conflict context? Building on deliberative democracy theory, we answer this question by analyzing statements about gas development in interviews and hearing transcripts, assessing whether they inform decision making. We find that transmission is constrained along four dimensions, suggesting that citizens demands are not being heard. Given this case is emblematic of broader struggles to shape the post-conflict context, it reveals key roadblocks to peace.

Emergent Groups of Spontaneous Volunteers and Its New Value for Emergency Organizations in Large-Scale Crises

**Jan Graw, Kiel University (jan.graw@bwl.uni-kiel.de)*

Emerging groups of spontaneous volunteers are a common phenomenon, whose relevance as important resource and capacity for response in large-scale crises has already been proven. However, collaboration between emergency organizations and volunteers is still challenging and often failing due to coordination- and communication-related issues. Drawing on a rich qualitative dataset including newspaper articles, semi-structured interviews and focus group interviews, we compare three emergent volunteer groups from two empirical cases. Our findings complement and enrich the debate around the collaboration with volunteers by exploring individual- and organizational-level determinants to overcome these challenges. We further discuss the implications for research and practice.

Empathy, Muslim Philanthropy and Advancing Education Reform in Muslim Societies

**Shariq Ahmed Siddiqui, Association for Research on Nonprofit Organizations and Voluntary Action (ssiddiqu@iupui.edu); *Sara Konrath, Indiana University (skonrath@iupui.edu); *Saulat Pervez, International Institute of Islamic Thought*

Employees as Mirrors of Nonprofit Organizations: How Employees Contribute to Organizational Reputation

**Carolin Johanna Waldner, University of Hamburg (carolin.waldner@uni-hamburg.de); *Jurgen Willems, Hamburg University (Jurgen.Willems@uni-hamburg.de)*

A nonprofit organization's reputation is rooted in the perceptions of multiple stakeholders. To build a positive reputation, organizations have to consider stakeholder interactions with employees. However, the employees' role in reputation formation often happens without intention. Drawing on signaling theory, this study improves the understanding of how nonprofit employees contribute to organizational reputation by investigating (a) the fit between personal and organizational values (P-O-Fit) and (b) the employee's personal impression. Results show that both the perceived P-O-Fit and the employee's impression significantly determine organizational reputation. Managers can shape reputation by recruiting thoughtfully and empowering employees to develop a positive appearance.

Enlarging the Space for Philanthropy: Recent European Perspectives

**Oonagh Breen, University College Dublin (oonagh.breen@ucd.ie)*

This paper reflects on Evelyn Brody's influential contribution to our understanding of the legal regulatory framework for charities, illustrating how the questions explored in Brody's American body of work are of generic reach and interest and find resonance in European nonprofit advocacy and policy agendas. Notwithstanding the legal differences between US 501(c)(3) organizations and charities (in common law) and public benefit organizations (in civil law) in the EU's Member States, Brody's work on the importance of good governance, the fiduciary role of charity trustees and the all-important role that tax law plays translate well across the Atlantic.

Environmental Treaty Laggards and Domestic Pressure Points

**Christianna Parr, University of Washington, Seattle (parr182@uw.edu)*

International environmental treaties have been sources of both hope and ire as states reconcile global governance and domestic concerns. The ratification of environmental treaties can signal a state's intent to participate and it can also reflect internal domestic pressure from civil society organizations. However, treaties are rarely signed and ratified with rapidity, laggards and leaders emerge in the process. This paper investigates environmental protocols from the ASEAN region and how the strength of civil society can affect ratification timing. Who emerges as a leader or laggard and what domestic pressure points do civil society actors push?

Episodic Organizations

**Debbie Haski-Leventhal, Macquarie University (Debbie.Haski-Leventhal@mgsu.edu.au)*

The underlying bias of research on episodic volunteers in their relation and comparison to ongoing volunteers in ongoing organizations and how this influences the questions we ask to this type of episodic volunteers

Ethics in NGOs: Response, Resilience, and Sustainability in Post-Conflict Society

**Jennifer A. Taylor, James Madison University (taylo2ja@jmu.edu); *Gabrielle E Henderson, James Madison University (gehenderson@unomaha.edu)*

Values and ethical decision-making have a rich history in scholarly discourse and the public sphere, with most discussions taking a normative approach. Supported in part by the U.S. Department of State, this mixed methods study explores the muddy relationships between citizens, foreign actors, and the host country whilst improving democratic outcomes in a post-conflict society. We examine the impact of ethics in society, integrity in agencies, and moral standards on the individual, organizational, and external factors of ethical decision-making and the utility of a civil society code of ethics.

Ethnographers and modelers as co-creators of knowledge: Developing an ethnographic model of the refugee situation in Lesvos

**Erika Frydenlund, Old Dominion University (efrydenl@odu.edu); *Jose Padilla, Old Dominion University (jpadilla@odu.edu); *Hanne Haaland, Global Development and Planning, University of Agder (hanne.haaland@uia.no); *Hege Bergljot Wallevik, University of Agder (hege.wallevik@uia.no)*

Agent-based models (ABMs) as a methodology for studying humanitarian crises and response to needs across the world has grown significantly in recent years. This paper presents ongoing research by modelers and ethnographers which has shown the benefits of complementing social science CI research with modeling and simulation approaches. By building models, assumptions are laid out in detail and we can interrogate exactly what they entail. The approach enables researchers to focus research questions, guide data collection, and facilitate dialogue amongst researchers. In this paper we discuss the process of an interdisciplinary exercise to develop an ethnographic model of the refugee situation in Lesvos.

Ethno-Religious Community Philanthropy: Findings From the Study of United States Jewry

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

This paper considers the scientific study of the philanthropic activities of ethno-religious communities by drawing from a research of United States Jewish philanthropy and the shifts in its structure, moving away from central public organizations to a decentralized system dominated by private philanthropies. Based on a big data study of over 12,000 US Jewish grant-making organizations and 460,000 grants allocated between 2000-15, this paper offers insights to changes in the missions, goals, activities and channels of giving of US Jewry in the local and international spheres.

Ethno-Religious Philanthropy: Research Focus and Methodological Challenges in The Study of American-Muslim Philanthropy

**Hanna Shaul Bar Nissim, Brandeis University (hannashaul@brandeis.edu); *Shariq Ahmed Siddiqui, Association for Research on Nonprofit Organizations and Voluntary Action (ssiddiqui@iupui.edu)*

Evaluating Donor-Advised Fund Regulations: The Inadvertent Effects of Potential Public Policies

**Dan Heist, University of Pennsylvania (heist@sp2.upenn.edu)*

Much of the concern about donor-advised funds is based on the lack of assurance that tax-deductible contributions into them will be redistributed in a timely manner for the use of operating nonprofits. The regulation of donor-advised funds is widely discussed in practitioner-oriented periodicals as well as academic literature. However, the possible effects of these regulations is not well understood. This article provides both a theoretical framework for discussing how public policy may affect donor behavior, and empirically-based estimates for the economic impact of those regulations on the nonprofit sector at large.

Evaluating Nonresponse Bias in Hypernetwork Samples Constructed Using a Probability-Based Household Panel

**Brad R. Fulton, Brad Fulton (bradrfulton@gmail.com); *Ipek Bilgen, NORC at the University of Chicago (Bilgen-Ipek@norc.org); *J. Michael Dennis, NORC at the University of Chicago (dennis-michael@norc.org); *Vicki Pineau, NORC at the University of Chicago (Pineau-Vicki@norc.org); *Rosalind Koff, NORC at the University of Chicago (koff-rosalind@norc.org); *David King, Indiana University Lilly Family School of Philanthropy (kingdp@iupui.edu)*

Hypernetwork sampling is a multi-level sampling method that relies on nominations from one type of sample (e.g., persons) to construct a second type of sample (e.g., organizations). This method can help researchers generate representative samples of organizations, associations, and events when sampling frames for the target population do not exist or would be costly to construct via traditional methods. However, little is known about the impact of nonresponse bias in samples constructed through hypernetwork sampling. This paper aims to address this research gap by assessing the nonresponse bias in a hypernetwork sample of congregations drawn from the probability-based AmeriSpeak panel.

Evelyn Brody, Regulatory Gatekeeping, and the “Twilight of Organizational Form” Debate

**Norman I. Silber, Yale Law School/Hofstra Law School (norman.i.silber@hofstra.edu)*

In her 2002 book review titled “The Twilight of Organizational Form,” Professor Evelyn Brody wrote that understanding the problem of charity

accountability leads to “questioning the significance of organizational form.” She expressed a strong preference for regulating nonprofits according to the types of abuse being observed, with the logical result being obliteration of organizational separation in institutional supervisory bodies. The book she reviewed, *A Corporate Form of Freedom*, took a very different position. This presentation evaluates the difference of opinion to consider whether retreat in the face of her argument is long overdue.

Event Context

**Naoko Okuyama, Osaka University (rouge0980705@gmail.com)*

The differences between settings for events (sports, fundraising, religion, cultural) as they attract different volunteers that will perform different tasks that have managerial consequences.

Examining Financial Health of Housing Nonprofits: Effects of State Funding Environment

**hediye kilic gorunmek, Unt (hkgorunmek@gmail.com)*

This study explores the degree to which variables in the state-level funding environment promote (or deter) financial health for housing nonprofits. It utilizes a hierarchical linear model (HLM) to capture funding environment at the state and local organizational level. Analyzing data from NCCS core file for the entire U.S between 2008-2011 and public funding variables for each state, this study finds that state funding has a negative impact on housing nonprofits financial health. This study contributes the field of nonprofits by measuring state funding effect on specific service nonprofits financial health.

Examining Multiracial Congregations as Civil Society Organizations

**Edward C. Polson, Baylor University (Clay_Polson@baylor.edu)*

Researchers have raised concerns about the effect increasing diversity has on individual-level indicators of social cohesion in US communities. A focus on individual-level indicators, however, leads us to overlook the role community organizations play in strengthening communities as well as the ways diversity affects the work of these organizations. Drawing on data from a census of congregations in one US county, I examine measures of bridging social capital in multiracial and homogenous congregations. My findings suggest that multiracial congregations are more likely to partner with community organizations, both religious and secular, and are more likely to contribute to local causes.

Examining Nonprofit Executive Director – Board Relations in Two Countries as they Relate to Perceptions of Board Effectiveness: Executive Director Perspectives

**Michael Ford, University of Wisconsin-Oshkosh (fordm@uwosh.edu); *Douglas Ihrke, Helen Bader Institute for Nonprofit Management (ihrke@uwm.edu)*

This study examines the factors that influence Executive Directors’ perceptions of the relations between boards of directors and executives in Wisconsin and Nova Scotia, and the extent to which these relations influence executive director perceptions of board effectiveness. The results of the study are based upon a random sample of these executives representing nonprofit organizations in the State of Wisconsin and the Province of Nova Scotia. Our results indicate that board demographics, board structures, and small group dynamics all have an influence on the perceptions of executives within and across the different populations of actors surveyed and within and across nonprofits in two countries.

Examining the Mechanisms of Client Influence on Nonprofit Services

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

Through the analysis of survey data collected from more than 500 nonprofits who received funding through the Communities Empowering Youth Program (CEY), administered by the Department of Health and Human Services, this study examines the organizational characteristics associated with collecting information on participants, measuring participant satisfaction, and improving knowledge about the communities they serve.

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.

Explaining Charitable Nonprofit Revenue Structures without Modern Portfolio Theory

**William Cleveland, UWM (wslevel@iupui.edu)*

A significant body of literature examines the diversification of revenue for charitable nonprofits, often citing modern portfolio theory as a rationale for diversifying revenue streams. While the logic of revenue diversification based on modern portfolio theory seems appealing, the underlying specifics reveal sufficient inconsistencies to consider alternative theories to explain nonprofit revenue structure. This paper discusses weaknesses of modern portfolio theory as an explanation of charitable nonprofit revenue structures, systematically examining differences between nonprofit revenues and portfolio management. Given the diversity of charitable missions and revenue sources, a broadly applicable theory of revenue structures for nonprofits is to be developed.

Explaining development of eNGOs in China

**Chenyang He (chenyanhe2-c@my.cityu.edu.hk)*

Many researches have attempted to offer explanation for the variation in the size of the nonprofit sector both across nations and across regions within one country. This study adds to the literature through offering empirical tests of the development of eNGOs in China. Through cautious online searching, this study identified 393 civic or grassroots eNGOs operating in China. Together with data gathered from official yearbooks, we created a panel dataset on the number of eNGOs and its explanatory variables between 2009 and 2016. Results show that eNGOs' development is significantly associated with government's investment in environmental protection.

Explore the Relationship between Revenue Sources and the Use of Funds in Chinese Philanthropic Foundations

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

Previous researches found out the nonprofits tend to save a larger percentage of donation revenue than other revenues to reduce the revenue volatility risk and smooth the potential shortage of revenues in the future (Thad D. Calabrese(2011) and Nicolas J. Duquette(2017)). In this paper, the author wants to understand further if this result also applies to Chinese foundations. Furthermore, the author also wonders, since the Chinese foundation will face relatively high revenue volatility, will they save a larger share of their revenues than their American peers? Using data from 3,547 Chinese philanthropic foundations between 2013 to 2015 (Ma, J., Wang, Q., Dong, C., and Li, H. (2017)), the dynamic first difference OLS model and seemingly unrelated regression, the author wants to explore the impacts of the changes in the different revenue sources (i.e., donation and government grants) on the changes in the uses of fund/revenue (i.e., net assets, overhead cost and program expenses). Furthermore, the author wants to examine if the restrictions status of the revenues will influence Chinese foundation's use of funds, too. More specifically, compared with an unrestricted revenue source, whether the foundation will save more restricted revenues since the foundations may not be able to find a way spend the money on the projects that donor preferred in the short time. Through this research, the author can further understand how charitable foundations will behave in a developing country with more uncertain fiscal/political environment to reduce the large revenue volatility risk.

Exploring Factors Associated with the Funding Success of Collaborative Networks: Who Wins and Why?

**Jesus N Valero, The University of Utah (jesus.n.valero@gmail.com); *David Lee, University of Hawaii (lee211@hawaii.edu)*

This paper seeks to understand the factors associated with the performance of cross-sectoral collaborative networks. While existing literature has extensively studied antecedents of collaboration, few studies have explored factors associated with the performance or outcomes of collaborative

arrangements. We assess whether characteristics of the leading agency matter or has an impact on the performance of collaborative networks. We find that nonprofit-led networks outperform those led by sector entities, and that experience in the leading role makes a difference in winning federal grants.

Exploring the Advocacy Activities of Environmental Nonprofits

**Jennifer Kagan, University of Colorado Denver (jennifer.kagan@ucdenver.edu)*

This paper explores the advocacy activities of environmental nonprofits and the organizational level factors associated with these activities. Environmental nonprofits advocate more than any other type of nonprofit, but few studies to date have examined these organizations. Data are collected via a multi-state survey of environmental nonprofits active in state-level environmental policy conflicts, 990 forms, and organizations' websites. Categories of advocacy strategies are developed based on existing literature and interviews with organizational representatives. Examples of organizational level variables include IRS status and budget. Results contribute to the literature on nonprofit advocacy and suggest how nonprofits influence environmental policymaking.

Exploring the Influence of Media Advocacy on Policy Decisions: Nonprofits as Policy Implementing Partners

**Karabi C. Bezboruah, University of Texas at Arlington (karabib@gmail.com); *Jennifer Sloan, University of Texas at Arlington (jennifer.sloan@mavs.uta.edu)*

Mass media is salient in influencing public opinion that in turn contributes to policy discussions surrounding critical issues. Taking the issue of active transportation, we examine if media reports regarding bicycle and pedestrian crashes influence policy discussions. By applying the agenda-setting theory, we examine the effects of narratives on local-level transportation policy decisions in 12 states, and their impact on nonprofits as policy implementers. This research is significant as it attempts to link policy making to policy implementation in the issue of active transportation.

Exploring the Size Variation of Chinese Nonprofit Sector: A Prefecture-Level Analysis

**Jiahuan Lu, Rutgers University - Newark (jiahuan.lu@rutgers.edu); *Qiang Dong, China Agricultural University (dongqiang@cau.edu.cn)*

This paper explores the factors contributing to size variation of Chinese nonprofit sector across over 300 prefectures. In particular, it examines the effects of demand heterogeneity, government expenditure, and government fragmentation in shaping the distribution of nonprofit activities across localities.

Factors Associated with Effective University-Community Engagement

**Yvonne D. Harrison, Luther College, University of Regina (yvonne.harrison@uregina.ca)*

This paper presents the results of an organizational effectiveness analysis of select university-community engagement efforts in Canada and the United States using the Competing Values Approach by Quinn and Rohrbaugh (1983). Results will be presented followed by lessons learned derived from a retrospective analysis of organizational change efforts using Kanter et al's (1992) Big Three Model of change forces in Identity,

Transition, and Political dimensions are presented followed by next steps in the university-community engagement research.

Factors Influencing the Strategic Behavior of Nonprofit Boards

**Margaret F Reid, University of Arkansas (mreid@uark.edu); *Michael F. Flanigan, University of Arkansas (jmflanig@uark.edu)*

Research into the behavioral orientations of nonprofit boards remains largely under researched but is likely to yield important insights into how to improve the performance of nonprofit boards. This paper examines the question, “what are possible factors that influence strategic thinking among board members.” We propose to use three theoretical frameworks: environmental uncertainty and turbulence, resource dependence theory, and the emergence of blended logics whose understanding is critical for nonprofit boards. We conducted surveys of EDs (N=19) and board members from 20 human nonprofit organizations during multiple board meetings during 2017 (N= 161).

Failure or Function? A Notion of Nonprofitness Inspired by Nature

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

A variety of theories exist to explain the emergence and growth of the nonprofit sector. However, scholars increasingly recognize explanatory gaps, particularly the inability to account for globally diverse expressions, the blurring of sector boundaries, and hybridized organizational forms. To address these gaps, this paper develops an empirically grounded conceptual model of nonprofitness based on functionalism rather than form or failure. It argues that four core functions of ecosystem services (supporting, provisioning, regulating, cultural) and nature’s three types of symbiotic exchange (parasitism, commensalism, mutualism) provide novel explanatory insights into notions of nonprofitness, blurring boundaries, and global expressions of social care.

Faith-Based Organizations: The Case of Nigeria’s Religious-Affiliated Microfinance Banks

**Daniel Anyanwu, University of San Diego, School of Leadership and Education Sciences (danyanwu@sandiego.edu)*

In Nigeria, as in many other countries of the world, faith-based organizations play significant and crucial roles in the development of society. However, unlike other countries, they engage in microfinance banking. Nigeria’s Microfinance Banks (MFBs) are regulated for-profit deposit-taking institutions providing financial services to small and medium enterprises (CBN, 2012). The success of microfinance strategy has been demonstrated across the world (Pham & Lensink, 2008). Yet, despite this optimistic view, after more than ten years of microfinance banking in Nigeria, the debate continues as to the impact of microfinance banks in general, and of religious-affiliated microfinance banks in particular (Abraham & Balogun, 2012). Based on Nigerian’s strong attachment to religion and the proven success of faith-based organizations in areas of education and healthcare, some scholars wonder if religion could negatively/positively impact microfinance bank’s performance (Hoda and Gupta 2015). Preliminary findings from a qualitative mini-study indicate that a bank’s religious-affiliation could influence customer confidence related to social and financial performance – two accepted measures of microfinance bank performance (Casselmann et al., 2015). The study consisting of a purpose selected religious-affiliated microfinance bank interviewed customers. Using each customer as a case study, the cases were compared on a cross-case-analysis design similar to the Miles & Huberman’s (1994) matrix strategy, to establish reasons for choosing the bank. I intend to further the research on faith-based-affiliation of microfinance banks and respond to Zuru et. al.’s (2016) call for researchers to focus on institutional affiliation when investigating Nigeria’s Microfinance Institutions. Research roundtable offers opportunity for this project.

Field Configuring Events as Sites of Hybridization: Accounts of Impact Investing Conferences

**Kirsten Andersen (kirstenandersen1@gmail.com)*

Literature on field configuring events demonstrates the way in which they can contribute to maintaining or innovating in a field, and how they function as sites for conventionalizing accounts. Examining such conventionalized accounts of field configuring events in emerging hybrid fields has yet to be explored. Data about the presenters and proceedings at three impact investing conferences provides insight regarding the degree of hybridity of the social and financial dimensions of this new, hybrid field. Preliminary results suggest that dominant accounts at these field configuring events emphasize financial returns over social returns, which may have implications for the field at large and the performance of the

market it exists to grow.

Fielding the National Study of Congregations' Economic Practices: What We Are Learning from Studying the Finances of U.S. Faith Communities

**David King, Indiana University Lilly Family School of Philanthropy (kingdp@iupui.edu); *Brad R. Fulton, Brad Fulton (bradrfulton@gmail.com); *Amy Lynne Hemphill, Indiana University (hempamly@iupui.edu)*

One-third of all charitable giving in the U.S. is given to religious congregations, however, little is known about how congregations receive, manage, and spend their resources. The National Study of Congregations' Economic Practices (NSCEP)—a multimethod study that incorporates a web survey, phone interviews, and site visits to collect extensive data on the economic practices of nearly 3,000 U.S. congregations will provide data on the scope and scale of congregations' economic models and financial contributions. This paper will describe the process of designing and implementing the NSCEP and it will provide preliminary findings from the data that have been collected.

Fighting the 'Good Fight:' Exploring the Value of Volunteers in Combating Illiteracy

**Philine van Overbeeke, Erasmus Universiteit Rotterdam / Rotterdam School of Management / Department of B-SM (vanoverbeeke@rsm.nl); *Lucas C.P.M. Meijs, Erasmus University Rotterdam (lmeijs@rsm.nl); *Jeffrey Brudney, University of North Carolina Wilmington (jbrudney@gmail.com); *Heleen Van der Stege, CED Groep (.vanderstege@cedgroep.nl)*

When researchers and practitioners conceive the value of volunteers to nonprofit organizations, they point to the perceived low costs of having volunteers, and the capability to deliver more services to more clients at less costs. This perspective is likewise the case in the field of fighting illiteracy, where paid staff and volunteers join forces in diverse organizational settings. In this research we pose the opposing question: What are the unique added values of volunteers, next to lowering costs, for organizations that fight illiteracy? We also explore the generalizability of our results to other service domains.

Financial Accountability, Transparency and Private Donations to Charitable Organizations: Does Publicness Matter?

**Trang Hoang, The University of Texas at Dallas (trang.hoang2@utdallas.edu); *Young-joo Lee, University of Texas at Dallas (ylee@utdallas.edu)*

This study examines how nonprofits' financial accountability and transparency explains the charitable contributions these organizations receive. Using the National Center for Charitable Statistics' Statistics of Income Samples from 2008-2012, we test how various indicators of financial performance and organizational transparency are associated with private charitable contributions across different types of nonprofit organizations. The findings suggest that these indicators affect the charitable donations an organization receives, while the impacts vary depending on the publicness of the service provided.

Financial Resource Drivers of Nonprofit Startup and Sustainability

**Fredrik O. Andersson, SPEA - IUPUI (fanders@iu.edu); *Lewis Faulk, American University (faulk@american.edu)*

Even though scholars have long acknowledged the uncertainty, resource hurdles, and liabilities associated with being a new organization, there are few large-scale empirical studies focusing on how nonprofit start-ups are funded and which funding sources drive nonprofit growth in organizations' initial life stages. This study will use extensive, 10-year data on foundation, government, private philanthropy, and fee revenue for a representative panel of nonprofit organizations across 10 US metropolitan areas to understand which financial resources are instrumental for

nonprofit startup and early growth, and which financial resources, or mix of financial resources, leverage future growth and sustainability of nonprofit startups.

Five Nonprofit Leadership Challenges: A Proposed Typology of Common Issues That Nonprofit Leaders Face

**Richard Clerkin, Institute for Nonprofits NC State University (Richard_Clerkin@ncsu.edu); *Jayce Sudweeks, North Carolina State University (jayce.sudweeks@gmail.com); *Sapna Varkey, North Carolina State University (savarkey@ncsu.edu)*

Nonprofits face many challenges while attempting to meet their missions and leaders would benefit from a typology that highlights the core issues organizations experience. The Institute for Nonprofits identified five leadership challenges years ago, but believe it is time to revisit the literature to assess whether these challenges encompass the research agenda of nonprofit and voluntary action academic studies and whether there are other prominent themes that have arisen. Using qualitative content analysis, researchers will examine abstracts from three major nonprofit journals from 2005-2017. Establishing a typology will strengthen the Institute's efforts and inform research and practice throughout the field.

For Better or for Worse? Are Local Government and NGOs Relations Necessary for Poverty Reduction in Ghana?

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

When local government and NGO interact by virtue of working within the same geographical space, there emerge both positive and negative outcomes for the implementation of their programmes. This paper investigates the implications of the relations between local government and NGOs in Ghana for the implementation of poverty reduction programmes.

Foreign Corruption of the Political Process through Nonprofit Instrumentalities

**Norman I. Silber, Yale Law School/Hofstra Law School (norman.i.silber@hofstra.edu)*

Recently, reputable sources have revealed investigations of foreign interference. For purposes of discussion this paper assumes that investigation by the FBI or Federal Election Commission has revealed that senior staff members and some or all of the board of a nonprofit organization classified as (c)(4) has assisted a foreign terrorist or a foreign criminal organization by recklessly or intentionally permitting itself to be a conduit for unlawful contributions and activities. What can and should state and federal authorities do? What are the fiduciary duties of officers, directors, and staff? What is a board member's liability for failure diligently to monitor (or to be willfully ignorant of) donations to a nonprofit from a foreign terrorist, or criminal, or state-supported foreign entity?

Formation of a Nonprofit Organization through the Partnership between Corporate Employee Resource Groups and Ethnic Agencies

**Suzie S. Weng, University of North Florida (suzie.weng@gmail.com); *Justin S Lee, University of North Carolina at Greensboro (justinscottlee@gmail.com)*

Similar to mainstream organizations, Asian-American organizations often face challenges obtaining the resources they need to support their work in the community. Corporate employee resource groups can serve as a powerful form of support mechanism for Asian-American nonprofit organizations. Using the multiple case study approach, this paper examines the formation of an Asian-American ethnic agency by a corporate employee resource group and community members. Themes found include: 1) formation of the partnership; 2) moving forward; and 3) challenges ahead. A better-resourced organization facilitates increased chances of success as well as access to its services by the community in which it serves.

For-Profit Philanthropy Goes Retail: The Rise and Risks of Commercially-Sponsored Donor-Advised Funds

**Dana Brakman Reiser, Brooklyn Law School (dana.brakman@brooklaw.edu)*

The economic convergence of nonprofit and for-profit entities, described cogently in Evelyn Brody's 1996 article "Agents Without Principals," seems today complete. Four of the ten largest public charities in America are commercially-sponsored donor-advised funds affiliated with investment firms. Donor-advised funds are separate accounts held by a sponsor institution, to which a donor may make currently tax-deductible contributions, which are then held (and invested) for future distribution to charitable entities. This paper will situate commercially-sponsored donor-advised funds within the larger phenomenon of for-profit philanthropy: a process by which traditionally for-profit norms, players, and practices have migrated into traditionally nonprofit territory.

Forthcoming

**Stuart C. Mendel (s.mendel@csuohio.edu)*

Forthcoming

Forthcoming

**Matthew L Hale (matthew.hale@shu.edu)*

Forthcoming

Forthcoming

**Renee A. Irvin, University of Oregon (rirvin@uoregon.edu)*

Forthcoming

Fostering Future Responsible Leaders Through Overseas Service Learning Programs

**Ngai-wan Fontane Lau, City University of Hong Kong (nwflau@cityu.edu.hk); *Yuet-ngor Mary Pang, City University of Hong Kong (mgpang@cityu.edu.hk)*

Academic institutions are the best breeding ground for nurturing responsible leaders. The campus experience enables students to acquire professional knowledge, and actively apply through experiential learning opportunities such as internship, study abroad, overseas placement and service learning. It is important to provide appropriate and relevant experiential learning context and intervention to nurture informed and responsible future leaders. The study will discuss the roles that academic institutions may play on equipping students participating in summer service learning programs and evaluate the effectiveness of the summer programs organized by a business college of a publically funded university with quantitative and qualitative analyses.

Founders' Fortunes and Philanthropy: A History of the US Charitable Contribution Income Tax Deduction for the Entrepreneurially Wealthy

**Nicolas Duquette, University of Southern California (nduquett@usc.edu)*

The US charitable contribution income tax deduction was intended to support the philanthropy of the very rich since its introduction in 1917. Philanthropy was seen as a substitute for government spending until after the Second World War. In the 1950s and 1960s, high tax rates catalyzed the formation of large foundations from industrial fortunes and precipitated a national debate about the legitimacy of philanthropy. The conception of the charitable contribution as a tax expenditure (not a spending substitute) intended to encourage middle-income giving (rather than elite philanthropy) is an invention of the 1970s and 1980s.

Founders' Stories of Grassroots International Nonprofit Organizations and Diaspora Connections

**Susan Appe, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY (sappe@albany.edu); *Ximeng Chen, Binghamton University (xchen80@binghamton.edu); *Ayelet Oreg, Binghamton University (Aoreg1@binghamton.edu)*

Drawing on literature about diaspora philanthropy and the motivation to giving, we conduct a mixed methods study on a specific mode of diaspora philanthropy: grassroots international nonprofit organizations founded by emigrants and refugees in the U.S. By examining the founder stories of diaspora populations, we aim to highlight the role that emigrant and refugees seek to have on social change and development in their origin countries and empirically outline a promising mode—the founding of grassroots international nonprofit organizations—of diaspora philanthropy.

Fragile or Resilient? The Landscape of American Community Foundations post 2008

**Laurie E. Paarlberg, Indiana University - Lilly Family School of Philanthropy (lpaarlbe@indiana.edu); *Hyunseok Hwang, Texas A&M University (gustjr2002@tamu.edu)*

Over the past two decades, community foundations in the US, have faced unprecedented environmental shifts that challenge the future roles of community foundations. Drawing upon 990 reports of the population of US based independent community foundations and UWs, this paper explores three questions: 1). How are the financial characteristics of “community foundations” changing? 2). How are the grant distribution patterns of “community foundations” changing? 3). How are the resources and allocations patterns related to community characteristics? This paper seeks to map the landscape of community foundations and explore shifts in community foundation activity across place.

From Control to Consolidation: China's Framework for Foreign NGOs and Foundations in its Second Stage

**Mark Sidel, University of Wisconsin-Madison (mark.sidel@wisc.edu)*

Beginning in January 2017, China inaugurated a new framework for integrated control of the work of foreign nongovernmental organizations and foundations working on the mainland. In the year and three months since, China's Ministry of Public Security has integrated virtually all foreign NGOs and foundations working on the mainland into one framework with two prongs -- registered offices, and registration of project activities (temporary activities). As this new control framework enters its second year, China is beginning to focus beyond initial control toward consolidation and molding of the work of foreign NGOs and foundations in China. This paper, part of a multiyear research project on China's new framework for foreign NGOs and foundations, and based on research in China, analyzes the second stage of these efforts and China's strategy to mold the work of foreign NGOs and foundations toward its goals.

From “Regulatory Evaluation” to “Supportive Evaluation”: Research on the Evaluation Mechanism of Government-Nonprofit Social Service Contracting in China

**Zhaonan Zhu, Beijing University of Chemical Technology (zhuzhaonan@gmail.com)*

The Government-Nonprofit Social Service Contracting (GNSSC) has flourished in China, but the current research on the evaluation mechanism is seriously inadequate. Different evaluation mechanism will have a different impact on nonprofit organizations(NPOs). This research will take two third-party evaluation agencies as cases, which in charge of contracting projects' evaluation of Beijing Ministry of Civil Affairs(BMCA) from 2016 to 2017. I will systematically compare regulatory evaluation mechanisms and supportive evaluation mechanism, and analyze their different impacts on NPOs. I suggest that the future of China's service contracting evaluation mechanism should be transformed from the “regulatory evaluation mechanism” to the “supportive evaluation mechanism”.

From Service Delivery to Management: An Investigation of Managerial Identity

**Michael A Walton, North Carolina State University (walton321@gmail.com)*

From an online survey, professional associations are investigated as venues for the development and verification of nonprofit managers' identities. Identity concepts drawn from social psychology are investigated, and their relationships to job satisfaction and turnover are examined.

SEM analyses find that professional associations contribute to identity development, but this effect varies by pattern of membership and affective commitment. Members of associations exclusive to managers are found to feel less validated in their performance as managers. This work contributes empirical analysis to the experience of managers who have transitioned from a service delivery role and lends insight into managerial turnover.

From Transactions to Trust: How Nonprofit Borrowers and Lenders Collaborate to Help Communities

**Kellie McGiverin-Bohan, Indiana University (kmcgiver@indiana.edu)*

Debt can be a powerful (and risky) tool for nonprofits, and lending to nonprofits can be a chancy proposition for many banks. However, we know little about how borrowers and lenders weigh risks and make decisions about nonprofit debt. This paper focuses on how borrowers and lenders alike identify, gather, and process both traditional “hard information” (e.g., financial ratios from the balance sheet), and “soft information” (e.g., community needs, historical services, mission alignment, governance). Findings suggest that a heavy reliance on soft information makes nonprofit debt less transactional and more relationship-based.

From Two-Way Communication to a Two-Step Flow of Communication: Grassroots Engagement on Twitter

**Matthew P Taylor, Middle Tennessee State University (matthew.taylor@mtsu.edu)*

This study investigates decentralized approaches to advocacy on social media through a qualitative content analysis of more than 1,100 Tweets from the World Lupus Foundation’s #LupusChat during Lupus Awareness Month. The study explores what happens in an organized social media campaign that is inherently built on engagement. This research deepens understanding of Twitter as an advocacy tool, contributes to a growing body of academic literature regarding nonprofit social media use, and breaks new ground with the examination of organized hashtag advocacy campaigns.

Fundraiser Education in the United States: Analysis of Existing University-based Programs and Unique Training Needs

**Tara Mercurio, University of Florida (TaraSMercurio@ufl.edu); *Jennifer Amanda Jones, University of Florida (jenniferajones@ufl.edu)*

Fundraising is an important component of nonprofit management education. Yet, little is known about university-based fundraiser education programs or what kind of format would be most effective. The purpose of this study was to identify the number, type, and cost of fundraiser education programs in the United States and to analyze the scope of coursework in these programs. The demand for fundraiser education programs is apparent and should encourage academic institutions to develop quality and accessible programs. However, our findings suggest that effective fundraiser education programs may need to break from the traditional academic model in several key ways.

Fundraising Efficiency and Financial Capacity Performance in Nonprofits in the U.S.

**Kuang-Ting Tai, SPAA, Rutgers University (kt428@rutgers.edu); *Jongmin Shon, Rutgers University (jshon@rutgers.edu)*

Fundraising efficiency is an essential factor for nonprofits to achieve the predetermined missions. However, prior studies have neglected its potential impacts on improving nonprofit’s financial capacity when the expense on fundraising activities is decreased but the revenue is increased. Employing the panel data retrieved from Statistic of Income (SOI) and measuring fundraising efficiency through Data Envelopment Analysis (DEA) approach, this research aims to specify the relationship between fundraising efficiency and financial capacity performance, in terms of the program expense growth and equity ratio. The research findings can benefit researchers and practitioners by clarifying the financial dynamics and providing policy implications.

Fundraising Regulation and the “Voluntary” Levy: Examining the Effectiveness of the UK Fundraising Levy on Charity Participation

**Alasdair C Rutherford, University of Stirling (alasdair.rutherford@stir.ac.uk); *Diarmuid McDonnell, University of Stirling (diarmuid.mcdonnell@stir.ac.uk); *Eddy Hogg, University of Kent (E.Hogg@kent.ac.uk)*

Regulators play an important role in promoting good governance and accountability by charities. The new Fundraising Regulator for England is funded through a levy on large fundraising charities. We exploit the sharp eligibility threshold in order to make a causal estimate of the effect of the fundraising levy on regulatory participation. We show that the levy was necessary to secure participation by charities, and cost was not a significant barrier to participation. The income from the Levy scheme is very significant, and without this it is likely that the level of resources available for fundraising regulation would be significantly lower.

Gender and Diversity Equity in the Nonprofit Sector: Using Pedagogy to Chip Away at the Glass Ceiling

**Michelle Evans, University of Tennessee at Chattanooga (michelle-evans@utc.edu); *Jose Luis Irizarry, Florida Atlantic University (jirizarry2014@fau.edu)*

The nonprofit sector evolved largely through voluntary associations founded by women (Lee, 2014; Stivers, 2000) and is currently comprised of a female dominated workforce (O’Neill, 1994, Themudo, 2009). In contrast, executive and board leadership of nonprofits is dominated largely by men (Gibelman, 2000; Pynes, 2000). Within academia this trend has been called a “leaky pipeline” where the number of women decreases along the career advancement path (Carter, Croft, Lukas, & Sandstrom, 2017). This paper seeks to apply the leaky pipeline concept to nonprofit graduate education as one possible barrier for women in achieving equity in executive and board positions.

Gender differences in charitable giving around the 2016 U.S. presidential election

**Jacqueline E. Ackerman, IU Lilly Family School of Philanthropy (jacacker@indiana.edu); *Jonathan J. Bergdoll, IU Lilly Family School of Philanthropy (jjbergdo@iupui.edu); *Debra J. Mesch, LFSOP (dmesch@IUPUI.edu); *Una Osili, Indiana University (uosili@iupui.edu)*

This study examines the impact of the 2016 U.S. presidential election on charitable donations by men and women. Using gift-level data for the two-week period surrounding Election Day, we analyze total amounts given by men and women, as well as amounts given to specific charitable causes and nonprofits of interest. Preliminary results indicate that charitable giving increased markedly in the week after the election. However, patterns differ by gender, both for overall giving and for giving to specific causes and organizations.

Gendered Giving: Board Composition and Funding of Women and Girl Serving Organizations

**Lauren Dula, Binghamton University, SUNY (ldula@binghamton.edu)*

The theory of representative bureaucracy states that passive representation of a particular demographic group within the administrative system will translate into active or functional representation in the outcomes of that group’s activities. This study seeks to discover whether the gender composition of funding agency boards of directors and executive leadership impacts the amount of funding received by explicitly women and girl serving organizations. The study uses data on a nationally representative sample of United Ways and their giving across 6 points in time covering 15 years. Through multivariate regression analysis we see some impact on spending provided leadership is female.

Gender Equality and Women's Foundations

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

The purpose of this research is to explore the issue of gender equality through the work of women's foundations. This study will address the primary research question: How and why do women's foundations support gender equality? Secondary research questions include: What philosophies underpin their grant-making or other activities? What or whom do they fund or support? And what processes do they use to make funding decisions? Qualitative research methods will be used. A landscape scan was completed and a database created of all U.S. women's foundations. Interviews will also be conducted with executive directors of a purposely selected sample of women's foundations. Content analysis will be conducted on data from foundation websites and other documents, and interview transcripts. The research will be done in a manner that as much as possible accounts for the diversity of women's lives and that may benefit all populations of women. This study seeks to add to the literature of several broad scholarship areas. It will contribute to the larger area of work on women's philanthropy. The results might contribute to the gaps in the larger scholarship on social change philanthropy in relation to grant-making foundations and whether it brings about social change. There is a major gap when it comes to smaller foundations and public foundations in the literature. The participants in this study are smaller and or public foundations. Lastly, this study might add to the debate about foundations in general and their impact on creating social change or maintaining the status quo.

Gender Gap Within Volunteering in Japan: An Application of Role Theory

**Megumi Kojima, Ritsumeikan University (megumi@ba.ritsumei.ac.jp)*

There have been numerous studies on the relationship between gender and volunteering and most have proven that women participate in more volunteer activities than men (Fyall, & Gazley, 2015; Taniguchi, 2006; Musick & Wilson, 2008). However considering the effects of gender, employment status, and family status, the results of ratio of volunteering activities by gender turn controversial (Hayghe, 1991 ; Hook, 2002). In Japan, research shows that personal factors such as religion, contact with friends, and generalized trust affects participation of volunteering (Taniguchi, 2008; Taniguchi, 2013). This study investigates the kind of volunteer activities preferred by gender in Japan.

Gender, Social Networks, and Philanthropic Behavior among Giving Circle Participants

**Julia L Carboni, Syracuse University (jlcarbon@maxwell.syr.edu); *Angela M. Eikenberry, University of Nebraska at Omaha (aeikenberry@unomaha.edu); *Jason Franklin, Dorothy A. Johnson Center for Philanthropy @ Grand Valley State University (jason_franklin@gvsu.edu); *Jessica Bearman, Independent Researcher (jessica@bearmanconsulting.com)*

This paper explores the social networks of giving circle members and a control group of nonmembers to assess (1) whether there are differences in social networks between women and men within and across treatment and control groups; and (2) whether these differences are associated with philanthropic behaviors. We hypothesize that members of giving circles have higher levels of giving both time and money than non-giving circle members but that these effects will be gendered. Data come from a survey about philanthropic behavior and data are analyzed using the fuzzy set qualitative comparative analysis (fsQCA) method.

Generating Social Entrepreneurship: A Survey of Social Business Incubators

**Rhonda Phillips, Purdue University (rphillips@purdue.edu); *Patsy Kraeger, Georgia Southern University (pkraeger@georgiasouthern.edu)*

Forty-eight social business incubators or related programs (“accelerators,” etc.) were identified to survey. We explore how the incubator model is focused on helping social entrepreneurs form socially oriented businesses and similar social enterprises, nonprofits, or other organizations in the private, public, and nonprofit or third sectors. We also are interested in impacts on the community where these incubators operate – are there positive outcomes for the social sectors? Do the incubator programs help capture some of the benefits of these type businesses and organizations for the area? We use an online survey supplemented with selected interviews to conduct the study.

Geography as an Effective Segmentation Approach for Nonprofit Donation Strategy through Spatial Demography

**Steven Bauer, Pepperdine University (steven.bauer@pepperdine.edu); *Alice Labban, Pepperdine University (alice.labban@pepperdine.edu); *Robert Shearer, Pepperdine University (robert.shearer@pepperdine.edu)*

Private donation activity is key to nonprofit organizations. Although many studies have investigated the effect of demographic variables on charitable giving, few have done so from a geographic orientation. The demonstration of demographic relationships at the geographic level is highly useful to nonprofits because demographic information by area is publicly available. In this study, regression models related average donation size from the Westside Food Bank in Los Angeles to demographic data by zip code from the Census Bureau. Results showed significant relationships between average donation size and specific age, education and income variables at the aggregated zip code level.

Getting by with a Little Help from My Friends: The Cost-Effectiveness of Using Professional Solicitors to Raise Nonprofit Revenue

**Chris Prentice, University of North Carolina Wilmington (prenticecr@uncw.edu); *Nicole Geczi, University of North Carolina Wilmington (geczin@uncw.edu); *Jeffrey Brudney, University of North Carolina Wilmington (jbrudney@gmail.com)*

Nonprofits often seek the assistance of professional solicitors to secure contributions on their behalf. Yet, research on nonprofit use of professional solicitors is limited. This research examines the circumstances that drive some nonprofits rather than others to contract with paid solicitors to carry out fundraising. Findings show that guaranteed-minimum rates stipulated in contracts, the amount of contributions earned by nonprofits as a consequence of these relationships, and the percentage of raised funds retained by professional solicitors vary across nonprofits of different types, ages, and sizes. Results raise questions regarding the continued use of solicitors despite the inefficiency of these relationships.

Getting Things Done for Life: Long-term Impact of AmeriCorps Service for Diverse Groups of Members

**Matthew Hudson-Flege, Clemson University (mflege@clemson.edu)*

An important long-term goal of AmeriCorps programs is to foster civic-minded leaders who will “get things done” for life. While evidence from the 1999-2007 AmeriCorps Longitudinal Study suggests that AmeriCorps is successful in fostering long-term growth in many areas, previous analyses have not accounted for the diversity of members. This study developed four distinct profiles of members within the AmeriCorps Longitudinal Study, and examined how their outcome trajectories differed over time. Results indicate that AmeriCorps is effective in promoting civic engagement among diverse members, but findings in other outcome areas varied based on member profile.

Giraffes, Cadavers and Supernovas: A Critical Examination of Foundation Metaphors

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

As philanthropic foundations take on increasingly prominent socio-political roles, the need for stronger conceptualizations of foundations as an

organizational form is articulated widely across academic, policy and practice contexts. Building on the use of metaphors in the field of organisational analysis, this paper maps and provides a conceptual overview of the spectrum of metaphors that have been applied to, and are used by, philanthropic foundations, and critically examines their potential for strengthening theory on foundations.

Give Globally, Act Locally: The Daughters of Charity Foundation and Systemic Change, 1984-2015

**Kristine Ashton Gunnell, UCLA Center for the Study of Women (kristine.gunnell@gmail.com)*

Using oral history and archival research, this paper explores the varying strategies which the Daughters of Charity Foundation has used to promote systemic change within its realm of influence. Intent on supporting the work of Catholic sisters serving those struggling in poverty, the foundation gave globally through the Seton Institute and acted locally by investing in the Daughters' health, education, and social services in California. By doing both, foundation leaders developed a more systemic view, cutting across service sectors and geography to build practices and programs that supported meaningful change, while also striving to preserve human agency and dignity.

Giving in Scandinavia

**Johan Vamstad, Ersta Sköndal University College (johan.vamstad@esh.se)*

This paper explores the topic of giving to civil society organisations in Scandinavia. Giving is a type of contribution to civil society that differs markedly from other civil society activities, like e.g. volunteering. Scandinavians have a more ambiguous relationship to giving as it is both a commendable civil act like volunteering but unlike volunteering also a reminder of unwanted economic inequality. This ambiguity, however, does not prevent Scandinavians from giving; people in Denmark, Norway and Sweden are among the most frequent donors in the world.

Global Evidence on Effective Design of Tax Incentives for Charitable Giving

**Rene Bekkers, Vrije Universiteit Amsterdam (r.bekkers@vu.nl); *Sigrid Hemels, Erasmus University Rotterdam (hemels@law.eur.nl); *Pamala Wiepking, IU Lilly Family School of Philanthropy (pwiepki@iu.edu); *Femida Handy, University of Pennsylvania (fhandy@sp2.upenn.edu)*

How do countries offering different tax incentives for nonprofit organizations vary in the level and nature of generosity? Governments across the globe use a variety of tax instruments to encourage charitable giving, in addition to other instruments such as support for accountability programs and direct financial support. What is the effectiveness of these forms of support to nonprofit organizations? We answer this question in theory and with an analysis of empirical data of charitable giving in 28 countries across the globe, expecting to find that the effect varies strongly between countries if tax incentives vary.

Governance Failures Within the Nonprofit Sector: A Theoretical Framework

**Duchess Deidre Humphrey, Public Administration, University of North Texas (duchesshumphrey@gmail.com)*

The purpose of this research is to examine governance failure at the level of nonprofit leadership. Central to nonprofit governance failures is the emphasis on scandals that occur at the level of leadership (see Stephens and Flaherty 2013). Specifically, using a sample of 722 occurrences of public charity scandals, the study captures three common types of occupational fraud: (1) misappropriation of assets, (2) corruption, and (3) financial statement fraud. The results indicate that media-reported instances of occupational fraud occur more frequently at the level of management indicating there are possible monitoring problems at the level of governance

Governance Teams, Fiduciary Duty, and Intellectual Property

**Michelle Walker, Walker Philanthropic Consulting (michellepgh250@gmail.com)*

One thesis to be developed is that governance frameworks and processes need to evolve in order to recognize and manage intellectual capital assets, whether it is for knowledge management within the organization, for sharing and building on existing knowledge, or for more strategic firm-specific goals. A second thesis to be developed is to articulate the rationale for why governance teams should recognize intellectual capital

assets as assets to be managed per their fiduciary responsibilities.

Governance Values and Roles in Nonprofit Arts Organizations

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

Nonprofit governance literature often generalizes board roles, values, and behaviors across different service areas. This research examines how board members' values and roles coincide in nonprofit arts organizations. Earlier research in this process suggested that trustee roles and responsibilities might be driven by individual's values such as altruism, ideology, duty, composition, public scope, structure and process, risk posture, and stewardship. This stage of the research explores this intersection in nonprofit arts organizations combining literature and semi-structured interviews with arts trustees. Identifying intersections between values and roles in arts governance will help supporting arts-focused governance research and capacity building.

Governance Vulnerabilities and Risk Assessment: A Red Cross Case Study Part II

**Christopher Corbett, Independent Researcher (chris_corbett1994@hotmail.com)*

The American Red Cross, in the aftermath of its disaster relief activities, remains under much political and public scrutiny. Part I's focus was at government level (Corbett 2017), namely its investigation of ARC, including its failed efforts to bring the ARC under regulatory control. Part II's focus is at organizational level, to gain insight into ARC's governance vulnerabilities. This is accomplished by examining ARC's 2016 and 2017 bylaws to assess governance risks and identify remedies to help restore the public trust and that of elected officials.

Governing Board Turnover in Nonprofits: Examining the Effects of Governing Board Turnover in United Way on Nonprofit Financial Capacity

**Seung-Ho An, Texas Tech University (seungho.an@ttu.edu)*

This paper investigates the effects of governing board turnover on organizational financial capacity in the context of nonprofit organizations. Governing board members in nonprofits serve as boundary spanners who link the organization with the external environment, and also act as principals who ensure that critical resources are spent to achieve organizational missions. They, therefore, play a critical role in attracting and utilizing financial resources. Given its importance, any turnover occurring to the governing board should affect the financial capacity of the organization. While the relationship between attributes of the nonprofit governing board and organizational performance has been an enduring research topic, we know very little about whether and how governing board turnover would affect the performance of nonprofit organizations, especially with regard to financial capacity. Adopting theoretical perspectives from cost-benefit, resource dependency, and agency theory, I develop a nonlinear hypothesis between governing board turnover and nonprofits' financial capacity. Using cross-sectional data constructed based on different sources, I test the hypothesis in the context of the United Way organizations. I find general support for my hypothesis, which yields implications for both research and practice of nonprofit human resources management.

Governing Board Turnover in Nonprofits: Examining the Effects of Governing Board Turnover in United Way on Nonprofit Financial Performance.

**Seung-Ho An, Texas A&M University (seungho@tamu.edu)*

Governing board members in nonprofits play a critical role in shaping and promoting organizational missions, guiding the direction of organizations, and monitoring organizational activities. In this regard, the relationship between attributes of nonprofit board and organizational performance has been an enduring research topic. We, however, know little about whether and how governing board turnover would affect the performance of nonprofit organizations. This paper examines the effect of governing board turnover on nonprofit financial performance; how

governing board turnover affects nonprofit activities that carry their core values and missions, and contributions.

Government as the Principal Philanthropist in Poverty Alleviation in China: An Institutional Analysis

**Qingqing Wang, Arizona State University (qwang148@asu.edu); *Zelin Xue, Shanghai Academy of Social Science (zxue@sass.org.cn); *Qiang Qin, Tsinghua University of China (qin-q17@mails.tsinghua.edu.cn); *Qionglian Liu, Tianjin Institute of Public Administration (qionglianliu1@gmail.com)*

Since 2013, Chinese government has adopted a new policy concerning accurate poverty alleviation, which reveals the new stage of poverty alleviation in China. In the whole process of poverty alleviation, Chinese government serves as the principal philanthropist. However, there are few studies focus on the role of government and the institutions designed for poverty alleviation. In this study, we want to delve into the institutions concerning accurate poverty alleviation and the red tape within the bureaucratic organization. In doing so, we hope to gain insights from the Chinese experience and contribute to the philanthropist issues both in theory and practice.

Government-Nonprofit Collaboration in Social Welfare Service Provision: An Analysis of the Social Welfare Subvention System in Hong Kong

**Michelle Hei Yan Shum, Hong Kong Baptist University (mhyshum@hkbu.edu.hk)*

Government-nonprofit collaboration in welfare provision is not a novel concept. Yet, studies on their collaborative relations seldom address the nuances of state structures and power reconfiguration in the welfare policy-making and service implementation system, which relentlessly influence the government-nonprofit relations in social welfare service provision. Utilizing the social welfare subvention system (“SWSS”) reform in Hong Kong as an example, this research developed an analytical framework, by adopting the new institutionalist approach, to systematically scrutinize the changes in government-nonprofit relations during different periods of time, against the backdrop of altering political structure, welfare policy-making system and implementation mechanisms of the SWSS.

Government-Nonprofit Relations in Poverty Alleviation in China: A Perspective of college volunteers

**Qiang Qin, Tsinghua University of China (qin-q17@mails.tsinghua.edu.cn); *Qingqing Wang, Arizona State University (qwang148@asu.edu); *Zelin Xue, Shanghai Academy of Social Science (zxue@sass.org.cn); *Qionglian Liu, Tianjin Institute of Public Administration (qionglianliu1@gmail.com)*

Poverty alleviation in China has been a major issue world widely. In combating poverty, government-funded nongovernmental organizations (NGOs) and volunteers have played different roles with various mechanisms. However, based on a literature review, we find studies focus on the government-nonprofit relations from the perspective of volunteers is rare. As a crucial component of nonprofit organizations, how volunteers provide services in different ways and what their motivations to combat poverty are the questions we want to explore. Interviewing volunteers who attended poverty alleviation in rural China and analyzing government documents are our research methods.

Government-Nonprofit Relations in Poverty Alleviation in China: A Perspective of the Street-Level Bureaucrats

**Zelin Xue, Shanghai Academy of Social Science (zxue@sass.org.cn); *Qingqing Wang, Arizona State University (qwang148@asu.edu); *Qiang Qin, Tsinghua University of China (qin-q17@mails.tsinghua.edu.cn); *Qionglian Liu, Tianjin Institute of Public Administration (qionglianliu1@gmail.com)*

Poverty alleviation in China has a profound meaning world widely. Governments, nonprofits, and volunteers have been playing different roles in poverty alleviation in rural China since several decades. However, from the perspective of street-level bureaucrats, what are the mechanisms shape the government-nonprofit relations in poverty alleviation in rural temporary China and the challenges they are faced have not been studied sufficiently in recent years. This research collects data through different ways, including interviewing government officials who are working at the frontline of poverty alleviation in rural China and analyzing documents about poverty alleviation policies.

Government-Nonprofits Relationship in Croatia: A Thorny Road

**Danijel Baturina, Faculty of Law, University of Zagreb (danijel.baturina@pravo.hr)*

This paper would analyze government nonprofits relationship in Croatia to draw insights how the government relationship developed in 26 years period since democratic transition (1991-2017). The paper will be based on the extensive desk research, as well as results of empirical research conducted as doctoral thesis within EU Seventh Framework Programme project Third Sector Impact 2014-2017 (grant agreement 613034). Historical developments as well as empirical results in dimensions institutional framework, work of organizations and societal conditions /modernization capacities in society would be put in the framework of Young's (2000) three ideal-type models of the non-profit sector and government relationship.

Government Reporting Requirements for NGOs and Data Availability: A Data Story

**Elizabeth Bloodgood, Concordia University (elizabeth.bloodgood@concordia.ca); *Michael Lenczner, Ajah; Powered By Data (michael@ajah.com); *Jenny Tabet, Concordia University (tabet.jenny@gmail.com); *Takumi Shibaike, University of Toronto (takumi.shibaike@mail.utoronto.ca)*

Over the last 15 years two trends have increased NGO reporting to government authorities around the world. Governments' concerns over international funding of national organizations and transnational terrorism has led to more stringent regulations on NGO financing. The open government data movement has led governments to release more data in common formats, including tax records and grants data on NGOs. We examine, and propose explanations for, gaps between the data that governments' require NGOs to report (collected) and the data that is made publicly available (released) for twenty countries. Differences vary dramatically by national political environment, geographic region, type of data, and type of NGO.

Grassroots Organizations in Palestine: Reclaiming Civil Society?

**Catherine E. Herrold, IU Lilly Family School of Philanthropy (cherrold@iupui.edu)*

This paper analyzes NGOs in Palestine that are re-claiming civil society as an arena owned by local citizens. Working outside of the international aid system, these organizations are invoking the concept of sumud (steadfastness) as they endeavor to build resistance economies, promote Palestinian solidarity, and end the Israeli occupation. Their work contests the exercise of productive power over the governance of Palestine by Western donors and seeks to return such power to local Palestinians. This paper examines how these grassroots groups understand the concept and roles of civil society and the strategies they deploy to cultivate a resistance-oriented civil space.

Guiding and Informing the Local Government – Nonprofit Relationship: A Case Study of an Cross-Sector Partnership in Loudoun County, Virginia

**Mary Beth Dunkenberger, Virginia Tech (mdunkenb@vt.edu); *Elizabeth Allen, Virginia Tech (lizallen@vt.edu); *Liz Weaver, Loudoun County Department of Management and Budget (Liz.Weaver@loudoun.gov); *Shalom Black, Loudoun County VA, Dept. of Management and Budget (shalom.black@loudoun.gov)*

Over the past 20 – 30 years Loudoun County, Virginia has experienced dramatic economic and population growth and diversification. The county partnered with the Virginia Tech Institute of Policy and Governance to conduct a needs assessment and develop recommendations to improve the collaborative ability of nonprofits and public agencies to meet existing and emerging needs. This paper will discuss how the academic, local government, and nonprofit relationship developed and progressed, detailing aspects including mediation of tensions, methods for cross-sector engagement, and ongoing academic and local actor collaboration in assessing progress. Additionally, the study will summarize theoretical, policy and practice implications.

Guilty by Association: Impact of War on Terror on Reputation of Western NGOs in Pakistan

**Rafeel Wasif, University of Washington, Seattle (rafeel@uw.edu)*

I hypothesize that western-funded NGOs' reputation among local community has been impacted by their association with the war on terror as it has blurred the lines between military and humanitarian spheres. I will use media frames as the measure for NGO reputation, and will test my hypothesis by conducting frame analysis of six leading newspapers in Pakistan (3 in Urdu language and 3 in English language) through human coders from crowdsourcing platform Crowd Flower. I will compare the pre-9/11 to post 9/11 media frames in the Pakistani media, and use a local NGO Edhi Foundation as the relevant comparison group.

Halting an Epidemic: How Liberian Civil Society Fought Ebola and Won

**Kelly A. Krawczyk, Auburn University (kak0037@auburn.edu)*

The assumption is that civil society strengthens governance and promotes development in post-conflict settings (Koch, Dreher, Nunnenkamp, and Thiele 2009; Diamond 1997; Gyimah-Boadi 1996); however, there is a lack of empirical evidence to support these assertions (Clarke 1998). This study uses mixed methodology to expand understanding of civil society's role in governance by providing empirical evidence on the role of civic actors during the recent Ebola crisis in Liberia. Cross-sector collaboration (Page et al 2015; Simo and Bies 2007) is used as a theoretical lens to examine the role and contribution of civic actors that helped stem Liberia's Ebola outbreak.

Happy Birthdays for Children: Food Insecurity and Social Exclusion

**Lucas C.P.M. Meijs, Erasmus University Rotterdam (lmeijs@rsm.nl); *Femida Handy, University of Pennsylvania (fhandy@sp2.upenn.edu); *Frans-Joseph Simons, Erasmus University (fja.simons@rsm.nl); *Lonneke Roza, Erasmus University Rotterdam (lroza@rsm.nl)*

Food insecurity for children can manifest itself in many ways, including lacking access to typical foods required to participate in societal customs. This relative food insecurity often subjects children to social exclusion. In this paper, we examine this type of food insecurity, one that children (4-12-years) face who cannot afford the culturally appropriate foods required to celebrate their birthdays in schools. We examine this using the case study of Jarige Job, a Dutch nonprofit that uses the networks of foodbanks to identify children and deliver birthday boxes with food items and gifts to their parents.

Healthy Men, Healthy Communities: The Role of Action Research in Facilitating Social Change

**Kymberly Byrd, Vanderbilt University (kymberly.l.byrd@vanderbilt.edu); *Ines Palmarin, Local Initiatives Support Corporation (LISC) Boston (ipalmarin@gmail.com); *Yusuf Ali, Action for Boston Community Development/Mattapan United (yusufmali2@yahoo.com); *Marcos Beleche, Codman Square Neighborhood Development Corporation (marcos@csndc.com); *Renée Boynton-Jarrett, Division of General Pediatrics, Boston Medical Center (Renee.BoyntonJarrett@bmc.org)*

In Boston, systemic and institutional biases have marginalized men of color resulting in inequitable outcomes in education, employment, health, and other indicators of wellbeing. By prioritizing partnership and participation, action research creates opportunities to reverse this trend. A Boston-based coalition of community organizations utilized action research to engage those most affected by these injustices to develop an action plan promoting mental wellbeing among men of color. Coalition members collected 174 surveys and facilitated focus groups with 55 men. Survey and focus group data provided important insights on promoting optimal mental wellbeing for men of color.

Helping Foundations and Nonprofits Develop Realistic Expectations and Measurable Outcomes for Community Change Initiatives

**Karen M. Hopkins, University of Maryland Baltimore (khopkins@ssw.umaryland.edu); *Amy Cohen-Callow, University of Maryland Baltimore (acohen@ssw.umaryland.edu); *Megan Meyer, University of Maryland (mmeyer@ssw.umaryland.edu); *Nicole Mattocks, University of Maryland, Baltimore (nmattocks@ssw.umaryland.edu)*

This paper describes a place-based longitudinal participatory evaluation of a Foundation-supported collaborative with two lead nonprofits and community members to stabilize and strengthen two urban low-income neighborhoods. The analysis of two waves of data gathered on the

process, including equity and inclusion and impact of this initiative demonstrates that greater impact over time was seen in residents' levels of connection and social capital than either 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.

“Here’s What Should Happen If You Want This Program”: Social Enterprise Scale up and Collaboration with Schools

**Amanda Jones-Layman, Penn GSE (Ajon@gse.upenn.edu)*

Social enterprises are influenced by market logics and the pursuit of “scale up,” while also engaged in collaboration with other organizations as a way to meet their social impact goals. Scholarly attention to scale has grown, including expanding the concept to include qualitative sustainability of change and institutionalization of practices. This paper examines the efforts of a social enterprise engaged in scale up and the implications their collaborations with local school partners. Social enterprise staff in this case saw themselves as consultants and schools as dependent on their expertise, and divided turf, which constrained processes of collaboration and scale up.

Historical Trends in the Development and Delegation of Human Service Outcome Measurement in the American Nonprofit Sector

**Maoz Brown, University of Chicago (maozbrown@uchicago.edu)*

Prevailing historical accounts of the rise of outcome measurement in the human services sector focus on developments in the late 20th century. This paper offers a revised account. I argue that the devolution of evaluative responsibility to nonprofit administrative staff in the late 20th century was not a new development; rather, it was a return to an arrangement previously attempted in the early years of social work professionalization. My paper demonstrates that reviewing the deeper history of evaluation conventions in the nonprofit human services sector helps to clarify the true uniqueness, importance, limits, and potential promise of outcome measurement.

Homophily and Competition Within Networks: Implications for Community Long-Term Care Implementation

**Helen K. Liu, National Taiwan University (helenliu4@gmail.com); *Li-Chuan Liu, National Taitung University (liutammy@msn.com)*

Governments worldwide are attempting to address the rapid growth of the aging population. Government and nonprofits form implementation networks to carry out policies. Theories suggest that networks evolved through homophily, exchange, competition processes. However, these processes might also hinder the implementation. By studying the implementation of long-term care policy in a rural city in Taiwan, this study applied MRQAP analysis to explore the formation of networks. This study finds that larger clusters of these service providers with their own service centers and coordination difficulties present challenges. Functional governance mechanism should be in place to address these challenges.

How Do You Set the Stage? Resourcing in the Early Stages of Collaboration

**Danbi Seo, University of Minnesota (danbiseo@umn.edu); *John Bryson, University of Minnesota (jmbryson@umn.edu); *Barbara Crosby, University of Minnesota (bcrosby@umn.edu)*

In this paper, we focus on how actors in the early stages of collaboration engage in resourcing actions to identify and realize the potential of the collaboration. We examine the development process since 2015 of a collaboration of seven nonprofit organizations, now called Catalyst, whose purpose is to support minority entrepreneurs and thereby reduce the racial wealth disparities in the Twin Cities of Minnesota. By drawing on the literatures on collaboration, resourcing, institutional entrepreneurship, and leadership, we suggest that actors not only mobilize, but generate resources in collaboration and demonstrate the emergence of collective efforts and structures in that process.

How NYS Congregations are Bridging the HIV-AIDS Gap from the Late Nineties Until Now

**Joyce Keyes Williams, California State University East Bay (joyce.keyeswilliams@csueastbay.edu)*

In the late 1990s, the initial Charitable Choice debate focused on the legal ramifications of using government dollars to fund the work of faith-based organizations. The Charitable Choice Expansion Act of 2001 contained much of the same language of the first bill, but applied the regulations to other human service program areas, as well as extended special invitations to congregations, in particular. This study used a statewide survey of congregations (N = 3,197) developed by the New York State Department of Health, to empirically test five hypotheses regarding organizational characteristics posited in the literature to influence the likelihood of congregations to provide critical human services related to HIV/AIDS. Multinomial logistic regression analysis was used to examine predictors for the trichotomous dependent variables of HIV/AIDS-related service provision, level of services, and involvement in HIV/AIDS-related services. A logistic regression analysis was also performed predicting the dichotomous variable of whether congregations would be willing to meet with local HIV/AIDS service providers.

How Organizations Use Volunteers: An Exploratory, Empirical Analysis

**Rebecca Nesbit, University of Georgia (nesbit7@uga.edu); *Robert K. Christensen, Brigham Young University (rkc@byu.edu)*

Researchers have long identified and nuanced the motivations and antecedents of volunteering (e.g., Clary et al., 1998; Rochester et al., 2016). However, we know far less about the antecedents of when and how organizations use volunteers. We use pooled (2008-2010) data from the IRS Statistics of Income (SOI) Files public charities data, available from the National Center for Charitable Statistics. Our findings show that volunteer use is common in all nonprofit subsectors, however, volunteer use also tends to be highly skewed in each of the subsectors, with many organizations reporting zero volunteers or reporting extremely large numbers of volunteers.

How Results-Based Accountability Changes the Management of Nonprofit Work: The New Importance of Leadership

**Gerhard Speckbacher, WU Vienna (gerhard.speckbacher@wu-wien.ac.at); *Marius Metzl, WU Vienna (Marius.Metzl@wu.ac.at)*

We analyze how the (external) pressure to show measurable results and the trend towards using logic models and results-based performance measurement influences the management of nonprofit work within organizations. We provide a conceptualization of performance management as a particular form of regulating and controlling employee behavior that builds on the assumptions underlying a logic model. Distinguishing performance management from “values-based” control, we analyze possible negative tensions as well as complementarities from combining both forms of control. Drawing on leadership research, we argue for the importance of leadership for eliminating negative tensions and for combining both control strategies in beneficial ways.

How Social is Social Enterprise in Puerto Rico: A View through the Lens of Resource Dependency Theory

**Zakhar Berkovich, University at Albany (zberkovich@albany.edu); *Felix Quinones-Nieves, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY (fquinones2@albany.edu)*

Social enterprise generally founded on a social mission but utilize business-oriented strategies to bring in resources. Social enterprises can have not-for-profit structures or for-profit structures, making it more difficult to analyze their social mission. Our struggles in observing not-for-profit and for-profit social enterprises in Puerto Rico led us to question their social missions. This paper will review current state of such organizations, utilizing data from the Department of State of Puerto Rico. Our personal experience and knowledge of the realities of the social enterprises suggest that for-profit social enterprises in Puerto Rico are not very socially oriented.

How Truly “Nonprofit” are Nonprofit Graduate Programs? The Faculty Perspective

**Jessica E. Sowa, University of Baltimore (jsowa@ubalt.edu)*

From the perspective of faculty working in programs offering nonprofit specializations and full nonprofit degrees, this paper examines what is being done well in terms of tailoring nonprofit education to the needs of students working (now or in the future) in the nonprofit sector, what are some of the major challenges facing nonprofit programs, and what are some strategies (staffing, curriculum, instructional design) that can help those who want to enter the nonprofit education marketplace leverage existing resources in a way that provides students with a true, nonprofit

graduate education.

Human Centered Design and Developmental Evaluation: A Toolkit for Bolstering Social Innovation

**Jodi R. Sandfort, University of Minnesota (sandf002@umn.edu); *Trupti Sarode, University of Minnesota (sarod004@umn.edu)*

This paper systematically explores the practices of human-centered design and developmental evaluation and considers their utility for nonprofit scholars. These fields offer important insights relevant to scholars interested in preserving role of nonprofits as innovators in developing solutions to social problems. While nonprofits certainly must be accountable for results, it is equally important that they do not allow public and private funders to be the only forces that define the terms of accountability. While innovation has a deep tradition in the sector, advances in the design and evaluation fields hold important insights for scholars interesting in continuing to improve nonprofit effectiveness.

Hybrid Organizations in the Governance Dynamics of the Seoul Metropolitan Area of Korea

**Byung Hee Min, Florida State University (bhmin618@gmail.com); *Ralph S. Brower, Florida State University (rbrower@fsu.edu)*

This study focuses principally on the emergence of civil society in Korean communities; it employs qualitative inductive methods and, since the bottom-up creation of civic capacity is a relatively new dynamic in Korea, the study draws on three different dimensions, including individual, organization and social structure. My research pays special attention to the question on how social structure can change the either of “environmental conditions or tactics on organizational changes” (Galaskiewicz and Bielefeld 1998). In this respect, my dissertation examines the relationship among actors, organization and structure in an empirical rather than conceptual glance.

Identity and Activity of Nonprofit Humanitarian Organizations: Defining and Estimating the Reach of Religious Affiliation in America and Abroad

**Thad S Austin, Lilly Family School of Philanthropy (thad.austin@gmail.com); *David King, Indiana University Lilly Family School of Philanthropy (kingdp@iupui.edu); *Amy Lynne Hemphill, Indiana University (hempamly@iupui.edu); *Brad R. Fulton, Brad Fulton (bradrfulton@gmail.com)*

This study explores the definition and scope of American faith-based nonprofits, domestically and abroad. Using the IRS microdata file to generalize our results, we estimate the value of giving to Religiously Identified Organizations [RIOs] within two sectors often discussed in the nonprofit literature (Human Services [n=3998] and the International Affairs subsector [n=262]). Depending on definition, current estimates of religious giving range between 32% (Lilly Family School of Philanthropy, 2017) and 73% of annual charitable donations (McKittrick et al., 2013). We ask what portion of the charitable sector is explicitly faith-based, and what is the impact of these organizations.

Identity and Resilience in Empowerment for Alleviation of Poverty by Disadvantaged Group: Incubating Micro-Entrepreneurs of Single Mothers in YMCA Taiwan

**Lawrence Chuan-Cheng CHEN, Department of Business Administration, Providence University (ccchen2g@gmail.com)*

This research use double empowerment of both “identity” aspect (including resilience, group dynamic, and grit) and “resource” aspect (including social capital, financial capital, and professional capability) to examine how the incubating micro-entrepreneurs of those poor single mothers can make breakthrough of their bottleneck of disadvantage and succeed in their alleviation of poverty. In research method, we use “grounded theory” in qualitative research method to make comparative cases study of food alliance incubated by Young Man Christian Association (YMCA) of Taichung in Taiwan, chosen from eight years programs of about 50 single mothers who joined the micro-entrepreneurs incubation program.

"I Didn't Want to be a Burden": Exploring Interactions between Refugees and Nonprofit Service Providers

**Brittany Keegan, VCU (johnsonbs3@vcu.edu)*

This study utilizes data gathered from 30 refugee interviews to better understand refugee perceptions of nonprofit services. Theoretical frameworks include the multiple constituency approach of nonprofit effectiveness, Lipsky's concept of street-level bureaucracy, and a grounded

theory. Themes from the data include 1) concerns held by refugees that they may be a "burden" if they ask for services they are not currently receiving, 2) differing cultural norms that may cause refugees to feel uncomfortable asking for help, and 3) a preference to ask for help from members of their home country community rather than from nonprofits if additional help is needed.

Illuminating Evaluation Nonuse to Enhance Publically Funded Program Impacts

**Elizabeth Ann Eckley, Indiana University of Pennsylvania (elizabeth.eckley@yahoo.com)*

Since the 1970s, program evaluation has been used to assess the extent to which social interventions are ameliorating social problems. In finding that some social programs produce minimal gains, the literature suggests that local stakeholders' nonuse of evaluation findings may be a contributing factor. (Henry, 2000; Patton 2015). While exploring this more deeply, study findings suggested that a relationship may exist between how local stakeholders of Communities that Care coalitions make meanings of evaluation and their decision to use or not use the findings. Analysis revealed two emergent explanations.

Impacts of Compatibility and Incompatibility Between Competing Institutional Logics and Organizational Identities on Venture Philanthropy Practice Variations

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

Drawing from an emerging line of institutional literature that theorizes organizational identity as a "filter" of institutional logics, this study examines how competing logics and identities directly and indirectly shape practices of venture philanthropy organizations. I found that while logics shape identities, identities also mediate the logic-practice relationships. This filtering process differentiates the way organizations experience logics, leading to heterogeneous practices even among organizations that adhere to the same logic. My findings also add new insights into how social enterprises may respond when facing incompatible, as well as compatible, values between logic and identity through complementary and competitive mediation analysis.

Implementation and Effectiveness: Examining the Impact of Program Fidelity and Adaptation on Nonprofit Human Service Delivery

**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 variation in program implementation and fidelity upon service delivery outcomes for a human service violence prevention program. The program, Green Dot, was implemented in Kentucky high schools by a coalition of 13 nonprofit rape crisis centers. During the program schools experienced difficulties in implementation which led to high variability in terms of program success across sites. This mixed methods research presents the findings of a study across the thirteen programs using qualitative and quantitative data from a 5 year randomized control trial (RTC) data to examine which factors most impacted program success.

Implementing Inequality: Setting an Agenda for Work and Policy Alienation of Welfare Street-Level Workers

**Joshua Shirk, University of Nebraska at Omaha (jtshirk@unomaha.edu)*

Ineffective policy and performance measurement systems are likely producing work and policy alienation among nonprofit street-level workers implementing welfare policy. After a review of alienation theory, an alternative agenda is offered for qualitative research utilizing insights from the more critical stream of alienation studies influenced by Marx. This agenda brings insights into the process of alienation and how it impacts the implementation of welfare policy and non-profit street-level workers. In the classroom, whether preparing future nonprofit street-level workers or nonprofit managers, this essay provides critical minded instructors with the impetus to challenge curriculum heavy on business-like managerial reforms.

Improving Mobile Donations: Exploring an Advanced Technology Acceptance Model, Media Preferences, and Demographics

of Donors

**Yue Zheng, California State University, Northridge (yue.zheng@csun.edu); *Brooke McKeever, University of South Carolina (BROOKEW@mailbox.sc.edu)*

Using a nationwide survey of 994 respondents, this study refined the technology acceptance model to examine people's motivations to make mobile donations and also explored how those motivations vary across multiple demographic and media preference variables. The findings draw a comprehensive picture of the current mobile donation market in the United States and contribute practical implications for nonprofit practitioners to improve future fundraising efforts.

Impure Impact Giving: Theory and Evidence

**Daniel Hungerman, University of Notre Dame (dhungerm@nd.edu); *Mark Ottoni-Wilhelm, Indiana University - Lilly Family School of Philanthropy (mowilhel@iupui.edu)*

The extant theory used to explain donor responses to third-party matches predicts equivalence between the price elasticities induced by a match and an appropriately set tax rebate. However, the evidence contradicts equivalence. This paper strengthens that evidence by providing, for the first time, an elasticity estimate induced by a match in parallel with an estimate induced by a real-world tax rebate. The new estimates also contradict equivalence. We develop a model of impure impact giving consistent with non-equivalence. We estimate a structural version of the model, and use the structural model to broaden our ideas about how matches work.

Income Trajectories of Voluntary Organisations in England and Wales, 1999 - 2014

**John Mohan, University of Birmingham (mohanj@bham.ac.uk); *Yeosun Yoon, Third Sector Research Centre (y.yoon@bham.ac.uk)*

We apply a method from the literature on household income trajectories to a subset of 31 000 English and Welsh charities which reported financial information continuously over a 16 – year period. The intention was to characterise profiles of movement up and down the income distribution over time. We find that the bulk of charities remained in a relatively stable position in the hierarchy but we were also able to identify distinctive profiles of rising, falling and fluctuating trajectories, and to relate these to organisation-level characteristics such as age, subsector, and location. The results offer a disaggregated perspective in a field often characterised by aggregates and broad generalisations.

Incubating Community Change: Exploring the Nurturing Process in Nonprofit Networks

**Kristina Hains, University of Kentucky (k.hains@uky.edu); *Bryan Hains, University of Kentucky (bryan.hains@uky.edu); *Craig A Talmage (craig.talmage@gmail.com)*

This study focuses on exploring the incubation process and collective community impact within a co-working, nonprofit incubator. The [organization] is a nonprofit incubator of 62 organizations from seven social justice sectors. These organizations work with diverse community populations to address wicked local problems – however, very little is known about the effectiveness of the incubation process on the nonprofits and their impact in the community. Knowledge gained from our study could inform nonprofit incubators across the United States. Additionally, concepts such as “lessons learned” and “what was successful” will enhance the incubation process for nonprofit incubators in the future.

Influence of State Auditing Regulations on Nonprofit Financial Security

**Saerim Kim, University of Kentucky (saerim.kim@uky.edu); *Andrew Alfred Sullivan, University of Kentucky (aasu225@uky.edu)*

This study explores the influence of state auditing regulations on nonprofit financial security. As of 2017, 26 states required independent financial auditing for their nonprofits, likely increasing the probability of a nonprofit's fraud being caught, and reducing fraud and revenue volatility within nonprofits. This study tests whether nonprofits in states with 3rd party auditing requirements will have decreased financial volatility, as independent auditing will decrease fraudulent activities, using a pooled cross-sectional model with data from individual nonprofits from 2000–2011. It contributes to the literature of state regulations on nonprofits and nonprofit financial security through independent audit requirements.

Informal Collaboration and Disaster Response and Recovery by Religious Congregations

**Jason Pudlo, Oral Roberts University (jpudlo@oru.edu)*

During times of disaster faith-based organizations (FBOs) collaborate to fill gaps in service delivery by professional disaster response organizations and agencies. Theories about nonprofit collaboration may apply to FBOs, but, there are distinct differences between these types of organizations. This creates the question: how do faith-based disaster responders select their collaboration partners and how do they structure that relationship? Original survey and interview data from FBOs following the 2017 disaster season suggest that relationships drive the informal collaboration which creates and structures FBO partnerships during disaster response. This finding is important for theory building and for improving collaboration by FBOs within formalized emergency management communities.

Inhabiting Parallel Universes: Impact Investors' and Nonprofits' Separate World's and Implications for Delivering Social Impact

**Bronwen Mary Dalton, University of Technology Sydney (bronwen.dalton@uts.edu.au)*

The paper explores issues that have emerged due to a relative lack of shared experience and expertise between impact investors and nonprofits. Based on 10 in-depth interviews with impact investors and 12 executives from 12 large Australian nonprofits and participant observation of the author as a nonprofit manager involved in the implementation of a Social Impact Bond and director of Nonprofit and Social Enterprise Program at an Australian university, this paper first examines the reasons for the separation of these worlds including the role of universities. The paper then seeks to identify some of the implications of parallel universe inhabitation, including: • a tendency among investors to ignore trade-offs between social and economic outcomes • the emergence of significant asymmetry of information • reduced focus on program design and delivery • reduced focus on the structural causes of poverty/disadvantage - legitimization of masculine language of impact investing and related pressures to re-shape the identity of the nonprofit sector emergence of two distinct and gendered languages that legitimises the investor universe The paper concludes with some suggestions about to how to generate greater understanding of each groups' perspectives and appreciation that realities are subjective and that for each group "the universe the way it is and the way it is experienced - might not be the only version of events out there." (Siegel 2016).

Innovation Driven- A Theory of Nonprofit Sector Growth in a Transitional Society

**Yuxin Lan, Tsinghua University (lanyx@tsinghua.edu.cn)*

There are quite a few theories to explain the density and growth of nonprofit sectors in empirical studies towards the influence of government on nonprofit sector, but most theories are using a structure-based approach and may not be able to understand the situation in a fast changing society. This study tries to address that problem by looking into the nonprofit cultivation policies in China and comparing the different outcomes in different cities. The study will introduce a process-based approach to understand the factors and mechanism of nonprofit sector growth. An innovation-driven theory may be raised and the role of innovation network and entrepreneurship may be put at the center place.

Innovations in Foundations and Foundations' Role in Encouraging Innovation in the Nonprofit Sector

**Kristina Jaskyte Bahr, University of Georgia (kjaskyte@gmail.com); *Olivia Amato, Athens Area Homeless Shelter (olivia.c.amato16@gmail.com)*

Using a sample of 17 foundations that are at the forefront of encouraging innovation this study explored different types of innovations implemented by those foundations, as well as identified specific strategies that foundations are using/can use to encourage innovation in nonprofit organizations. The contribution of this study and insights are significant at this particular time when foundation's roles and impact on social change are questioned. The results can enrich our discussion of where foundations can go from here in terms of becoming innovative themselves as well as supporting and enhancing innovation in the nonprofit sector.

Innovations in Health Service Delivery in Developing Nations: Addressing Rural Health Service Challenges

**Karabi C. Bezboruah, University of Texas at Arlington (karabib@gmail.com)*

Alternative healthcare tools and technologies in developing nations connect the recipients and providers through various forms of care advances. Innovative tools are widespread in developing nations and include public-private collaborations to deliver care. For traditional care services, accessibility challenges due to infrastructural limitations and transportation exists, and NGOs are meeting the gap through various innovative services. In order to understand how this is accomplished, we apply qualitative methodologies to explore NGOs involved in mobile healthcare delivery and their impact.

In Search of an Optimal Crossing: Reflection on Academic-Practitioner Collaboration in Japan

**Aya Okada, Kanazawa University (aokada@staff.kanazawa-u.ac.jp); *Yu Ishida, Miyagi University (ishidayu@mac.com);*

**Masahiro Yamamoto, ADRA Japan (masahiro.yamamoto@adrajpn.org)*

In pursuit of finding an optimal academic-practice crossing, this paper reflects on an on-going research project by the three authors. Two academics studying nonprofit organizations and a practitioner engaged in fundraising at an emergency relief nonprofit have been working together for a year to examine the impact of nonprofits' social media use on fundraising outcomes. In this paper, we will reflect on our joint project and identify factors that lead to successful collaboration as well as obstacles. We will also discuss desirable institutional settings to better bridge research to practice in Japan.

Institutional Legitimacy: A critical feminist and racial examination of grassroots leadership and the organizational experience of directly impacted individuals

**Margaret Post, Clark University (mpost@clarku.edu); *Zita Dixon, Brandeis University (zdixon@brandeis.edu)*

This paper investigates how directly impacted leaders gain “institutional legitimacy” in grassroots organizing and advocacy organizations. It builds from research that uncovered first-hand accounts of sexist and racist behaviors directed at leaders who are women, people of color, and/or identify as LGBTQ and who work in social justice organizations. Connotations of such organizational contexts appear to be egalitarian, participatory, and inclusionary in nature, yet in practice they often replicate the same sexist and racist practices of the institutions they are seeking to change. This paper aims to strengthen theoretical understanding of legitimacy from a racial and gender justice lens.

Institutional Philanthropy Meets Community Wealth Building: The Role of Philanthropic Foundations in Developing Community Benefit Agreements in Canada

**Susan D Phillips, Carleton University (susan.phillips@carleton.ca); *Robyn Robyn Hoogendam Hoogendam, Carleton University (robyn.l.hoogendam@gmail.com)*

The community wealth building movement has emerged as means of creating stronger, more resilient communities and more inclusive economies. Canada has developed a hybrid, multi-sectoral model of community wealth building that is linked to physical infrastructure development and co-created by philanthropic foundations. This paper critically assesses the role of private and public foundations in the coalition that successfully advocated for community benefit agreements and social procurement policies. The analysis highlights the issues of power differentials in place-based development and the important role of foundations as boundary spanners between the particularities of place and broader policy change, and in bridging across places.

Instrumental Philanthropy and the Problem of Institutional Design

**George E. Mitchell, Baruch College (george.mitchell@baruch.cuny.edu); *Thad D. Calabrese, NYU Wagner (thad.calabrese@nyu.edu)*

Innovations in social entrepreneurship suggest that impact-oriented philanthropists are finding the institutional form of the traditional 501c3 public charity wanting. This manuscript examines institutional design features for the instantiation of expressive and instrumental modalities of philanthropy and assesses the suitability of the 501c3 public charity as a vehicle for instrumental philanthropy. The analysis and subsequent

discussion suggest instrumentation is largely incidental to the public charity's constitutive design features. Although institutional reform appears unlikely, the reduction and defrayal of information costs and the development of a conducive philanthropic ecosystem emerge as critical imperatives for the future success of impact-oriented philanthropy.

Interactive Effects of Legal Forms and Entrepreneurial Orientation on Organizational Experience with Logic Plurality

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

I examine organizations that engage in venture philanthropy and analyze how their legal forms and entrepreneurial orientation (EO) directly and interactively affect their experience with traditional philanthropy (TP) logic and venture capitalism (VC) logic. Analyses of seven cases offer an integrative framework for understanding four models: logics complementing, logics contesting, logics coexisting, and logics isolating. EO reshapes nonprofits' cognitive views toward institutional constraints, enabling them to effectively integrate TP and VC elements into new hybrid models and become blended hybrids. Findings of this article also suggest that the role of EO is more significant for blended hybrids than segmented/segregated hybrids

Intergenerational Transmission of Charitable Giving Among Wealthy Israeli Donors

**Hillel Schmid, The Hebrew University of Jerusalem (hillel.schmid@gmail.com); *Hanna Shaul Bar Nissim, Brandeis University (hannashaul@brandeis.edu)*

The paper presents findings from a study on intergenerational transmission of philanthropic values and behavior among wealthy Israeli donors. The findings show that the influence of the family is considerably greater than that of the environment and that the family shapes the philanthropic behavior of the second-third generation. Discourse among family members has also a major impact on the continuity of philanthropic activity of the offspring. The paper suggest broader implications for understanding the importance of philanthropic education and engagement in philanthropic activity and decision making to the process of transmitting philanthropic values from parents to offspring.

Intermediaries as Legitimizing Agents for Social Enterprise Organizations in India and China

**Janelle Kerlin, Andrew Young School of Policy Studies (jkerlin@gsu.edu); *Saurabh A. Lall, University of Oregon (slall@uoregon.edu); *Shuyang Peng, University of New Mexico (shuy.peng@gmail.com); *Tracy Shicun Cui, Georgia State University (shicun.cui@gmail.com)*

This study conducts a comparative analysis of how social enterprise intermediaries in China and India mediate the influence of macro institutions to legitimize and institutionalize social enterprises as institutional innovations. Intermediaries include incubators, venture philanthropists, capacity building organizations, and accreditation organizations. Drawing on survey data of 70 social enterprises in each country and information from the websites of 20 social enterprise intermediaries in each country, this study finds that intermediaries are important legitimizing actors for social enterprises though their specific strategies can vary in different contexts.

Internationalization of Chinese NPOs/NGOs for Greater Impact: An Emerging Social Field.

**CHAO WANG, TSINGHUA UNIVERSITY & SAVE THE CHILDREN CHINA PROGRAM (chao.wang@savethechildren.org)*

China's society has entered a new era regarding its nonprofit sector, which from a domestic perspective, means that the boundaries of three sectors have been unprecedentedly blurred. From a global perspective, many of the nonprofit sector players as Nonprofit Organizations (NPOs; or NGOs) are extremely keen to go abroad to be internationalized. A new social field and ecology of organizations, especially NPOs, is emerging under these attempts at cross-sector integration and going global. This paper seeks to provide an overview of this emerging field and new organizational ecology, using a conceptual framework developed in Bourdieu's key concepts of social field.

International Volunteering and Capacity Building: Volunteer Partner Organization Experiences of Mitigating Factors for Effective Practice

**Benjamin J. Lough, University of Illinois at Urbana-Champaign (bjlough@illinois.edu); *Rebecca Tiessen, University of Ottawa (rtiessen@uottawa.ca)*

This paper examines insights from partner organizations that host international volunteers. It specifically investigates partners' perceptions of positive and negative contributions to organizational capacity building. Empirical analyses draw from 288 survey responses by partner organization staff from 68 countries. A multivariate analysis of these data examines potential mitigating factors to skills transfers and organizational capacity building. These factors reflect the diversity of international volunteer program models; including differences in service duration, individual to team/group placements, required volunteer skills and competencies, and language and technical training options. Findings provide implications for volunteer program models designed to enhance organizational capacity.

Is Collective Impact the Destination? A Typology of Interorganizational Collaboration

**Rong Wang, Northwestern University (rongwangna@gmail.com); *Katherine Cooper, Northwestern University (katherine.cooper@northwestern.edu); *Anne-Marie Boyer, Northwestern University (anne-mariesingh2021@u.northwestern.edu); *Shaun Dougherty, University of Connecticut (shaun.dougherty@uconn.edu); *Michelle D Shumate, Northwestern University (shumate@northwestern.edu)*

“Collective impact” has been touted as a buzzword or means of receiving funding for nonprofits, and criticized by researchers for its limitations. In this study, we draw from a growing field of scholarly research on collective impact and collaborative initiatives to suggest that what constitutes “collective impact” varies widely by community. We introduce the continuum of collective impact, suggested by the degree to which program planning and implementation are enacted by a centralized leadership, and the degree to which cross-sector partners engage in collaboration.

Issue specificity: What it means to NGOs and the public

**Takumi Shibaïke, University of Toronto (takumi.shibaïke@mail.utoronto.ca)*

Small NGOs sometimes carry a mission statement that explicitly limits their scope of activities to a single or few specific issues. Doing so essentially negates their ability to adopt a new issue, but in turn, it allows them to send a credible signal to informed audiences while increasing their credibility among the public. In this project, I explore if these "issue-specific NGOs" are more likely to survive than their generalist counterparts. I also investigate the credibility of an issue-specific NGO among the public through a survey experiment.

“It’s Not Your Everyday Classroom”: A Qualitative Analysis of Student Experiences in School-based Enterprise

**Kymberly Byrd, Vanderbilt University (kymberly.l.byrd@vanderbilt.edu); *David Diehl, Vanderbilt University (david.diehl@vanderbilt.edu)*

School-based enterprises are entrepreneurial operations managed by students in an educational setting. School-based enterprises reinforce classroom instruction through practice-based learning and can enhance creativity, innovation, problem-solving, critical thinking, and other skills. In addition to creating a more engaging, enriching learning environment, school-based enterprises bridge the gap between classroom instruction and the workplace and can produce significant benefits to students, schools, and communities. Researchers assert that exposure to school-based enterprise can combat unemployment, promote entrepreneurship, and spur economic development. Six focus groups were conducted among 36 students and surveys were collected from 759 students at a west Tennessee high school that runs eight academies, which are school-based enterprises focused on culinary arts, manufacturing, automotive repair, agriculture, marketing, information technology, web design, and business. The theoretical framework for the qualitative analysis will be systems view of school climate. This framework will be used to assess differences in perceptions of school climate between students participating in school-based enterprise and students not participating in school-based enterprise. Data will be coded according to the framework’s distinctions between affective and cognitive perceptions regarding social interactions, relationships, safety, values, and beliefs within a school. Preliminary findings indicate that students in school-based enterprise have more meaningful, enriching learning experiences than students not participating in school-based enterprise. Implications for students, schools,

social enterprises, and communities will be discussed.

Japan and U.S. Parallels in Industrialization and Philanthropy: The Case of Shibusawa Eiichi

**Katherine Badertscher, Lilly Family School of Philanthropy (kcoon@umail.iu.edu); *Dwight F. Burlingame, IU Lilly Family School of Philanthropy (dburling@IUPUI.edu)*

We begin our paper with a review of the historical development of philanthropy from Eastern and Western perspectives with a focus during Shibusawa Eiichi's lifetime (1840-1931). We draw comparisons between Shibusawa Eiichi and his philanthropy informed by The Analects and "Eastern" traditions to those of "Western" traditions which informed the US development of philanthropy and nonprofit organizations. We conclude with examining the philanthropic activities of American and Japanese businesspeople and their motivations to contribute to the larger public good, informed by understanding the past to further enhance a continued mutually beneficial relationship between Japan and the U.S.

Joint Cost Allocations: Management Imperative or Accounting Trick?

**Adam Eckerd, IUPUI-SPEA (aeckerd@iu.edu); *Sara Jordan, Virginia Tech (srjordan@vt.edu)*

Joint cost allocations are an accepted accounting tool that enables nonprofits to split the costs of certain activities across different expense categories. However, they have been controversial since they began. The practice may provide incentives for nonprofits to game expense ratios in an effort to appear to donors as if they spend more money on programs than they actually do. In this research, we investigate how nonprofits use joint cost allocations and how those choices are affected by the major sources of income.

Killing Two Birds with One Stone? Fostering Nonprofit Organizations by Government Purchase-of-Services in China

**Yuanfeng ZHANG, School of Public Administration, Zhongnan University of Economics and Law (pheonixzhang@126.com)*

This article is a case study on the impact of government purchase-of-services contracting on the development of grassroots nonprofit organizations in China. The main findings are that social entrepreneurship and volunteerism have been obviously enhanced in the Wuchang District due to four public venture capital competitions from 2014-2017, while the improvement of public service delivery system is limited. The most successful programs are run by the social entrepreneurs who also engage in similar businesses which provide financial security to the entrepreneurs and also share part of the cost of the public venture capital programs.

Leadership in Social Movement Organizations – Empirical Evidence and Theoretical Reflection

**Ruth Simsa, University of Economics and Business, Vienna (ruth.simsa@wu.ac.at); *Marion Totter, Vienna University of Economics and Business (mtotter@wu.ac.at)*

This paper analyses leadership in social movement organizations. We explore empirical data gathered in the Spanish protest movement of the Indignados. Theoretically, the analysis is oriented towards the heuristic model of autonomist leadership. The paper makes two contributions. First, it describes activists' perceptions of leadership. Contrary to assumptions that egalitarian movements neglect leadership, we show that activists widely share views about good leadership. While leaders are rejected, a high awareness of the importance of leadership and its connection to the movement's goals prevails. Second, it analyses practices to ensure leadership without leaders, mainly collective reflection and elaboration of rules.

Leadership Strategies for Overcoming Nonprofit Productivity Challenges in the Human Services Industry

**Nichole Guerra, The Resource Exchange (nxgb04@gmail.com)*

Productivity failures reported in the 2015 State of the Nonprofit Sector survey revealed that 76% of U.S. nonprofit agencies experienced increased demand for services in 2014, while 52% were unable to meet those demands. Based on the e-leadership and LMX theories, the purpose of this single case study was to identify the leadership strategies used by nonprofit midlevel supervisors to increase virtual team productivity. Data were collected through face-to-face semistructured interviews and organizational documents. Data were analyzed using thematic analysis.

Using virtual teams may increase access to services by removing barriers at the individual, organizational, and community levels.

Left vs. Right Policy Advocacy for Tax Reform in the US

**Renee A. Irvin, University of Oregon (rirvin@uoregon.edu); *Jes Sokolowski, University of Oregon (jsokolow@uoregon.edu)*

This study documents partisan differences in U.S. think tanks engaged in tax policy advocacy. We measure their geographic scope of analysis, affiliation (government, private, university, etc.), political lean, revenues, assets, and the nature of their involvement in tax policy advocacy. We found that left and right-leaning organizations operate in similar numbers at the state and federal level, but feature some noteworthy differences: the right-leaning organizations' issues had a consistent focus on tax reduction (as opposed to the more diffuse policy agenda on the left), were more likely to affiliate with political organizations, and had more robust funding than left-leaning organizations.

Lessons on Accountability and Relationship Definition Among Food Bank Partnerships

**Marla A Parker, California State University, Los Angeles (mparke17@calstatela.edu); *Laurie I. Mook, Arizona State University (lmook@asu.edu); *Chen-Yu Kao, Arizona State University (ckao8@asu.edu); *Alexander Murdock, London South Bank University (alex.murdock@lsbu.ac.uk)*

Food pantries typically operate in a partnership structure where they are primarily supported by a larger food bank. Theoretically, such a cooperative arrangement allows organizations charged with feeding the hungry to fulfill that mission on larger scale. However, the ability to execute that mission through cooperative arrangements greatly depends upon accountability, a key dynamic that ensures partners are fulfilling expectations and key roles. This inductive study utilizes qualitative interview data from a large food bank network to understand the accountability relationships between a lead agency (i.e. a large food bank) and its among partners (i.e. food pantries).

Life Changes and their Influence on Change in Volunteering and Civic Engagement

**Nathan E Dietz, Do Good Institute (nathandietz@yahoo.com); *Robert Grimm, University of Maryland (rgrimm@umd.edu)*

Volunteer retention has been one of the most durable topics in the literature on volunteering, because of its impact on nonprofit organizations. In this paper, we extend previous analyses of volunteer retention by also considering acquisition: the decision of nonvolunteers to perform volunteer work in the succeeding year. Using pooled historical data from the Current Population Survey, we develop and estimate multivariate models that describes how retention and acquisition are influenced by both demographic characteristics and changes in life circumstances. We also build on previous scholarship by modeling changes in other forms of civic engagement in addition to volunteering.

Life Cycle of Multi-Site Nonprofit Affiliates

**Seth Jared Meyer, Bridgewater State University (s2meyer@bridgew.edu)*

This study explores the lifecycle of affiliates in Multisite Nonprofit Organizations (MNOs), based on the organizational lifecycle proposed by Hager et al. (1996). Utilizing interviews with 25 professionals and volunteers from MNOs we find that, due to the support it receives from the central office, affiliate offices have a cyclical life cycle, as opposed to a linear life cycle, which can include affiliates being reborn after their death. Furthermore, while there were many causes of death, such as the loss of leadership or financial difficulties, with the support of the central office. This research builds on the understanding of how MNOs support affiliate organizations and what makes affiliates a unique type of organization.

Lift and Shift: The Effect of Fundraising Interventions in Charity Space and Time

**Kimberley Scharf, University of Birmingham (K.Scharf@bham.ac.uk); *Sarah Smith, University of Bristol (Sarah.Smith@bristol.ac.uk); *Mark Ottoni-Wilhelm, Indiana University Purdue University Indianapolis (mowilhel@iupui.edu)*

Fundraising may lift donations and/or shift their composition and timing, making it important to study the effects across charity space and time. We find that major fundraising appeals lift total donations and, surprisingly, shift donations to other charities across time. We introduce a two-

period model with two sources of warm-glow that relates donation responses to underlying preference parameters. This dynamic framework, combined with data rich in charity space and time, provides opportunities to identify substitutability/complementarity in warm-glow. The observed pattern is possible only if the two sources of warm-glow are substitutes and warm-glow is intertemporally substitutable.

Linking Green Nonprofit Density to Local Governments' Climate Change Adaptation Efforts

**Yuan (Daniel) Cheng, Humphrey School of Public Affairs, University of Minnesota (cheng838@umn.edu); *James Farmer, Indiana University School of Public and Environmental Affairs (jafarmer@indiana.edu)*

Because of various collective action problems involved in climate change mitigation at the local level and rising impacts of climate change, adaptation policies become more and more crucial for cities to cope with climate changes. Because of its increasing level of importance, scholars also call for more empirical studies on climate change adaptation (Bulkeley, et al., 2011). Given the important roles the local nonprofit sector and civil society often play in shaping cities' sustainability efforts (Portney & Cuttler, 2010), there is little empirical research that links the density of local nonprofits and the collaboration between local governments and nonprofits to local climate change adaptation efforts. Using large-N survey-based data collected from U.S. municipal parks and recreation departments (N=1498; n=413), which manage the majority of urban green spaces, merged with the Center on Charitable Statistics dataset, this paper tries to fill this knowledge gap by examining the impact of green nonprofit density on local governments' climate change adaptation efforts. This paper makes several contributions to the literature. First, existing studies on climate change adaptation tend to focus on government-level factors that shape climate change adaptation involvement, while little attention has been paid on the role of nonprofits/civil society in influencing city climate change adaptation efforts. Second, by characterizing climate change adaptation as either institutional or technical adaptations, this paper is able to delineate the differential effects green nonprofit density may have on various types of climate change adaptation efforts.

Little Rock Congregations Study: Congregations and Non-profit Partnerships

**Rebecca A Glazier, University of Arkansas at Little Rock (raglazier@ualr.edu); *Kirk A Leach, University of Arkansas at Little Rock (kaleach@ualr.edu)*

The Little Rock Congregations Study focuses on the impact of faith-based community engagement. In this planned Fall 2018 expansion of the study, we will examine when and how congregations and nonprofits form partnerships in the city of Little Rock. We plan to collect survey and interview data from religious organizations and non-profit organizations in Little Rock to better understand how shared faith traditions, personal connections, and political ideology contribute to the decision to form a partnership. Although constrained by an urban setting, the findings have relevance for practitioners, faith-based organizations, and secular nonprofits seeking broader partnerships.

Looking Through the Lens of Leadership: The Challenges of Curating Diverse Nonprofit Boards

**Emily Ashby, Utah Microloan Fund (emilyjanashby@Yahoo.com)*

Nonprofit board diversity can benefit an organization, yet many boards across the country still lack diversity. This study examined the challenges human service centered nonprofit leaders face when trying to curate a diverse Board of Directors. Executive Directors and Board Chairs were interviewed one on one and asked to share their insights on the topic. By examining their experiences, this research offers data and recommendations for overcoming the obstacles that inhibit the creation of diverse nonprofit boards. This study found that most of the challenges creating diverse boards stemmed from the way nonprofit leaders interpreted and valued diversity.

Lost in the Fray: How Network Development Processes Influence Network Outcomes in a Rural Child Education Development Regional Network

**Donna Sedgwick, Virginia Tech (sedgwick@vt.edu); *Robin Hargroder Lemaire, Virginia Tech (rlemaire@vt.edu); *Jessica Wirgau, Community Foundation of the NRV (jessicawirgau@cfnr.org)*

We examine the relationship between collaborative processes and network development and outcomes. The questions guiding this research are 1)

What processes aid in the development of networks and their tangible outcomes? and 2) How might the importance of these less discernible processes be under-emphasized or even overlooked? We examine these questions through a longitudinal study of the early formation of a child education and development network. Through observations, surveys, and interviews, we analyze how collaborative processes influence early network outcomes and whether that influence is recognized by participants. We conclude by discussing the implications of collaborative processes for network development.

Lost in Translation? Critical Pedagogy in the Online Classroom

**Kelsea Hott, University of Illinois Springfield (kbatt2@uis.edu); *Kimberly Kay Wiley, University of Illinois Springfield (kwile3@uis.edu)*

Nonprofit and philanthropic education is a field on the constant search of the latest pedagogies and teaching strategies that provide meaningful and engaging learning experiences. Critical pedagogies allow the student and instructor to challenge norms and assumptions inherent in public affairs education and practice. The elements that have made critical pedagogy successful thus far must find their place in the online arena of education. The demand for online courses increases as instructors work to adapt face-to-face classroom practices to the online classroom. In this presentation, the authors offer evidence-based strategies for incorporating the characteristics of critical pedagogy into online teaching

Maintaining Public Trust: The Influence of Transparency and Accountability on Donor Response to Fraud

**Erica Harris, Villanova University (ricarris@gmail.com); *Christine Petrovits, College of William & Mary (christine.petrovits@mason.wm.edu); *Michelle Yetman, The University of California - Davis (mhyetman@ucdavis.edu)*

Using a sample of 562 nonprofit organizations that report an asset diversion, we examine whether fraud disclosures are relevant to donors' giving decisions. We find, all else equal, the disclosure of an asset diversion is associated with a significant decrease in contributions. However, this response is attenuated for organizations with stronger corporate governance, and those providing pertinent information about the diversion. Donors also respond to the content of fraud disclosures, including the fraud amount, the ability to recover losses, and the identity of the perpetrator. Overall, our results highlight the value of transparency and accountability when problems occur.

Managing Public Values Through Nonprofit Boards: Cases of Business Improvement Districts

**Jung Ah (Claire) Yun, Kean University (jyun@kean.edu)*

This paper explored the collaborative features of Business Improvement Districts (BIDs) and the way that multiple participants involved in governance and management create public values. The findings suggest that collaboration can be enhanced by supports as well as capacities of multiple participants. BIDs can be strengthened by collaborative governance, such as professional expertise of managing directors and active participation of volunteering board/trust members. However, BIDs could not be sustained without support from governments and communities, because they can be politically vulnerable to the whims of multiple partners. Furthermore, participants perceive differences and improvements achieved by successful BIDs and request more participation of communities for greater success.

Managing the Emotion Costs of Nonprofit Work: Organizational Level Responses to Secondary Trauma

**Anthony Silard, California State University (tonysilard@gmail.com); *Jeffrey Brudney, University of North Carolina Wilmington (jbrudney@gmail.com)*

In nonprofit human service organizations (HSOs) paid staff and volunteers can pay a considerable emotional toll through the experience of secondary trauma while providing assistance to individuals living with primary or personal trauma emanating from life-threatening situations such as crime, violence, poverty, illness, and natural disasters. Through a multiple-case study rooted in 48 interviews with nonprofit senior leaders and their direct reports in 14 nonprofit HSOs across 8 states and a wide array of service domains, this research explores, and elucidates, organizational-level responses that effectively address the secondary trauma experiences of paid staff and volunteers in HSOs.

Managing the imaginative and creative capabilities of nonprofit CEOs for performance, resilience, and sustainability

**shola ajiboye, Case Western Reserve University (sxa505@case.edu); *Ruth S. Bernstein, University of Washington Tacoma (bernstrs@uw.edu)*

2018 survey data from nonprofit board members provides us with an opportunity to examine the impact of the imaginative and creative capabilities (ICC) of nonprofit organizations' CEOs and the impact of these CEOs on performance, resilience, and sustainability. Using structural equation modeling, we anticipate finding that the greater the ICC of the CEO, the higher the performance, resilience, and sustainability of the organization. These findings would suggest that in times of crisis, the CEO may use his/her imagination and creativity to address and respond to, rapidly shifting challenges. Therefore, boards should consider the ICC when hiring the CEO.

Mandela Day: Episodic Volunteering and Civic Capacity Building in South Africa

**Sara Compion, Kean University (scompion@kean.edu); *Bok Jeong, Kean University (bjeong@kean.edu)*

This paper focuses on episodic volunteering during South Africa's national Mandela Day of service, held annually on 18 July. Drawing on qualitative observations and empirical analysis of over 400 survey responses this paper describes how, in South Africa, volunteering is embedded in national social development discourses that emphasize welfare, education, health care, and infrastructure. The establishment of a national day of service has created many opportunities for once-off, short-term volunteering in these fields. The findings broaden an understanding of the range of international episodic volunteering and help illustrate the connection between once-off volunteering and building civic capacity in newer democracies.

Manifest and Latent Functions of Nonprofit and For-Profit Organizations: Long-Term Care Insurance System in Japan

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

This study examined the changing relationships of 521 nonprofit and for-profit organizations in a privatized area of public human services in Japan based on a six-and-a-half-year panel survey. The outcomes revealed that the regulatory environment had a determining influence on the organizations' exit. There were also more newly formed for-profit organizations than nonprofit organizations. These new organizations emphasized for-profit-like characteristics regardless the difference in legal status, namely a mass-production approach to deliver human services in a standardized manner. These outcomes illuminated a serious challenge faced by Japanese nonprofit organizations that seems to be related to the country's deep-rooted government-private relationship.

Mapping and Testing Social Enterprise Models Across the World: Evidence from the "International Comparative Social Enterprise Models" (ICSEM)

**Jacques Defourny, ULg/EMES (J.Defourny@ulg.ac.be); *Marthe Nyssens, UCLouvain/EMES (marthe.nyssens@uclouvain.be);*

**Olivier Brolis, UCL (olivier.brolis@uclouvain.be)*

Starting from the hypothesis of "the impossibility of a unified definition of social enterprise (SE)", our research strategy relies on bottom-up approaches trying to capture the SE phenomenon in its local contexts in order to identify SE "models". To do so, we rely on an analytical tool that shows how several distinct SE models emerge: a "non-profit entrepreneurial model", a "social cooperative model", a "social business model" and a "public sector model" and test this typology on the dataset derived from a common survey carried out in all world regions through the "International Comparative SE Models" (ICSEM) Project.

Marching to a Different Tune: Morality and Agency Among China's Grassroots NGOs Within the Marketization Trend

**Shijing Zhang, Indiana University Bloomington (sz7@umail.iu.edu)*

The paper documents how grassroots NGOs in contemporary China become embroiled in the market. It examines the moral negotiations emerging during this process as these NGOs struggle to survive as social and economic actors in a one-party state. Drawing on ethnographic data collected in 2017, I show how these NGOs deploy diverse and sometimes contradictory discourses on morality, marketization and civil society to

make sense of their roles and navigate their integration into the market. I argue that these NGOs are at once civil society actors and market players, value-driven and efficiency-driven, and social equality fighters and social service providers.

Mass Shooting and Philanthropy: The Effect of Mass Shootings on Charitable Giving in the United States

**Hanan Yonah, The Hebrew University of Jerusalem (hanan.yonah@mail.huji.ac.il); *Claude Berrebi, The Hebrew University of Jerusalem (claude.berrebi@gmail.com)*

Mass shootings are distinctive deadly events. They are unpredictable and intentional, targeting multiple random victims with whom the perpetrator usually has no specific conflict. Using a longitudinal analysis with fixed effects we empirically identify and quantify the effect of mass shootings on philanthropy over the recent decade. We find that mass shootings increase the scope of giving and the number of households contributing to charities in the US. Furthermore, we show that local communities react differently, as there is a decrease in the amount of dollars donated within the affected county, while nearby communities' reaction is positive and more generous.

Meaningful and Relevant Measures of Volunteer Value

**Sue Carter Kahl, University of San Diego (suecarterkahl@sandiego.edu)*

Assessing the value that volunteers contribute to nonprofit organizations is often measured using volunteer numbers, hours, and an hourly wage replacement rate from the Independent Sector. However, these figures omit context, the results of volunteer work, and stakeholders' perceptions of value. This study used interviews and Q methodology to identify how nonprofit funders, executives, and volunteer administrators defined and ranked indicators of volunteer value. The findings suggest that diverse measures of volunteer value are important and highlight the importance of aligning value measures with context and audience. Implications and recommendations are offered for practitioners and researchers.

Meaningfulness and Meaningful-ness Making in Contemporary Nonprofit and Public Service Organizations

**Robbie W. Robichau, The Bush School of Government and Public Service, Texas A&M University (rrobichau@tamu.edu); *Billie Sandberg, Portland State University (billie.sandberg@pdx.edu)*

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.

Measure to Improve: Influence and Impact of Performance Measurement on Social Enterprises

**Chen Ji, Indiana University - Lilly Family School of Philanthropy (jichen.pku@gmail.com)*

Impact investing means financial investment in social enterprises whose primary aim is to provide social benefits (Steinberg, 2015). So far, social enterprises were pressured to design metrics to capture the social benefit they create (Dart, 2004). However, efforts to create widely accepted measurements have not yielded great results so far (Chatterji and Levine, 2006). The purpose of this study is to capture performance measurement practices' importance under the context of impact investing, and fill the literature gap on performance measurement and organizational learning. The research question of this study is: what are the impact of the performance measurement on the social enterprises, and how can the impact information gathered from the performance measurement affect impact investors' behavior. To figure out whether or not the social enterprises successfully improve their learning and management through performance measurement practices, this research consists of a plan with three parts. 1) The first part includes exploratory interviews regarding exploring different perceptions and understandings of social impact. 2) The second part contains 4 in-depth case studies which are identified in the exploratory interviews. This part is concerned with examining the role and impact of the impact investing funds (intermediaries) that emerge from the literature and exploratory interviews. It is equally concerned with analyzing when and why the focal impact investing funds adopt certain strategies and whether these strategies contribute

or undermine the social enterprises' performance. 3)The third part consists of focus groups with social enterprise practitioners and experts to test the initial model for further refinement.

Measuring Competition in Nonprofit Donor Markets

**Teresa D Harrison, Drexel University (tharrison@drexel.edu); *Jeremy Philip Thornton, Samford University (jpthornt@samford.edu)*

Competition for scarce donations influences nonprofit manager decisions in both positive and negative ways. Nonprofit theorists have understood that a market can be either insufficiently or overly competitive. However, measuring competition among nonprofits is difficult. This paper applies a novel theory of entry thresholds to measure competition in fifteen nonprofit markets. We find that competitive equilibria are satisfied after five firm, implying that many nonprofit markets endure excess competition, relative to the social optimum.

Measuring Enabling Philanthropic Environment across Countries

**Silvia C. Garcia, IU Lilly Family School of Philanthropy (sigarcia@iupui.edu); *Una Osili, Indiana University (uosili@iupui.edu); *Xiaonan Kou, IU Lilly Family School of Philanthropy (koux@iupui.edu); *Cathie Carrigan, IU Lilly Family School of Philanthropy (cmcarrig@iupui.edu)*

Various factors together shape the environment promoting or hindering the development of philanthropy in each country. Existing research offers some insights into the multiplicity of factors, but very few empirical studies have explored how the factors affecting philanthropy interact with political and economic factors at the country level. Our study seeks to explore this relationship by analyzing data from the Global Philanthropy Environment Index and 13 established indices measuring political and economic environments. Findings from the study sheds light on the differences in the enabling environment for philanthropy across countries and regions globally.

Measuring Impact: Can Codes of Conduct Encourage Impact Measurement among NGOs?

**Mary Kay Gugerty, University of Washington (gugerty@uw.edu); *George E. Mitchell, Baruch College (george.mitchell@baruch.cuny.edu); *Francisco J Santamarina, Evans School of Public Policy & Governance (fjsantam@gmail.com)*

Global standard setting initiatives are increasingly important global governance structures that seek to regulate behavior and improve the governance and performance of global institutions. A number of recently-developed standards now include provisions related to impact measurement for civil society organizations. This research examines the content of recently developed global standards with an emphasis on impact measurement. We examine the extent to which global standards establish global norms for impact measurement, how these standards intersect with other normative commitments found within standards, and the potential of these standards to materially affect NGO behavior.

Measuring Nonprofit Efficiency with Data Envelopment Analysis

**Jason A Coupet, North Carolina State University (jacoupet@ncsu.edu); *Jessica Berrett, North Carolina State University (jlhaynie@ncsu.edu)*

Managerial efficiency involves the “ability to turn inputs into outputs. To measure efficiency, the nonprofit management literature often leans on financial ratios, and financial ratios can be problematic measures of efficiency. We propose that nonprofit efficiency measurements should assess the degree to which nonprofits are able to turn inputs into outputs. To illustrate this, we propose a project to take advantage of a unique data set to measure the efficiency of the national affiliates of Habitat for Humanity (HFH) with Data Envelopment Analysis (DEA). We take a deep dive to illustrate DEA's potential as an efficiency measurement tool for nonprofits.

Measuring the Intensity of Nonprofit Competition: Introduction of New Research Metrics

**Chiako Hung, Arizona State University (chung17@asu.edu); *Jesse Lecy, Arizona State University (jdllec@gmail.com)*

Past work has introduced useful metrics that help assess the fiscal health and sustainability of nonprofits at the organizational level. However, we

do not have similar metrics to assess the fiscal conditions of a competitive nonprofit environment using the marketplace as the unit of analysis. We generate metrics for US metro areas with populations over 100,000 for years 2000-2015, and evaluate their usefulness by examine their predictive relationship with nonprofit growth and survival. They will be made available as an open data resource to support research in this area.

Measuring Voluntary Disclosure of Information by NPO: Proposition of a Transparency Index

**Fanny Dethier, HEC ULiege (fanny.dethier@uliege.be)*

By proposing an updated web disclosure index, his paper aims to improve the understanding of the concept of transparency applied to the NPO sector. The index is defined accordingly to the indexes already established in the literature, in the light of the Belgian philanthropic sector. The proposed index is calculated for the 250 organizations collaborating with Donorinfo, a foundation working for the transparency of the Belgian philanthropic sector. As a result, the paper provides new insights on NPO's transparency and more broadly, accountability.

Mediating Structures: Their Organization in Civil Society

**Margaret E. Harris, Aston University (m.e.harris@aston.ac.uk); *Carl Milofsky, Bucknell University (milofsky@bucknell.edu)*

Within the theory of civil society, mediating structures play an important role linking together local-level community, civil, and political entities with primary institutions and formal political structures. They link vertically, connecting local communities to regional and national politics. They also link horizontally, tying institutions with each other and connecting community and political bodies across local boundaries. There is, however, little discussion about how they work in practice. Are they more than an abstraction? This paper offers examples of mediating structure entities drawn from empirical studies and offers a conceptual framework for understanding their nature and diversity in organizational terms.

Mentoring Generation X Women: Increasing Success for Principals or Nonprofit Leaders

**Mollie Ann Bond (mollieabond@gmail.com)*

Mentoring women leaders may increase leadership development for those within nonprofit sector organizations or school administrations. This qualitative study asked 11 women about their experiences in mentoring programs to determine if what elements are necessary for mentoring programs to help women who are part of Generation X become more successful. Mentored through the Chicago Women in Philanthropy (CWIP) Women's Leadership Mentoring Program (WLMP) or the Metropolitan Institute for Leadership in Education (MILE) Principal Mentor Program, participants discussed a multitude of subjects that were important for them to experience success, including work-life balance.

Merchants or Citizens? Sector Choice in Ski Resorts in Maine

**John P. Casey, Baruch College - CUNY (john.casey@baruch.cuny.edu)*

The paper focuses on the shifting landscapes of sector choice – the decisions made by producers and consumers about the delivery of goods and services through the public, private or nonprofit sectors. The nonprofit sector is increasingly assuming responsibility not only for formerly government services but also for formerly for-profit ventures. This paper analyses the example of the growing number of ski resorts in Maine that are moving from the for-profit to the nonprofit sector.

Message (In)Congruence: Tweeting for Donations in a Competitive Philanthropy Context

**Jamie Levine Daniel, Indiana University-Purdue University Indianapolis (jlevined@iupui.edu); *Marlene Walk, Indiana University Purdue University Indianapolis (mwalk@iupui.edu); *Cali Curley, SPEA IUPUI (curleyc@iupui.edu)*

The study of philanthropy traditionally looks toward cooperative environments that promote giving. To date it is unclear what happens when philanthropy and competition intersect. Specifically, can nonprofits move followers from passive information consumers on social media to active donors by using competitive language? We link Twitter data to the donation timeline from a bracket-style fundraising tournament to determine whether altruistic or competitive messaging is linked to successful donation solicitation. We contribute to the literature on nonprofit

communication and stakeholder engagement. We also offer practical insights to nonprofit organizations aiming to turn Twitter engagement into tangible funding.

Methodology

**Michal Almog-Bar, Hebrew University of Jerusalem (michal.bar@mail.huji.ac.il)*

The underlying bias that creates complexities while creating a survey that works in this diverse set of countries on the level of concrete examples, activities and organizational setting.

Missing Links: Evidence-Based Management in the Nonprofit Sector

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

Nonprofit practitioners often operate with a mentality of scarcity and speed. Those practices do not lend themselves to evidence-based management. This paper will interrogate the nonprofit sector's connections to evidence-based management. The author will report the results of a survey of nonprofit practitioners on how they find and apply relevant research expertise to their practices.

Missing Minorities in Blood Donation: A Conceptual Framework for Revisiting the Institutional Pillars of Altruism and Solidarity in Ethnically Diverse Societies

**Lesley Hustinx, Ghent University (lesley.hustinx@ugent.be); *Nathan Wittock, Department of Sociology, Ghent University (nathan.wittock@ugent.be)*

In Europe, blood establishments have reported difficulties in reaching ethnic minorities through routine recruitment strategies emphasizing donors' high morality and good citizenship. These missing minorities pose managerial, medical and sociocultural challenges. Most research addressed the former two through an instrumental/donor-centered approach. We propose a multilayered analytical framework, that allows to tackle the 'sociocultural' challenge. The first layer approaches Western blood procurement as a stabilized organizational field representing four dominant logics of action that can be mirrored in key citizenship norms. The second examines blood donation as a pre-eminent case for addressing the broader question of solidarity in contemporary multi-ethnic societies.

Mobilizing Against Judicial Resistance: Court-Centered Activism Among Disability Non-profit Organizations

**David Pettinicchio, University of Toronto (d.pettinicchio@utoronto.ca)*

Disability rights continue to face backlash and retrenchment. This paper focuses on court-centered activism by nonprofit groups. Using original longitudinal data on disability associations as well as Collins' (2008) Friends of the Supreme Court data, I show how the shift from service provision to political advocacy in the nonprofit sector provided the kinds of resources necessary to engage in court-centered activism as a political and social movement tactic. Although groups have not been especially successful in positively influencing outcomes, the demand for their activism nevertheless increased as the courts became a more central antagonist in the disability rights struggle.

Mobilizing Political Voice: How do Faith-Based and Secular NGOs Inform and Challenge their Constituencies?

**Paul J. Nelson, University of Pittsburgh (pjnelson@pitt.edu)*

How do US-based religious and secular NGOs working in international development encourage their donors and constituents to engage in policy advocacy, and to adopt ethically-driven forms of economic activity (consumption and investment)? Among organizations that exist primarily to deliver material aid, the choice to challenge donor/members to participate in advocacy or alter their consumer behavior is difficult. Using original data from 40 US-based NGOs, the paper examines how religious/secular identity, membership, government funding, and orientation toward emergency assistance affect these choices. Findings contribute to understanding NGOs as political actors, and religious political action in the United States.

Modeling Recessary Adaptation in The Nonprofit Sector

**Lilli Shaffer, American University (lillishaffer@gmail.com)*

This study will examine nonprofit organizational behavior in times of economic crisis. The study will develop a theoretical model to explain adaptation strategies nonprofits use when facing a severe financial shock and will test this model using grantmaking foundations during and after the Great Recession of 2007-2009 as a case. While existing studies have attempted to describe and analyze the response of the nonprofit sector to recessionary pressures, the field lacks adequate theoretical development to guide robust and generalizable inquiry into the topic. To develop a theoretical model of nonprofit responses to financial shocks, this study will examine wider theory on organization responses to recessionary pressures that currently exist in the literature. Public management theory on public organization adaptation strategies to shrinking budgets, in particular, will be analyzed and applied, specifically Levine's theory of Cutback Management. Theory-specific to nonprofit organizational behavior and finance will also be reviewed with respect to how those sector-specific management theories may improve the model. These broader organizational perspectives will then be applied to the nonprofit sector, with an interest in developing a theoretically-driven, parsimonious, and empirically testable model to explain nonprofit organizational responses to severe financial cutbacks. Then, this model will be tested and refined through a focused analysis of grantmaking foundation responses to the Great Recession, as revealed through their internal financial budgeting and external grantmaking behavior. This research will add to the theoretical explanations of organizational behavior during the financial crisis through a quantitative analysis of the behavior of private nonprofit foundations.

Moderated Commitment: Members' Decisions Not to Give to Professional Associations

**Mark A. Hager, Arizona State University (mark.hager@asu.edu); *Chiako Hung, Arizona State University (chung17@asu.edu)*

To finance their operations, professional associations rely on membership dues, and payment of these dues signals a member's standing in the professional community. However, these associations thrive on additional voluntary contributions, which can further reinforce a member's social standing. We propose that three forces may contravene a member's decision to make voluntary financial donations to his or her professional association: crowding from other spending preferences, lack of socialization to charitable contribution, and failure of association strategy to solicit contributions effectively. We propose to test the influence of these forces with ASAE data used in other recent papers on related topics.

Monitor And Empower The Third Sector In French Speaking Countries Of Central And West Africa

**Emil Hatcheu Tchawe (hatcheuemil@gmail.com); *Pierre Tiencheu, JCAD-International (tientcheup@yahoo.com); *Mamadi Camara, Université GLC de Sonfonia-Conakry (mamadicamara2010@gmail.com)*

Africa entered the 21st century while many problems are yet to be solved, including poverty and governance. Potential lasting peace are constantly threatened by poor and slow progress of the democracy process. Most importantly the third sector is instable, ambiguous, although courted and feared as democracy is still stammering. Consequences of weakness and instability of civil society associations are: the persistence of extreme poverty, Its poor competitiveness, the decline of democracy and governance. Monitor and empower the third Sector in French speaking countries of central and west Africa is a both scientific research and capacity building aims to improve the understanding and knowledge, efficiency and effectiveness of Philanthropic foundation and civil society associations specifically in French speaking countries of central and west Africa. We assume that The failure of development programs in Africa is linked to the weakness of its third sector and the poor involvement of civil society, unable to take ownership of innovations and ensure projects and programs sustainability Convinced that the development of each country is linked to the constitution of a stable research system, the purpose of this program is to build an international network of civil society association sof research for the development made of local teams which are crucibles of training and development. transcendence of young leaders; the frame in which "leaders and followers help each other to grow where the ability to make a change through example, articulation of an energizing vision and challenging goals emerge.

More Processes, More Success? the Effects of Formalized Volunteer Management Practices on Retention and Giving

**Emma A Powell, Central Michigan University (emma.powell@cmich.edu); *Vickie L. Edwards, Western Michigan University (vickie.edwards@wmich.edu)*

Volunteers constitute a noteworthy measure of the nonprofit workforce demographic. According to the 2017 Independent Sector report, 63 million Americans volunteer about 8 billion hours of work. Given the considerable influence the volunteer demographic has, this paper extends the volunteer motivation literature to understand the impact formalizing a volunteer management program may have on the retention rate and giving/donor conversion rate. This research seeks to illustrate the correlation of formalized volunteer management systems within the sector with organization's volunteer retention rate and the volunteer conversion to donor ratio. A survey of approximately 75 Michigan nonprofit organizations will serve as the primary source of data for evaluation during this initial phase of research.

Motivations for and use of contract labor among nonprofit arts organizations

**Joanna Woronkiewicz, Indiana University (jworonko@indiana.edu); *Doug Noonan, Indiana University Bloomington (noonand@iupui.edu); *Kelly M. LeRoux, University of Illinois at Chicago (kleroux@uic.edu)*

We conduct an examination of organizations' motivations for and use of contract labor in order to understand the dynamics of nonprofit entrepreneurial activity. We use data on nonprofit arts organizations, which detail level of 1099 (i.e., independent contractor) expenses for approximately 4000 nonprofit arts organizations in California, Maryland, and Pennsylvania. The data are collected by DataArts, an initiative which collects financial, programmatic, and operational information on arts nonprofits. In addition to illustrating trends in contract labor among nonprofit arts organizations, the paper also hypothesizes and tests relationships between organizational- and market-level characteristics and spending on 1099 employees among nonprofit arts organizations.

“Moving the Needle”: A Case Study on Multisectoral Collaboration to Improve Population Health

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

Collective Impact is a popular strategy for engaging multiple sectors of a community to work together to address intractable health problems. This paper builds on a case study of multisectoral collaboration and their formation processes that obstructed its ability to collectively influence broader systems-level change in the community. I examine how sectoral boundaries become blurred in multisectoral partnerships. In particular, as values between sectors become less distinct the importance of nonprofits as public policy advocates and engaging with community members in collective decision-making disappear in favor of business management models that prioritize economic forms of value.

Muted Nonprofits? Examining the Effect of Managerialism on the Expressive Role of Nonprofit Organizations

**Ben Suykens, University of Ghent (ben.suykens@ugent.be); *Bert George, Erasmus University Rotterdam (george@essb.eur.nl); *Filip De Rynck, Ghent University (filip.derynck@ugent.be); *Bram Verschuere, University of Ghent (bram.verschuere@ugent.be)*

Over the past decade, nonprofit organizations becoming business-like emerged at the forefront of the nonprofit debate. A key feature of this trend constitutes the incorporation of corporate management instruments and performance measurement. However, this trend is not without peril. Research warns that corporate practices can hamper the expressive role of NPOs. As these findings are primarily supported by qualitative research designs, this paper seeks to test the generalizability of the argument that the use of corporate management practices negatively affects the expressive functions of NPOs by means of quantitative analysis.

National context

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

The differences between countries as having a dataset of 22 countries explained by difference in cultural, historical development and type of welfare regime aspects.

National Muslim American Nonprofits: A Defining Framework

**Shariq Ahmed Siddiqui, Association for Research on Nonprofit Organizations and Voluntary Action (ssiddiqu@iupui.edu); *Nadeen Makhoulf, American University (nadeen.makhoulf@american.edu)*

Natural disasters and charitable giving: Do religious charities have an edge?

**Joannie Tremblay-Boire, University of Maryland, College Park (jboire@umd.edu); *Aseem Prakash, University of Washington, Seattle (aseem@uw.edu)*

As the charity sector has grown rapidly in the last decades, media scrutiny of the sector has also increased, revealing mismanagement and sometimes outright fraud. Charity Navigator, for instance, uses information that charities report to the IRS annually to produce an evaluative assessment of their accountability. This study analyzes how donors use this information, especially in response to natural disasters? Based on data of the FEMA-declared natural disasters, the impact of religious affiliation of the charity is analyzed. Our statistical model controls for charity characteristics such as rating by Charity Navigator, marketing expenses, and years of existence.

Net Neutrality Rules and Nonprofit Organizations: What are the Effects of Different Access to the Internet?

**Laura E Armev, Naval Postgraduate School (larmey@nps.edu); *Natalie J Webb, Naval Postgraduate School (njwebb@nps.edu)*

In 2015 the FCC issued its most sweeping order protecting the net neutrality. Fast forward to today's environment in which the FCC rolled back some of these protections for consumers and producers of content on the internet. The gist of such deregulation is that internet service providers can discriminate among internet users, allowing prioritization (for a price) in the transmission of their data. In this paper, we address different "discrimination" policies (regulatory regimes) to determine how they affect nonprofits. We expect this research to inform nonprofits, policymakers, and consumers about technology and media policy for nonprofit organizations in the future.

Networks of Influence: Patterns in NGO Giving and Receiving

**Elizabeth Bloodgood, Concordia University (elizabeth.bloodgood@concordia.ca)*

Research on NGO resource dependence assumes a hierarchical relationship between donors and donees. I use network analysis to examine giving by NGOs and foundations in Canada to test for hierarchies and to assess whether donor, donee, or donor-donee characteristics have the greatest impacts on giving. The network relationships created by giving patterns are examined using 2015 Canadian tax data for 85,000 registered charities. I find network factors have the largest effects on donations and many donors are also donees, suggesting interdependence rather than dependence relationships. These findings have implications for power relationships between NGOs and their propensity to cooperate.

New Approaches to Volunteer Value: Social Return on Investment

**Rachel Minkin, Cohen Center for Modern Jewish Studies, Brandeis University (rminkin@brandeis.edu)*

How can organizations understand the benefits of volunteer work for themselves and the volunteers in new ways? This paper provides new ways of understanding the social return on investment of volunteers that go beyond traditional focus on tracking numbers, hours and skill levels of volunteers in the organization and provides a much richer portrait of volunteer engagement. Drawing on qualitative research with organizations participating in a capacity-building initiative in volunteer engagement, the authors find that incorporating an examination of the social return on investment in valuing volunteers has important implications for both volunteers and organizations and their volunteer management.

New Legal Structures for Social Enterprises: Not Yet Living Up to Their Billing

**Elizabeth Schmidt, UMass Amherst (eschmidt@umass.edu)*

In the last ten years, thirty-six states have recognized new business entity structures designed to require businesses to include social and environmental considerations in decisions. Despite their legislative popularity, these legal entities cannot be called a success in a traditional sense. This paper explores two impediments to success: 1) a failure to design a solution that addresses the stated problems and 2) the omission of

important provisions for ensuring adoption—tax benefits and enforcement mechanisms. The paper also suggests these entities have helped change the conversation about the purpose of business and can improve once the conversation has shifted further.

New Opportunities or Old Obstacles? China's First Charity Law and its Implications for Civil Society

**Anthony Spires, The University of Melbourne (anthony.spires@unimelb.edu.au)*

With the passage of China's first Charity Law in March 2016, Chinese nongovernmental organizations (NGOs) entered an unprecedented era of legal regulation, dramatically transforming the formal rules governing state-civil society relations. This paper highlights problems experienced under earlier regulations and outlines the major features of the new law. Drawing on grassroots NGO responses to the law's initial public drafts, the paper highlights gaps between NGOs' understandings of their work and several of the law's key provisions, revealing civil society's skepticism and pessimism about prospects for change. It concludes by considering the law's likely implications for civil society development in China.

New Theory-Building in Nonprofit Studies: Applying Corporate Strategy Theory to Nonprofit Organizations

**Jennifer Kuan (kuan@alumni.stanford.edu)*

As distinctions between nonprofits and for-profits blur, with for-profits pursuing social goals and nonprofits expanding their commercial activities, the need emerges for new theory that can provide guidance in ever more diverse settings. Applied microeconomics, which has long been applied to for-profit corporate strategy problems, can address questions at the heart of nonprofit studies, including why nonprofits exist and how they compare with for-profits. The result is a schema that helps scholars, managers, donors, and policymakers pursue their social goals and that expands the scope of the nonprofit field to include economically important activities not previously considered nonprofit phenomena.

NGO classification from the bottom-up: Using self-reported data and machine learning to map NGOs in Ghana

**Sandy Zook, University of Colorado Denver (sandy.zook@ucdenver.edu); *Megan LePere-Schloop, The Ohio State University (meganls313@gmail.com); *Justice Nyigmah Bawole, University of Ghana (jnbawole@ug.edu.gh)*

This exploratory study uses novel data and mixed methods to pilot a bottom-up approach for mapping large sets of NGOs outside of the West on their own terms. We use qualitative analysis and machine learning techniques to analyze textual data from reports submitted by NGO's to Ghana's central government. While the Ghanaian government requires NGOs to submit annual reports, it has offered little guidance in regards to report content. These own-sourced data thus provide a novel opportunity to study local understandings of NGO practice and bases of legitimacy, which we use to develop a bottom-up typology (map) of Ghanaian nonprofits.

NGOs as Vehicles for Democracy: The Case of Colombia

**Maria Veronica Elias, University of Texas at San Antonio (mariaveronica.elias@utsa.edu); *Jennifer Alexander, University of Texas at San Antonio (jennifer.alexander@utsa.edu)*

This project investigates the role of NGOs in Colombia as actors in the process of democratization. It seeks to determine whether NGOs involved in three critical areas of citizens' rights (land restitution, human rights and mining) have a role in supporting marginalized populations. While this sector in Colombia held a significant place in the political substructure where problems are framed, it has also dealt with severe attacks from the central government. We ask how this sector has responded to such threats to their legitimacy in light of the long-fought process of democratization in Colombia.

NGOs Building Social Capital: Contact, Discrimination, and Cooperation

**Ana Bracic (bracic@ou.edu)*

Can NGOs reduce discrimination and increase intergroup cooperation? This study examines the effectiveness of NGO-led intergroup contact promotion in reducing discrimination against the Roma (derogatively "Gypsies") and increasing levels of Roma/non-Roma cooperation. Levels

of discrimination and cooperation are estimated using an original videogame, which visualizes the multiplayer public goods game, allows participation in private, and enables illiterate participants to take part in the study. Findings suggest that NGO action geared towards promoting intergroup contact helps reduce discrimination against the Roma by non-Roma, and boosts Roma/non-Roma cooperation. The study offers new evidence for the nonprofit effectiveness literature.

Non-Engagement in Voluntary Action in Cross-Sectional and Longitudinal Perspective: Qualitative and Quantitative Evidence from the UK

**John Mohan, University of Birmingham (mohanj@bham.ac.uk)*

Analyses of voluntary action typically focus on patterns of engagement; policies typically focus on raising levels of engagement. But much less attention is given to non-engagement: its distribution across the population and between social groups and communities; its persistence over time; what triggers it, both in terms of individual circumstances or broader societal factors; and what it means to individuals, including discussion of what might persuade non-engaged individuals to become involved in voluntary action. This paper provides an overview of British evidence from cross-sectional and longitudinal surveys, and from qualitative material exploring the place of volunteering in people's lives.

Nonprofit Board Best Practices: An Empirical Inventory of Knowledge and Adoption

**Nara Yoon, Syracuse University (nyoon@syr.edu); *Jesse Lecy, Arizona State University (jdlecy@gmail.com); *Jurgen Willems, Hamburg University (Jurgen.Willems@uni-hamburg.de)*

This paper examines the current state of knowledge regarding theory and evidence of board "best practices," and how they relate to board effectiveness and organizational performance. We review current literature on the topic to examine the evidentiary basis of the claims that best practices improve performance. A board governance index is generated from items on the IRS Form 990 to examine adoption patterns. A sample of 200,000 nonprofit e-filers from 2015 is used to assess board practices across nonprofit subsector, size, and geography.

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. In addition, the literature has shown the power of the nonprofit CEO to have some effect on the governing boards' fulfillment of its role. As the CEO is usually the person who links the advisory board to the organization, the CEO's power and influence may be enhanced when an additional board is present. The research presented in this paper examines the question what effect does the CEO's power and influence with the presence of an advisory board have on the governing board's role fulfillment.

Nonprofit Closure in an Uncertain Era

**Tania Lizzeth Hernandez-Ortiz, Arizona State University (therna23@asu.edu)*

The purpose of this study is to identify the causes of closure of civil society organizations in Mexico. This study integrates previous theoretical frameworks (Hager, 1999; Fernandez, 2008; Searing, 2015) on a single model of nonprofit closure. A multiple regression analysis is conducted. Two governmental records are used: the Federal Register of Civil Society Organizations and the Report of Authorized Grantees. This study aims to provide a quantitative approach to study nonprofit closure. Hager (1999) has presented a regression model of closure before. Nevertheless, nonprofit closure has been primarily studied through a qualitative method (Fernandez 2008; Searing, 2015).

Nonprofit Collaborative Networks in the USA: Empirical Study of Governance and Outcomes

**Razilya Shakirova (razilya.shakirova@rutgers.edu)*

Recently, many nonprofit organizations have become interested in forming collaborative networks to deal with complex challenges facing their organizations, sector and society. Governance in networks is critical for coordinating collaborative efforts of network actors to help them achieve shared goals. The purpose of this study is to explore governance modes adopted in collaborative networks, to understand factors that lead to their adoption, and to establish which governance modes are more likely to achieve expected collaboration outcomes. To explore those issues, semi-structured interviews are conducted with the representatives of 20 collaborative networks in the USA functioning in various service areas with different characteristics.

Nonprofit Entrepreneurship: The Landscape of Gendered Leadership

**Leonor Camarena, Arizona State University (lcamaren@asu.edu); *Jesse Lecy, Arizona State University (jdlecy@gmail.com);*

**Mary K. Feeney, Arizona State University (mkfeeney@asu.edu)*

In the US, men are roughly twice as likely as women to start and run businesses, yet women account for more than half of founders in the nonprofit sector. Using survey data from a nationally representative sample of 850 nonprofit entrepreneurs, we describe the nonprofit start-up process by gender. Specifically, we investigate gender differences in the bricolage process, access to early-stage funding sources, size and composition of founding teams, early-stage activities, management challenges, board management, perceptions of innovativeness, and reported challenges and growth prospects. We conclude with a discussion of what these findings mean for nonprofit entrepreneurship and women leaders.

Nonprofit Entry, Competition, and Fundraising

**Teresa D Harrison, Drexel University (tharrison@drexel.edu); *Philip Gayle, Kansas State University (gayle@ksu.edu)*

The paper explores the relation between NP fundraising and competition and the role of donor generosity in that relationship. Using tax return data for nonprofits, we compute the percentage of donations that a firm earns relative to total donations received in that industry (i.e., market share of donations). The market share estimation provides insight into the donor decision, but also allows us to predict how, for example, changes in income affect the propensity to donate and subsequently, market shares and potentially community welfare.

Nonprofit Financial Sustainability and Benefits-based Revenue Diversification Strategy: The Case of Nonprofit Arts Organizations

**Qiaozhen Liu, Georgia State University (qliu10@student.gsu.edu); *Mirae Kim, Georgia State University (mkim141@gsu.edu)*

While a large volume of studies discussed the effect of revenue diversification on nonprofit financial sustainability, our study focuses on the way financially sustainable nonprofits diversify revenue streams. Drawing on Young's (2007) benefits theory, we test the proposition that having the right revenue mix is important for nonprofits to secure financial sustainability. Using the dataset from the DataArts, we show that arts and cultural nonprofits whose revenue portfolios reflect the nature of benefits and beneficiaries are financially more sustainable than otherwise similar organizations. We will discuss the importance of finding the right revenue mix that goes beyond diversifying revenue streams.

Nonprofit for Sale? Determinants of Commercial Behavior in Nonprofit Organizations

**Ben Suykens, University of Ghent (ben.suykens@ugent.be); *Bert George, Erasmus University Rotterdam (george@essb.eur.nl);*

**Filip De Rynck, Ghent University (filip.derynck@ugent.be); *Bram Verschuere, University of Ghent (bram.verschuere@ugent.be)*

Nonprofit organizations becoming business-like emerged at the forefront of the nonprofit debate. A key feature of this phenomenon constitutes the development of commercial activities. However, as current research focuses on monetary variables when explaining this phenomenon, empirical support exists for the notion that commercial revenue can either substitute or complement donative income. This paradoxical view suggests that monetary variables alone do not sufficiently explain the emergence of commercial venturing by nonprofits. Based on survey data drawn from nonprofits in Flanders, this paper adopts a broader exploratory framework by taking both exogenous (external pressure) and endogenous (organizational ability) explanations into account.

Nonprofit Governance: What's Political Science Got to Do With It?

**Judith L. Millesen, College of Charleston (millesenjl@cofc.edu); *Joanne G. Carman, University of North Carolina at Charlotte (jgcarman@uncc.edu)*

Building on David Renz's (2018) notion that the domain of governance has moved beyond the domain of the board, this paper uses theories that dominate the study of political science to understand the evolving nature of governance in dynamic, fluid, and complex operating environments.

Non-Profit Leadership Learning: A Narrative Research Study Exploring the Transformation of Experience into Leadership Learning

**Anne Briggs, Northeastern University (abriggs@northeastern.edu)*

The U.S. nonprofit workforce is at a critical juncture with research delineating a nationwide executive leadership crisis (5,7,10,15). Thus, there is a significant need for leadership learning, and researchers have called for increased focus on nonprofit leadership development (4,7,10). In response, this narrative research study engaged eight current nonprofit CEOs and explored how they transformed their experiences into leadership learning that they defined as necessary to succeed in their role. Findings were framed by D. A. Kolb's (1984) experiential learning theory (ELT), and conclusions were drawn regarding how nonprofit executive leaders learned to lead in each of Kolb's four modes.

Nonprofit Leadership, The Next Generation: Findings from the 2018 Young Nonprofit Professionals Survey

**Jodi Benenson, University of Nebraska Omaha (jbenenson@unomaha.edu); *Jamie Smith, Young Nonprofit Professionals Network (jamie@ynpn.org); *Liam Miranda, Young Nonprofit Professionals Network (data@ynpn.org)*

As young nonprofit professionals increasingly assume leadership positions within nonprofit organizations, the nonprofit sector must adapt to the professional needs of this population. This paper uses data from the 2018 Young Nonprofit Professionals Survey of members and non-members of the Young Nonprofit Professionals Network (YNPN) to examine the current professional development needs of young nonprofit professionals. Findings reveal trends in the areas of equity, diversity, and inclusion within a nonprofit environment; skills and competencies; and career sustainability (financially, emotionally, or otherwise).

Nonprofit Online Responsiveness- An Experimental Research

**LIN NIE, The University of Hong Kong (nielin88@hku.hk); *Yiran Li, The University of Hong Kong (liyiran0072000@gmail.com)*

Conventional theories argue that nonprofits have multiple stakeholders, but little empirical evidence has indicated nonprofits' balance among different stakeholders' accountability requests. This study tests the existence of stakeholder preferences and asks the sources of responsiveness by nonprofit organizations. A field experiment will be carried out in China. Treatments are assigned randomly to foundations and the results would fairly demonstrate who are Chinese foundations' preferred stakeholders and who can really hold them accountable. The finding would enrich existing knowledge about nonprofit stakeholder analysis, as well as contribute to theory development of third sector participation and adaption in authoritarian regime.

Nonprofit Organizational Operation in Long-Term Recovery Groups

**Michelle Meyer, Louisiana State University (mmeyer@lsu.edu)*

This presentation depicts the processes and lessons learned as described by local nonprofit and religious organizations that have experienced disasters in the past 10 years. Qualitative interviews with over 100 local NPOs, local and state government officials, and regional and state-level NPOs were conducted using purposive and snowball sampling.

Nonprofit Organizations as Antidotes to Loneliness

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

Loneliness has increased dramatically in our society over the past few decades. Loneliness is an important component of nonprofit organizational

life worthy of study, as it can produce unfavorable intrapersonal physiological and psychological outcomes for organizational actors as well as associated detrimental organizational outcomes. To uncover the “lived meaning” of the firsthand experience of loneliness among nonprofit staff, through an inductive, multiple-case design I conducted a series of interviews with 63 nonprofit senior leaders and their direct reports across 9 U.S. states.

Nonprofit Practitioners Chat Back: Responses to the National Council of Nonprofits' Webinar on the new Federal Tax Law

**Rikki Abzug, Ramapo College (Rabzug@ramapo.edu)*

The passage of the Tax Cuts and Jobs Act of 2017 has particular significance for the operation of US nonprofit organizations. In response to confusion and consternation in the sector, the National Council of Nonprofits offered a webinar, on January 11, 2018, consisting of a one-hour slide-show with voice-overs, complemented by a running “chat” of nonprofit listeners/participants. This study undertakes a content/gender analysis of the one-hour nonprofit participant chat that accompanied the webinar in order to take a pulse of the concerns of the practitioners as the potential impact of the law was explicated.

Nonprofit Private and Public Higher Education: Active Shooter Policies Post 9/11

**Rebecca Padot, Misericordia University (rkowal@sas.upenn.edu)*

With the creation of the U.S. Department of Homeland Security less than two decades ago, the federal government has placed a greater emphasis on understanding active shooter incidents. This paper explores how private nonprofits and public sector higher education institutions have responded to this new climate in regards to their own active shooter policies. Offering data collected from a few dozen higher education interviews, this research sits at the intersection between the nonprofit world and the burgeoning literature on terrorism and active shooters.

Nonprofits and Social Media: A Theoretical Framework

**Crystal Rachael Charles, University at Albany (SUNY) (crcharles@albany.edu)*

Social media have become spaces for civic engagement and public deliberation. Though nonprofits play important roles and affect opinions and actions of multiple social actors, there is little literature exploring how nonprofits can use social media to navigate and impact the online public deliberation process. This study explores this question through two theoretical perspectives: deliberative democracy and the dialogic perspective. This results in a discussion of how nonprofits can navigate the “online public sphere” and facilitate public deliberation. The overall purpose is to re-conceptualize the opportunities and constraints of democracy, which can provide lessons on expanding opportunities for participation.

Nonprofits as a School for Democracy? Testing the Relationship between Individuals' Volunteering for Different Types of Nonprofits and Voting

**Suyeon Jo, Maxwell School, Syracuse University (suyeonjo87@gmail.com)*

This paper investigates how different types of nonprofit organizations contribute to the promotion of civic engagement, and tests the relationship between individuals' volunteering in different types of organizations and their voting behaviors. It uses a panel data constructed using datasets that are part of the U.S. Census Current Population Survey (CPS) Supplements: Voting and Registration datasets and Volunteer Workers datasets. Given that previous studies generally do not distinguish types of nonprofits in testing the relationship and that our knowledge has been limited, findings from this study will provide a more nuanced illustration of nonprofits' contribution to democracy and political participation.

Nonprofits as social entities: Using the new IRS e-filer data to predict donations

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

Individual contributions are an important source of income for many nonprofits. To understand how nonprofits attract donations, we expand beyond typically-studied financial characteristics of nonprofits, like administrative costs, to incorporate the social attributes of nonprofits. Using

the new IRS Form 990 e-filer data release for 2011-2015, we find that nonprofits with larger volunteer programs, that signal connection to a geographic or Christian community via their mission statement, or that operate in particular organizational fields all experience larger donations. Our findings demonstrate that in addition to modifying their financial characteristics to appeal to potential donors, nonprofits can also increase charitable contributions through their social characteristics.

Nonprofits in the Social Impact Bond Environment

**Robert L. Fischer, Case Western Reserve University (fischer@case.edu)*

The paper will provide an overview of how social impact financing works and what the experience with them has been in the U.K and U.S. In addition, the paper will describe the development of the initiative in Cuyahoga County focused on homeless families with children involved in the child welfare system. The paper will address the implications of these funding models for the nonprofits that are selected to carry out the innovative services, and how their relationship with government and private funders could impact them.

Nonprofit Social Media Use and the Recruitment and Retention of Post-Millennial Volunteers

**Vickie L. Edwards, Western Michigan University (vickie.edwards@wmich.edu); *Emma A Powell, Central Michigan University (emma.powell@cmich.edu)*

This research seeks to understand how nonprofit organizations use various social media platforms to recruit and retain volunteers. Using quantitative data from a 2018 survey of approximately 75 nonprofit organizations in Michigan, we will investigate the strategic choice of platform and content, the use of targeted advertising, and how those practices influence the recruitment and retention of different generations. Specifically, we are interested in how those effects manifest across different generations, most notably the post-Millennial generation of teenagers and young-adults. Findings will be discussed in the context of actionable practices that organizations might use to enhance volunteer programs.

Nonprofit Staff Perspectives on Single-site and Scattered-site Housing First Program Models for Homeless Adults

**Rachel Fyall, University of Washington (fyall@uw.edu); *Molly Brown, DePaul University (molly.brown@depaul.edu)*

Nonprofit organizations are the most common type of providers of Housing First programs. Housing First is a model of permanent supportive housing in which individuals experiencing homelessness receive housing without requirements for sobriety or treatment. This study compares the management implications and perceptions of effectiveness of two Housing First program models (scattered-site vs. single-site housing). The data for this study come from semi-structured interviews with nonprofit staff involved with implementation of the two program models. Anticipated findings include policy recommendations for how to better understand the strengths and drawbacks of each program model.

Nonprofit unrestricted liquid reserves under environmental uncertainty

**Marcus Lam, University of San Diego, School of Leadership and Education Sciences (mlam@sandiego.edu); *Nathan Grasse, Carleton University (NathanGrasse@cunet.carleton.ca)*

Unrestricted liquid operating reserves are an important source of “internal” financing for nonprofits. Prior studies on the determinants of operating reserves based have focused primarily on organizational level characteristics. There remains a gap, however, in our understanding of how nonprofit unrestricted liquid reserves interact with the external environment. We conceptualize operating reserves as months of unrestricted liquid net assets (ULNA). Environmental variables will be measured by indicators for the regulatory environment, measures of need, and measures of resources. The data from IRS Form 990 as well as from U.S. Census Bureau and state and federal administrative sources will be used.

Normative Giving: National and Religious Norms of Charitable Giving

**Patricia Snell Herzog, Lilly Family School of Philanthropy, IUPUI (psherzog@iupui.edu)*

Why do people donate money to charitable causes? Normative culture theories suggest people act in accordance with perceived social norms. Drawing on these theories, we hypothesize “normative giving,” in which a majority of Americans donate equivalently to what they perceive the average American gives. Analyzing nationally representative data from the Science of Generosity (2010, n=1,997), findings indicate support for a normative culture theory of giving for most Americans. However, a different pattern emerges for religiously attending Americans, who are more likely to be normative deviants, suggesting a giving “religious bifurcation” effect. Implications are drawn for fundraising efforts.

On the Division of Labour between the Charity Sector and the State

**Matthew Harding, University of Melbourne (m.harding@unimelb.edu.au)*

In the wake of the neo-liberal turn in public policy, the division of labor between the charity sector and the state has shifted considerably since the 1980s. More and more, charities are expected and funded to provide goods and services that were, at least since the end of the second world war, provided by the state. Those who would defend and celebrate such developments often point to classically liberal values such as freedom and diversity. This paper argues that such values, when properly understood, may in fact demand that the state take back a large part of what it now expects the charity sector to do.

On the Meaning of Nonprofit Debt

**Kellie McGiverin-Bohan, Indiana University (kmcgiver@indiana.edu)*

While we know debt is a powerful element of nonprofit finance, we have had little time to step back and consider how researchers and practitioners conceptualize “debt.” A shared definition (or lack thereof) could have significant implications for learning, analysis, and dialogue between researchers and practitioners (e.g., Sulek (2009) on philanthropy). Recently, I observed nonprofit leaders and their lenders did not talk about debt in terms of ratios and organizational/financial strategies, but more in terms of philanthropy, service provision, community connections, and operating marginally month to month. This paper documents and explores definitions and the connotations behind loan agreements.

On the Same Page: How Differences Between Managers and Board Chairs Can Lead to Organizational Innovation

**Jurgen Willems, Hamburg University (Jurgen.Willems@uni-hamburg.de); *Patrick Valeau, University of Reunion (pvaleau@univ-reunion.fr)*

This study starts from the idea that on the one hand sufficient agreement needs to exist between a nonprofit board of directors and a manager, in order to reach important milestones in organizational mission achievement. On the other hand, a certain level of difference in opinions might be at the basis for a constructive discussion, which in turn can lead to the introduction of innovative approaches. Therefore, this study analyzes the dyad between nonprofit managers and board chairs of 92 organizations, and analyses how similarities and differences in opinions lead to the introduction of new practices.

Opportunities for Cooperative, Open Innovation among Rivals

**Jennifer Kuan (kuan@alumni.stanford.edu)*

Theoretical and empirical studies of cooperative innovation have focused on the inherent conflicts between contracting partners or alliances. But conflict need not always pose problems even among rivals. This paper proposes an important distinction between vertical inputs and non-vertical inputs. Vertical inputs affect the cost or quality of firms’ products while non-vertical inputs do not. Examples of non-vertical inputs include technical standards, infrastructure, and rules, all of which can help create or expand a market. For these inputs, the ability to organize cooperation is the relevant obstacle rather than misaligned incentives, but when firms do organize the result is often a nonprofit.

Ordinal Representativeness: Female Public Leaders and Individual Giving Decisions

**Huafang Li, Grand Valley State University (lihuafang@gmail.com)*

Previous studies did not address the order effect of representativeness on public goods provisions. This study uses an experimental study to examine the impact of order effects by randomizing the order of female officials in a two-male and two-female public program announcement setting that asks individuals to give time, money, and blood for emergency preparedness. The results show that when a female official is the chief leader, it increases women's willingness to coproduce; however, decreases men's willingness at the same time. When a female serves as a lower rank official, it has inconsistent results.

Ordinary citizens or civil society? Questioning the nature of small-scale, voluntary development organizations

**Sara Kinsbergen, Radboud University (s.kinsbergen@maw.ru.nl); *Lau Schulpen, Radboud University Nijmegen (l.schulpen@maw.ru.nl)*

In Netherland, the philanteral channel already consists of a wide and diverse group of actors. The Dutch debate of diversification focuses especially on one vast group of alternative development actors: Private Development Initiatives (PDIs). These organizations are characterized by their small size (i.e. small budget and limited number of staff) and voluntary character (i.e. low percentage of paid staff members). In this contribution, we will analyse the identity and origins of PDIs and question their rootedness in the Dutch civil society. We do so based on a unique dataset collected in 2017 among nearly 800 Dutch PDIs.

Organizational Collaboration within Strategic Action Fields: Case Study of Nonprofits Working with Individuals in the Sex Trade

**Theresa Anasti, Oakland University (Tanasti@gmail.com)*

Strategic action fields (SAFs) are spaces where individual and organizational actors engage in collective action with a shared understanding of the field's purposes, rules and norms. This project examines the SAF of organizations that work on issues of sex work in Chicago, which includes distinct incumbents (groups that advocate for abolition of the sex trade) and challengers (groups that advocate for decriminalization of the sex trade). Through qualitative research, I focus on how the challenger leveraged particular types of "social skill" in order to alter the SAF into accepting an alternate policy solution that opposes the more politically powerful incumbent.

Organizational Performance of Chinese Nonprofit Organizations: Evaluating Fundraising, Revenue Portfolio and Management Practices

**Weiwei Lin (linweiwei@gmail.com); *Qiang Dong, China Agricultural University (dongqiang@cau.edu.cn)*

This study seeks to understand what drives performance of Chinese nonprofit organizations. Using data from a national sample of 318 human services and community improvement organizations in Mainland China, we test hypotheses to examine the effects of fundraising, revenue portfolio and management practices on performance of these organizations. We find that strong external funding relationships are generally effective in reducing fiscal stress and enhancing program growth. Diversifying revenue structure or implementing several management strategies do not necessarily help enhance performance. These findings point to the complex relationships between fundraising attributes, revenue portfolio, management practices, and organizational performance that are unique to Chinese nonprofit organizations.

Organizational Perspective on Political Activism of Professional Membership Associations

**Marina Saitgalina, Old Dominion University (msaitgal@odu.edu); *Lisa A. Dicke, University of North Texas (lisa.dicke@unt.edu); *Patricia Birungi, Old Dominion University (pbiru001@odu.edu)*

Political activity, whereby an association is seeking to represent the interests of its stakeholders in the policy arena, has always been considered sensitive given the legislative limits forbidding 501(c)(3) nonprofits to perform substantial amounts of it. However, should one expect a significant variation in those activates among homogeneous professional associations? This research looks at organizational characteristics of business leagues and professional societies to determine if they shape their political activities, namely, public policy advocacy, lobbying, grassroots political activity, and operating political action committees (PACs).

Organizational Responses to Shifting and Conflicting Institutional Demands: The Case of Nonprofit Sheltered Workshops

**Shuyang Peng, University of New Mexico (shuy.peng@gmail.com); *Mirae Kim, Georgia State University (mkim141@gsu.edu)*

Nonprofit sheltered workshops have been attracting national attention in recent years. They operate in an institutional environment where laws and regulations are changing and conflicting institutional demands are rising. Employing a mix-method design, this study aims to understand the strategic responses adopted by these nonprofits to cope with conflicting institutional demands while maintaining legitimacy. The findings of the study have the potential to make theoretical contributions to the nascent and growing literature on strategic responses to conflicting institutional demands and shed practical insights on the policies regarding sheltered workshops.

Outcome Evaluation of a Coordinated Community Care Network for Veterans and Their Families

**Marina Saitgalina, Old Dominion University (msaitgal@odu.edu)*

Coordinated community care network has been increasingly considered to be more effective in addressing multiple complex needs of clients but have not been studied systematically to confirm its success. Previous findings show that service coordination increases service access, service quality, leads to better outcomes, and does it more efficiently, however most studies provide mixed support. This study analyzed one such program launched in 2016 in southeastern Virginia for veterans. There is evidence of both efficiency and effectiveness gains, although measurement and evaluation methods of performance indicators can be enhanced to better capture the areas of network that need improvement.

Out of Balance: Accruals Manipulation and Earnings Management in Nonprofits

**Elizabeth A.M. Searing, University at Albany, SUNY (esearing@albany.edu)*

Though the manipulation of earnings is common in the commercial sector, there has been limited research into the possibility that nonprofit managers may actively choose to minimize or understate their financial health. Building on evidence found regarding earnings manipulation of income statement elements, this study shifts attention to the balance sheet. Using Leone and Van Horn's (2005) framework as a guide, we test for evidence of earnings management on a detailed panel of nonprofit financial data. We expect to find evidence of earnings management through changes in discretionary accruals, such as minimizing earnings by increasing allowances for doubtful accounts.

Out of Balance: Factors Affecting the Level of Nonprofit Financial Reserves, a Longitudinal Study

**Alicia Schatteman, Northern Illinois University (aschatteman@niu.edu)*

To deepen our knowledge about the factors contributing to financial capacity among nonprofits, this research analyses the financial reserves of over 8,000 501 c 3 nonprofit organizations registered in the State of Illinois over four years (2012-2015). Using financial data from the IRS 990 Core files, we will determine the factors associated with a nonprofit reaching one indicator of financial sustainability: having access to cash or other current assets sufficient to sustain the organizations' expenses for at least three months. In addition, we will additionally compare the differences in financial health of those organizations that closed during the study period.

Panel Data Analysis in Nonprofit Studies: Embracing the Potential of Longitudinal Data

**Yuhao Ba, North Carolina State University (yba@ncsu.edu); *Jessica Berrett, North Carolina State University (jlhaynie@ncsu.edu); *Jason Coupet, North Carolina State University (jacoupet@ncsu.edu)*

The growing availability of data in the nonprofit sector necessitates a better sophistication of methods from both scholars and practitioners. Panel data analysis, with its advantage in addressing simultaneously inter-individual and intra-individual heterogeneities, becomes a robust tool in advancing knowledge. This analysis, therefore, provides a systematic review on the application of panel data analysis in the existing nonprofit studies, as well as a comparative illustration on common panel data modeling approaches, so that scholars and practitioners can have an accessible reference to how panel data analysis is used by others and how it can be used in their own studies.

Participatory Philanthropy as a Springboard? Examining the Merits of Grassroots Giving

**Zachary David Wood, Rutgers University - Camden (zachary.wood@rutgers.edu); *Ashley Elizabeth Nickels, Kent State University (anickel5@kent.edu); *Michael D'Italia, Rutgers University-Camden (michael.ditalia@camden.rutgers.edu)*

Disinvested cities face barriers to revitalization. One particularly alarming barrier is the disenfranchisement of poor residents in urban redevelopment decision-making processes. To offset the pattern of top-down, expert-driven redevelopment, a collaboration between neighborhood residents, a community-based organization, an anchor institution, and a private funder developed to give residents direct decision-making control over a designated set of funds. Using the tools and analytic strategies of participatory action research (PAR), we explore the merits of this participatory philanthropy approach, examining the potential for enhanced civic participation and evaluating the opportunities and limitations, particularly in contrast to dominant philanthropic approaches to urban redevelopment.

Partnering for Success: A Systematic Review and Research Agenda on the Performance of Nonprofit-Firm Collaboration

**Gabi Spitz, Radboud University (gabi.spitz@hu.nl); *Hubert Korzilius, Radboud University (h.korzilius@fm.ru.nl)*

Collaboration between nonprofits and firms has become increasingly common. Both practitioners and academia acknowledge the lack of knowledge on what leads to effective collaboration in this context. Based on a systematic review of empirical studies published over the last 25 years, this paper explores the performance of NGO-firm partnerships. Preliminary findings identify the lack of a widely accepted definition of performance in the context of nonprofit-firm collaboration. The study estimates the failure rate of nonprofit-firm partnerships and identifies which factors influence partnership success. A framework to assess nonprofit-firm collaboration is part of the results as well as a research agenda.

Perceived Donation Efficacy and Its Role in Individual Charitable Giving

**Ryall Carroll, St. John's University (carrollw@stjohns.edu); *Luke Kachersky, Fordham University (kachersky@fordham.edu)*

Perceived donation efficacy (PDE) is the degree to which a donor believes that a charitable gift will make a difference in the cause that he or she is supporting. The goal of this research is to build an understanding of PDE and its relationship to charitable giving. We do so in part by exploring the impact of a fundraising method that offers a twist on the common “walk-a-thon” model, which simply substitutes charity service hours (or volunteering), for distance walked in a charitable solicitation. Across four studies, we find charitable giving intentions and actual charitable gifts are influenced by PDE.

Perception of Employees on the Workplace in Public and Nonprofit Agencies

**HyunSoo Kwon, UC Berkeley (khsmar@yahoo.com)*

This study examines the employees’ perception of their workplace in the public and nonprofit agencies. To identify latent variables and significant factors regarding employees’ satisfaction on their workplace, this study applies confirmatory factor analysis and multilevel modeling. The findings of the study also show the interrelationships among leadership, work practice and conditions, and imply strategies how the administrative levels in organizations can promote employees’ engagement with workplace.

Persistence in Adversity: Why Do Protesters in China Respond to State Control Differently?

**Ruodan Zhang, Indiana University Bloomington (rz3@indiana.edu)*

In facing different levels of state control measures, why did protesters back-off in some cases and persist even to the extent of conflict escalation in others? The article reviews eight major protests against para-xylene facility construction in China from 2007 to 2015, which ended in different levels of confrontation intensity, length of time, and the number of participants. In understanding their persistence in the face of adverse state control, we build on the contentious politics and social movements literature, and present a model of protest persistence. The article contributes by highlighting the collective efficacy mechanism as a moderator on the trajectory of protests. We argue that citizen persistence under state demobilization depends on collective efficacy. We found that when states adopted repressive tools to demobilize, protesters from a strong civil society were more likely to persist; and protesters from a weaker civil society were more likely to disengage. In addition, we used the 2012

Chinese General Social Survey data to examine collective efficacy, as measured by self-reported perceived confidence in collective problem solving, and perceived civil society capacity, and found a positive relationship between these two constructs.

Personal reflections on the 'broad umbrella' of critical scholarship

**Ashley Elizabeth Nickels, Kent State University (anickel5@kent.edu)*

My entrance into critical nonprofit and voluntary action studies was winding and non-linear. This reflective paper highlights my journey to identifying as a critical scholar, how I see this identify in relation to my identities as a scholar-activist and feminist, how critical perspectives have shaped my approach to both teaching and research. While it may be perceived as academic navel-gazing, the goal of this short paper is to highlight that critical scholarship is not an exclusive club, but a broad umbrella under which a range of critical perspectives are valued.

Personal Values and Well-beings of Nonprofit Employees in Korea: Similarities and Differences Between Korea and USA

**HaeJung Kim, West Virginia University (haejung.kim@mail.wvu.edu)*

This study examined the similarities and differences on personal values of nonprofit employees between South Korea and United States. Using the World Value Survey and we examined personal values and well-being of nonprofit employees. The results showed that nonprofit employees in South Korea valued having a good time, being successful, adventure and taking risks, behaving properly compared to US employees. Korean nonprofit employees reported a lower level of health and well-being compared to US employees. Different personal values were associated with employees' well-being. Therefore, different managerial strategies may be needed to enhance their health and well-being.

Perspectives of Nonprofit Board Leaders Phase Two: How Board Officers and Committee Chairs Understand, Prepare, and Share their Leadership Roles

**Judy Freiwirth, Nonprofit Solutions Associates (Judy@NonprofitSA.com); *Mike Burns, BWB Solutions (mikeb@bwbsolutions.com)*

Although there is some limited research about nonprofit board chairs, few studies exist about the other board leadership roles such as the other board officers and committee chairs. Perspectives of Nonprofit Board Leadership Phase Two is a follow-up study to the Alliance for Nonprofit Management's Governance Affinity Group 2016 study on the perceptions of board chairs regarding their roles, preparation, and succession planning. Phase Two deepens the understanding about how the board leaders (officers, committee chairs) perceive and function in their roles; what criteria is used to select leaders; how leaders prepare for their positions; and how they share leadership.

Philanthropic Foundation Identity and Grant-making Behaviors

**Emily Finchum-Mason, University of Washington (eafinch@uw.edu)*

As an increasing number of scholars turn their attention to the study of philanthropic foundations, significant work remains to be done in terms of understanding American foundations as institutions in modern society. This research conceptualizes modern private foundations as entities with unique organizational identities that guide their grant-making behaviors, which I operationalize using textual data from organizational websites. Using historical 990 PF data, I create an original relational dataset of 100 private foundations and their grantees. Inferential social network modeling is then used to understand how the foundation's expressed organizational identity influences their grant-making portfolios over time.

Philanthropic Investments in Scientific Research Centers: Addressing Social Needs with Science

**Emily Nwakpuda, UNC (nwakpuda@live.unc.edu)*

This paper exploits a unique database of high net worth donors' gifts to establish new scientific research centers. The 151 large gifts identified are from the last economic boom of the 20th century, the Dot-com era. Interviews with center directors—supplemented with quantitative data—assess the social, scientific, and economic impact of these research centers. The scientific successes achieved rendered social benefits, such as new drug treatments, amidst operational difficulties as the research centers' relationships with founding high net worth donors evolve. These

considerations are relevant to institutions seeking to cultivate donors, as an alternative source of R&D funding.

Placing Nonprofit Studies

**Brent Never, University of Missouri-Kansas City (neverb@umkc.edu)*

The use of large datasets sophisticated quantitative modelling has resulted in articles in our main field journals that are substantially different than those published fifteen years ago. These are exciting times for the field as methodologically-sophisticated scholars rush into the intellectual space. A concomitant movement has been towards variable-based, 'big' explanation of societal trends: altruism and giving in Chicago is the same as in Chico; nonprofits in Florida can be compared to voluntary organizations in Finland. This paper asked the question: what is the value of understanding place in nonprofit studies?

Policy Advocacy with People in Poverty: Informality as a Key Mechanism to Seek and Maintain Commitment of Vulnerable Populations

**Peter Raeymaeckers, Universiteit Antwerpen (Peter.Raeymaeckers@uantwerpen.be); *Pieter Cools, Dr. (Pieter.Cools@uantwerpen.be)*

It is widely recognized that non-profit organizations are involved in a variety of activities and strategies to influence policy decisions when representing the interests of very vulnerable target groups, such as people in poverty. In this paper we investigate how non-profit advocacy organizations aimed at influencing poverty policy can maintain the commitment of people in poverty. Our results show that these advocacy organizations establish a 'culture of informality' by organizing meetings and activities with people in poverty without setting aims or goals or enforcing fixed trajectories. We use the work of Richard Sennett (2013) and show that these practices of informality allow professional workers to build a relation of trust with people in poverty, which is considered as indispensable before opening the dialogue between people in poverty and policy makers.

Policy Mandated Collaboration: Understanding Challenges in Homeless Service Coordination of Emergency Discharge Planning

**Federickia Washington, University of North Texas (federickia_washington@yahoo.com); *Hee Soun Jang, University of North Texas (heesoun.jang@unt.edu); *Jesus N. Valero, University of Utah (jesus.valero@utah.edu)*

This study seeks to understand the challenges in federal policy mandated collaboration in homeless services and test key factors that may lead to effective coordination of the emergency discharge plan. While, homeless service communities largely agree to the demand and benefit of effective emergency discharge plan, the participation in emergency discharge plan requires medical service providers and shelter organizations high commitment and substantial initial investment. We, thus, review homeless networks in Texas and Utah to understand unique challenges in mandated collaboration and analyze national survey to test some conditions that may affect effective coordination of diverse cross sector service providers.

Political Theories of the Nonprofit Sector: What Are They? What Do They Tell Us? And Where Do We Go from Here?

**Megan LePere-Schloop, The Ohio State University (meganls313@gmail.com); *Rebecca Nesbit, University of Georgia (nesbit7@uga.edu)*

Nonprofit scholars rely on a range of theories from a variety of disciplines. Students often struggle to make sense of these theories, and to understand what they contribute to our knowledge of the sector. We offer a novel approach to teaching these theories that involves: (a) grounding theories within their home discipline; (b) providing a consistent presentation of assumptions and concepts, (c) explaining theories across different levels of analysis, (d) detailing the specific contributions theories make to the field of nonprofit studies, and (e) connecting theories to real-world examples. We illustrate this approach using six political theories of the sector.

Positive and negative sentiment of mission statements: Implications for donations and volunteers

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

Do nonprofits with more positive mission statements attract more volunteers and donations? In this paper, we use the new IRS 990 e-filer data release to perform a sentiment analysis on nonprofit missions. The Semantic Orientation Calculator (SO-CAL) allows us to measure the positive or negative affect of a mission statement while the Pennebaker et al (2015) dictionary captures whether a mission statement is engaging. We then link positive sentiment and engagement to the donations and volunteers reported by nonprofits. Understanding the role that sentiment plays in mission statements can help nonprofits attract and engage volunteers and donors.

Possibilities and Limitations of Coproduction in the Framework of Social Impact Bonds as Outcome-Based Contracts for Scaling up Evidence-Based Services

**Takayuki Yoshioka, Okayama University (tyoshiok@umail.iu.edu)*

Social impact bonds (SIBs) may have both positive and negative effects on coproduction of services. While service providers supply services based on their technical expertise and professional judgement, they have a high level of flexibility of service provision so that coproduction can occur. We explore to what extent and at which stages service providers coproduce services with clients in SIBs by analyzing four SIBs in the U.K. and U.S. We collected data from interviews with key SIB players. The initial analysis implies that when coproduction occurs at the design stage, service provision could become more individualized holistic support.

Power and Resource Exchange in Collaborative Networks: Evidence from Local Health Systems in Honduras

**Jade Wong, School of Social Service Administration, University of Chicago (jcwong@uchicago.edu); *Alan Zarychta, School of Social Service Administration, University of Chicago (azarychta@uchicago.edu)*

Within collaborative networks, why are some organizations more collaborative than others? A common narrative concerning collaboration within networks argues that power relations among organizations must be relatively flat or effectively managed by a policy entrepreneur for collaboration to take place. Otherwise, powerful organizations might withhold resources or distribute the network's resources in privately beneficial ways. Using original data for 860 organizations operating within local health systems across 65 municipalities in Honduras, this paper tests this claim by investigating how different types of power, in addition to the contextual setting in which organizations are situated, facilitate or inhibit collaboration within networks.

Power Brokers or Innocent Pawns? The Role of Charitable Organizations in Political Influence Webs

**Terri Lynn Helge, Texas A&M Law School (thelge@law.tamu.edu)*

Nominally, the federal tax law prohibition on political campaign intervention and limitation on substantial lobbying activities by charities address expenditures by charities and use of charitable resources for these activities. These rules were not designed, however, to address situations in which charities receive a significant portion of their donations from politically-motivated sources. The private benefit doctrine and prohibition on private inurement may be useful doctrines to curb certain abuses, but are they broad enough to cover the range of improper political influence webs involving charities?

Practitioner Perspective: Why Traditional Reporting Practices Are No Longer Sufficient

**Melissa A. Heinlein Storti, Veterans Affairs Medical Center (melissa.heinlein@va.gov)*

Volunteer resource managers are given little time with management to demonstrate the impact of their volunteer workforce. Traditionally, a summary comprised of the total yearly numbers of volunteers and volunteer hours are found at the end of the organization's annual report. However, these figures do not capture the impact of volunteers. Not having the opportunity to share the true impact of volunteers can result in feeling a lack of accomplishment, which is a dimension of burnout. This paper will provide research from volunteer resource managers and

show how the traditional valuation methods once accepted are no longer sufficient.

Presence of Housing Nonprofits: Impacts of Religious Environment and Government Funding

**hediye kilic gorunmek, Unt (hkgorunmek@gmail.com)*

This study extends the previous work on nonprofit presence or distribution by examining contextual effects of religion and government funding. The religious composition of geographical boundaries is related to the distribution of housing nonprofit organizations. Historically religious organizations have been a great source of support in US localities by engaging in voluntary actions to remedy community social problems like homelessness. The recent increase in government funding to nonprofit organizations in order to provide a comprehensive response to the problem of homelessness may also attract religious community members to establish social service nonprofits. It is unclear whether religious environment and interaction between government funding for social problems and religious composition of communities may be more nurturing of housing nonprofit organizations than other nonprofits. Hierarchical linear modeling is applied to county-level data. This study found that religious composition of community and availability of government funding is associated with the presence of housing nonprofit organizations.

Process with purpose: Legitimacy building mechanisms of nonprofit intermediaries

**Kirk A Leach, University of Arkansas at Little Rock (kaleach@ualr.edu)*

This study explores the mechanisms through which nonprofit intermediaries acquire legitimacy in disinvested urban areas. Legitimacy plays a key role in understanding how the structure of local collaborative arrangements position nonprofit intermediaries to influence local governance. Guided by an institutionalist lens and a comparative case methodology, the paper interrogates what processes confer legitimacy on nonprofit intermediaries in two Southern NJ cities. The research suggests that nonprofit intermediaries are able to capture legitimacy through the specific practices of convening, historical embeddedness, and centralization of services. The findings have implications for local governance of disinvested cities.

Professor Evelyn Brody – Non-profit Law Scholar, Teacher and Mentor

**Adam Parachin, Osgoode Hall Law School, York University (aparachin@osgoode.yorku.ca)*

Throughout her academic career, Professor Evelyn Brody has made sustained contributions to non-profit law scholarship and mentoring non-profit law scholars. Her success can be attributable to a winning formula: ask interesting questions, take up those questions with rigor, creativity and intellectual curiosity, mentor new and emerging scholars (without regard for individual difference) and then repeat. The proposed paper will pay tribute to Professor Brody's considerable contributions to the field of non-profit law, focusing specifically on her impact on her colleagues' scholarship, teaching and academic progression.

Property Tax Exemption for Charities: New Developments on Local Battlefields

**Mark Sidel, University of Wisconsin-Madison (mark.sidel@wisc.edu)*

In the fifteen years since Evelyn Brody's edited volume Property-Tax Exemption for Charities: Mapping the Battlefield appeared, the battleground has only intensified. Local governments desperate for revenue are denying property tax exemptions more often, suing more frequently to reverse exemptions, and increasingly seeking to expand the use of payments in lieu of taxes ("PILOTs") in cities, towns and counties around the country to raise funds from charities. This paper examines developments in property tax exemption fifteen years after Brody's volume appeared, through the lens of three cities in Wisconsin, to map what has changed on the property tax exemption battlefield.

Public-Private Partnership Strategies in Disasters: A Literature Review and Theory Development

**Hyunrang Han, Arizona State University (Hyunrang.Han@asu.edu); *Lili Wang, Arizona State University (Lili.Wang@asu.edu)*

In spite of the importance of understanding public-private partnership strategies in disasters comprehensively, existing literature has focused primarily on specific case studies of emergencies and a few factors that are vital to partnerships. This paper systematically reviews the existing

literature on public-private partnership strategies particularly in the case of disasters and highlights a new model of cross-sectoral partnership strategies. Based on the models of Bryson (1995) and Nolte and Boenigk (2011), we designed a new framework model to categorize public-private partnership strategies.

Public Responsiveness to Social Media: Nonprofits and “Hashtag Activism”

**Brice McKeever, Urban Institute (bmckeever@urban.org)*

The relationship between nonprofits, social media, and public activism remains one of the large outstanding questions in the field. Humanitarian causes and political events may seem to capture the public’s attention, but often the short-term effects of the relationship between social media and the nonprofit sector is hard to trace. This study utilizes data derived from the Twitter Streaming API to track social media attention and sentiment alongside several high-profile philanthropic events. It also uses giving as a proxy of offline engagement, and explores the utility of using private sector data to augment more publicly available tax information on giving.

Public Support Revenue and Media Visibility: The Case of U.S. Advocacy-Oriented Nonprofit Organizations

**Lewis Faulk, American University (faulk@american.edu); *Long Tran, American University (lt5156a@student.american.edu);*

**Lilli Shaffer, American University (lillishaffer@gmail.com)*

This analysis uses panel data of a sample of U.S. advocacy-oriented nonprofit organizations to test the relationships between their public support revenue streams and changes in media visibility, which is one aspect of each organization’s indirect, outsider advocacy over time. The results indicate that higher foundation funding is significantly and robustly associated with more newspaper hits for advocacy-oriented nonprofits, while the influences of government grants and individual contributions are insignificant. Practical implications and future research directions are discussed.

Rage Giving and Civic Engagement: A Behavioral Shift in Online Giving

**Jennifer A. Taylor, James Madison University (taylo2ja@jmu.edu); *Katrina MillerStevens, Colorado College*

*(katrina.millerstevens@coloradocollege.edu); *Jeron Baker, James Madison university (baker4js@dukes.jmu.edu); *Maddison Lee, Colorado College (me_lee@coloradocollege.edu)*

After the recent election upheaval, a new phenomenon in individual online charitable giving has emerged – donating motivated by rage. This study investigates emotional intentions, attitudes towards donating online, and civic engagement behaviors of online donors protesting the political climate of the 2016 Presidential election. Attitudes towards donating online, intentions to donate, emotional uplift, satisfaction with life in America, and social media intensity 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 is an unstudied behavioral shift in online giving.

Recession and Parental Role Model: The Predictors of Volunteering and Charitable Giving Among Teenagers and Young Adults

**Sara Konrath, Indiana University (skonrath@iupui.edu); *Una Osili, Indiana University (uosili@iupui.edu); *Xiao Han, Lilly*

*Family School of Philanthropy at IU (hanxia@iupui.edu); *Xiaonan Kou, IU Lilly Family School of Philanthropy (koux@iupui.edu)*

This study explores determinants of volunteering and charitable giving among adolescents and young adults. Much research examines the determinants and benefits of volunteering among middle-aged and older adults, with much less research on younger Americans. An important, but previously unexamined question is how economic shocks influence volunteering and charitable giving for young adults—a question we address by studying the changes after the Great Recession. Using a nationally representative longitudinal dataset, we found that the Great Recession and parental prosocial behaviors predicted youth volunteering. Findings will help practitioners and policy makers build programs on volunteerism to reduce youth disconnection.

Reconfiguration of Civil Society in the Ethiopian Developmental State: The Politics of Law and Civil Society

**Seife Ayalew Asfaw, George Mason University (sasfaw@gmu.edu)*

This paper probes the function of law in shaping the State-civil society relationship, in the Ethiopian developmental state. This paper argue that looking into the function of law in Ethiopia's developmental state policy provides an important perspective to understand and explain how the institutional and political embodiment of the State perceives, constructs and shapes the civil society landscape. A political reading of the function of law in shaping State-civil society relations helps to explain the modus operandi and nature of the Ethiopian developmental state and the context-specific notions of im/permissible civic engagement and civil society. Using the Ethiopian Charities and Societies Proclamation (CSP) of 2009 and subsidiary legislation, this paper will elucidate the Ethiopian developmental state logic of producing a prostrate civil society that dislocates organized civic engagement and pacifies politics. A political reading of the CSP demonstrates the existence of an opportunity structure that serves the political function of governmentalizing civil society actors, confining them to service delivery that can potentially contribute to the regime's stability and durability. The civil society law in this represents the embedment of the top-down organized mass mobilization of the state that aspires to co-opt independent civil society and serves as a depoliticizing tool.

Reexamining the Role of Nonprofits in Local Governance

**Meeyoung Lamothe, University of Oklahoma (mlamothe@ou.edu)*

This paper argues that the principal-agent perspective of nonprofit-government interaction has been overemphasized in the literature, while the scope and nature of their noncontractual collaboration have not been fully captured in academic studies. This paper explores the extent of noncontractual and collaborative relationships between nonprofits and government and compares that information with the ASD data in order to gauge the severity of the gap that might have been created by the latter data.

Reflective Sensemaking and Leadership Skills Development for Nonprofit Leaders: How Does Developmental Sensemaking Promote Interpretive Leadership Skills?

**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 study develops a constructive-developmental model of nonprofit leadership skills to test how nonprofit executives' developmental sensemaking promotes leadership skills development. By conceptualizing three stages of developmental sensemaking—*noticing, learning, and reflecting*, the model frames different leadership development trajectories. The research analysis examines whether nonprofit leaders' developmental sensemaking, mediated through leader identity and leadership practice, affect their interpretive leadership skills. The multidimensional interpretive leadership skills construct—*self-reflective capacity, coordination of interests, and contextual astuteness*—is suggested as the outcome set of leadership skills. The conceptual and analytical works thus add a theory-laden discussion to the literature on nonprofit leadership.

Relational Interactions Between Immigrant and Native-Born Volunteers: Trust-Building and Integration or Suspicion and Conflict?

**Anne Stefanie Ruiz Sportmann (steffi.ruiz.s@gmail.com); *Itay Greenspan, Hebrew University of Jerusalem (itaygree@mail.huji.ac.il)*

We investigate in this paper the bridging interactions between migrant-background and native-born volunteers. Bridging interactions are the connections that occur across social lines between dissimilar groups. Such interactions between natives and immigrants in voluntary settings are important for both the immigrants and policymakers occupied with the challenge of immigration and integration. While past studies have addressed the topic of immigrant volunteering from a quantitative approach, we offer a qualitative analysis of the micro interactions of immigrant and native volunteers within German nonprofits. Using 22 in-depth interviews, we explore the interaction experiences and the relations of trust and conflict among volunteers of migrant and native origins. We find that volunteering interactions bridge differences between

immigrant and native-born populations by reducing exclusionary effects among differing groups. Immigrant volunteering acts as an accelerator to integration due to two characteristics the volunteers had in common: The willingness to adapt to each other's cultures, and the prioritization of the recipients' needs.

Representations of poverty by new(er) aid workers: A comparative case study of international, grassroots NGOs in Kenya.

**Susan Appe, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY (sappe@albany.edu)*

This research examines a newer channel of development aid that has increased since the latest wave of globalization, namely grassroots, international non-governmental organizations (GINGOs). GINGOs are defined as development nongovernmental organizations characterized by their direct allocation of donations from U.S. donors to recipient communities abroad. To build on development theories about representation and so-called North-South relationships, the paper uses a comparative case study to analyze the narratives (in texts, images, material paraphernalia and other artifacts) used to establish GINGOs' development priorities by Northern volunteers and their Southern partners or 'brokers'.

Reputation star-ratings, does it affect how we think about nonprofits?

**Carolin Johanna Waldner, University of Hamburg (carolin.waldner@uni-hamburg.de); *Jurgen Willems, Hamburg University (Jurgen.Willems@uni-hamburg.de); *John C. Ronquillo, University of Colorado Denver (john.ronquillo@ucdenver.edu)*

Reputation star ratings have become a substantial part of our personal and professional lives, and have also gained importance in the evaluation of nonprofit organizations. This study analyzes data from a laboratory experiment with eye-tracking recording on how reputation ratings influence information search patterns. Findings suggest that reputation start information is indeed taken into account, and that it is not consulted as a substitute, but as complementary information.

Research, Action, and Civic Engagement: Three Essential Ingredients to Strengthening Civil Society at the Community Level

**Mary Hyde, Corporation for National and Community Service (mhyde@cns.gov); *Andrea Robles, Corporation for National and Community Service (arobles@cns.gov)*

Research, action and community engagement are usually considered separate enterprises that may occasionally intersect. In this paper, we present them as a complementary set of approaches that can lead transformative outcomes and the strengthening of civil society. We argue that participatory research is a valuable research approach that can tie these enterprises together, by gathering reliable information, engaging stakeholders, and strengthening civic infrastructure. We use findings from a pilot study in four communities to explore this thesis.

Research Trends in Nonprofit Graduates Studies in China: An Inside Perspective

**Li Yang, Beijing Normal University (yangli2012@bnu.edu.cn); *Fei You, Beijing Normal University (youfei11@sina.com)*

This article examines the growth of the university-based academic studies of the formal nonprofit sector in China, by focusing on dissertations and theses written in Chinese between 2000 through 2014. It analyzes 4,727 abstracts available in the Dissertation and Theses database and describes the trend across a 15-year period.

Resident Engagement and Resilience in Not-for-Profit Low Income Housing Communities

**Shawn Flanigan, San Diego State University (shawn.flanigan@sdsu.edu)*

This paper will present preliminary findings from an ongoing research project that aims to increase understanding of determinants and effects of resident engagement in a selection of low-income housing sites operated by a not-for-profit housing organization. This research project aims to better understand why some locations have higher levels of resident engagement than others, the effects of higher (or lower) levels of resident engagement on the experiences and resilience of residents in those locations, and, if beneficial, how engagement can be fostered in other locations.

Resilient and Prepared: Exploring the Disaster Mitigation Posture of the Third Sector in the New Madrid Seismic Zone

**Jeff Aulgur, Arkansas Tech University (jaulgur@atu.edu); *Caroline Hackerott, Arkansas Tech University (chackerott@atu.edu); *Xiang Chen, Arkansas Tech University (xchen7@atu.edu)*

Nonprofits located within identified high-risk disaster areas are critical to response efforts and provide essential support not readily available through governmental efforts. Resilience to disasters is ill-defined but reportedly inadequate—even for those located in high-risk zones like the New Madrid Seismic Zone (NMSZ). Organizational resilience is composed of four dimensions: robustness, redundancy, resourcefulness, and rapidity. The use of GIS technology to map social vulnerability, combined with individual nonprofit resiliency, provides vital information to emergency response efforts in the trans- and post-impact phases of disaster. This study attempts to add to the embryonic field of nonprofit disaster preparedness.

Resilient Entrepreneurship: Insight from Black South African Entrepreneurs

**Jennifer Madden, Carthage College (jrmadden@carthage.edu); *Carice Anderson, Anderson Leadership Advisory (carice.anderson@gmail.com)*

When business owners in low-wealth and distressed communities are shut out of opportunities, the consequences ripple throughout the country and the economy. Entrepreneurship (and micro-entrepreneurship) represents a powerful economic force and can be a critical path to economic opportunity and financial inclusion. Their potential for impact as engines of both wealth-creation and employment-growth is undeniable and is a viable pathway towards resilience long supported by the philanthropic sector. This qualitative research proposes to examine entrepreneurship for black South Africans post-apartheid to shed light on what might be effective strategies for minority enterprises in the U.S.

Resource Allocation through a Critical Theory and Design Lens Elizabeth A. Castillo

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

Organizations require many types of resources to succeed. However, most management courses focus on a single type—financial. This has implications for people and society because it can lead to underinvestment in intangible resources and treating people as commodities. What can educators do to help students develop a robust understanding of resources, accountability, and accounting from a critical perspective? This paper describes how an organizational management course on resource allocation was adapted to address this issue by incorporating principles of humanistic management. It discusses the course adaptation process, the rationale for this change, and updated course content and pedagogical elements.

Rethinking Global Civil Society in an Era of a Rising China

**Reza Hasmath, University of Alberta (rhasmath@gmail.com); *Jennifer Yuan Jean Hsu, University of Alberta (jenniferhsu@cantab.net)*

This paper looks at how Chinese social organizations' behaviour internationally is changing our understanding of the concept of global civil society. The paper first discusses the current conception of global civil society, and how it predominantly arose out of Western political philosophy. It points to the folly of ascribing global civil society as civil society in an international context, which will be instructive in understanding Chinese social organizations' role in global civil society. The paper then traces the internationalization efforts of five Chinese social organizations, and how their activities are potentially reshaping our conception of global civil society.

Revenue Diversification at Public Higher Education Institutions

**Jessica Watts, University of North Texas (jessica.watts@unt.edu)*

Higher education is becoming increasingly important. Education is an opportunity for individuals to rise above the socio-economic situation they were born into. The financial future of higher education is in crisis due to increases in demand, decreases in state funding and tuition increase limits. This paper examines revenue diversification at public universities as a means to achieving sustainability. The study examines the effect

state funding changes have on revenue from private gifts & grants. This study expands on extant research by analyzing the existence and extent of the revenue diversification in higher education.

Review of Critiques of Performance Measurement in Human Services

**David A. Campbell, Binghamton University (dcamp@binghamton.edu); *Kristina T Lambricht, Binghamton University (klambrig@binghamton.edu)*

As performance measurement has proliferated in human services so have critiques of the practice and research on this topic. However, this work has been piecemeal, with little effort to synthesize this body of literature as a whole. We seek to address this gap by providing a comprehensive review of these critiques and classifying them into several different themes. We also identify gaps in the literature and areas for future research as well as raise important questions about the implications that the growing emphasis on performance measurement may have for the nonprofit field.

Review of Recent Research on How Interest Groups and Activist Associations Affect USA National Governance and Why

**David Horton Smith, BOSTON COLLEGE, & ICSERA (dhortonsmith@hotmail.com)*

Among membership associations (MAs), (Political) Interest Groups and Activist/ Social Movement Associations tend to have consistent and significant, sometimes substantial, impacts on national governance in the USA and elsewhere in various ways. This paper reviews recent empirical research on these MA types, seeking to understand why such MAs tend to have more external impact on average than other MA types, such as underground political resistance MAs in foreign-army-occupied nations/societies; terrorist MAs; hate groups as MAs; religious MAs and movements; and economic-support MAs, especially since about 1800 and the Industrial Revolution.

Role of Educational NPOs in Empowering Youth and Community after Disaster

**Yuko Nishide, Tohoku University (yuko.nishide.c8@tohoku.ac.jp); *Junro Nishide, Meiji University (nishide@meiji.ac.jp)*

This paper aims to pursue the processes of and successful factors for how educational NPOs have developed and empowered youth and communities since the Great East Japan Earthquake in 2011. Educational NPOs have played a crucial role to develop and empower youth to get out of poverty and to get meaningful education for growth with collaboration. Case studies of educational NPOs led to the findings: (i) use of social capital in and out of community, and (ii) mission, passion and capacity of both leaders and followers, were key to successful development and empowerment of children and community after disaster.

Role of Social Media in Retaining Disaster Relief Donors to Future Giving: A Case Study from Japan

**Aya Okada, Kanazawa University (aokada@staff.kanazawa-u.ac.jp); *Yu Ishida, Miyagi University (ishidayu@mac.com); *Masahiro Yamamoto, ADRA Japan (masahiro.yamamoto@adrajpn.org)*

Social media is known to be effective in attracting resources for disaster relief. It enables nonprofits to quickly spread appeals to masses of people, many of whom are motivated to give in response to catastrophes. This paper examines the underexplored question of whether social media has a role to play in retaining donors who gave to a specific disaster relief, to make further contributions to recovery/reconstruction efforts and/or to future disasters. We take the case of Tokyo-based relief nonprofit and examine their social media use and online donor behaviors for 36 months, covering relief efforts made for five major disasters.

Scaling Up Social Organization Ecosystems in China: A Comparative Analysis of Three Policy Models

**Jun Han, Georgetown University (jun.han@georgetown.edu)*

This paper aims to compare the policies of Beijing, Shanghai, and Shenzhen and finds that the three cities have developed three distinct policy models. Beijing represents a top-down model, as it first created and scaled infrastructural and financial organizations. Shanghai embodies a platform model, as it first developed support organizations and facilitated them to function as large-scale platforms to support operating

organizations. Shenzhen is a bottom-up model since it first opened direct registration for operating organizations and created a favorable environment for social organizations. It questions the corporatist assumption of policy design and provides an ecosystem-building argument.

Scenario Planning: Why Don't Nonprofits Do It?

**Juniper Katz, University of Colorado Denver (juniper.katz@ucdenver.edu); *Johann Liljengren, University of Colorado Denver (JOHANN.LILJENGREN@UCDENVER.EDU)*

Scenario planning is an approach to planning for, and imagining, the future. Extant literature on scenario planning indicates a focus on topics relevant to nonprofit managers, but not in nonprofit contexts. This paper addresses the question of why nonprofits have not widely embraced scenario planning. It then discusses how scenario planning provides an opportunity for organizational learning and strategic management. A case study of an education organization engaging in scenario planning is used to demonstrate the potential organizational opportunities and effects of scenario planning.

Second Responders: The September 11th Fund and Relief in New York City

**Gregory Witkowski, Columbia University (gw2367@columbia.edu)*

This project analyzes nonprofit efforts at relief and recovery in New York City in the immediate aftermath of the attack and the years thereafter. Focusing on the September 11th Fund created by the United Way and New York Community Trust, this paper examines the role of nonprofits in providing immediate and longer term service for disaster victims.

Secrets of Success for Health Enterprises

**Emily Barman, Boston University (ebarman@bu.edu)*

Social enterprises are poised to provide sustainable and scalable solutions to societal problems, but what makes some succeed and others fail? Health enterprises develop new technologies, devices and processes to serve the most vulnerable populations while making a profit. Dr. Barman's research uses new data to illuminate the challenges, faced, characteristics of, and strategic choices that founders of health enterprises make to survive, attract resources, and be successful.

Sector Information and Legitimacy for Social Enterprises: Insights from An Experiment

**Chengxin Xu, Rutgers University-Newark (michael.hsumh@gmail.com)*

Whether to be for-profit or non-profit, is still under debate and keeps challenging scholars and social entrepreneurs. This study addresses this problem by focusing on the relationship between ownership statuses of social enterprises and public perceptions. Based on the theory of organization stereotypes, this study conducts a survey experiment to answer three questions that will provide additional insights for the ongoing debate: 1) does announcing for-profit or nonprofit status matter to the public? 2) do people perceive for-profit and nonprofit social enterprises differently? 3) do targeted customers hold different perceptions of the social enterprise from the general public?

Self-Disclosure in Fundraising Relationships

**Deanna Richards Nelson, Plymouth University (deanna.richards.nelson@gmail.com)*

More than 90% of donated dollars are known to come from less than 10% of donors (Worth, 2015). Yet we know little about how donors and fundraisers develop the strong, meaningful relationships that lead to significant gifts and highly satisfied donors. Using both quantitative and qualitative methods, this study will examine the relationships and disclosure practices of fundraisers and major donors, and determine whether a fundraiser's self-disclosure can influence a donor's decision to give.

Service-Learning as Capacity Building

**Colton C Strawser, University of San Diego (cstrawser@sandiego.edu)*

The purpose of this study is to examine the effect of student service-learning, via applied projects, on community-based agencies within San Diego County, California. Service-learning, a form of experiential education, allows students to use knowledge gained in the classroom within a practical setting while addressing human and community needs. While students are an integral component of a service-learning relationship, the projects that students participate in are usually byproducts of a collaborative effort of both a faculty member and a community-based agency before a course has even started.

Service-Learning as Capacity Building: An Evaluation of Applied Projects Effect on Program Sustainability

**Colton C Strawser, University of San Diego (cstrawser@sandiego.edu)*

The purpose of this study is to examine the effect of student service-learning, via applied projects, on community-based agencies within San Diego County, California. Service-learning, a form of experiential education, allows students to use knowledge gained in the classroom within a practical setting while addressing human and community needs. While students are an integral component of a service-learning relationship, the projects that students participate in are usually byproducts of a collaborative effort of both a faculty member and a community-based agency before a course has even started. Capacity building has been a topic of extreme interest within the nonprofit sector. Increasing organizational capacity (i.e., the structures/functions required to serve the community) has been seen as a way of doing this and, consequently, as a priority for some foundations. Therefore, this research study will involve a thematic analysis of semi-structured interviews with organizations that participate in an Applied Project opportunity offered by the University of San Diego's Master of Arts in Nonprofit Leadership and Management. In addition, organizations will complete the Program Sustainability Assessment Tool (PSAT), a 40-question evaluation of program sustainability, as both a pre-survey and post-survey.

Service Learning in an Undergraduate Volunteer Management Course: Learning Outcomes Measured and Evaluated

**Laura Keyes, University of North Texas (laurakeyes@my.unt.edu); *Hee Soun Jang, University of North Texas (heesoun.jang@unt.edu)*

This study examines service learning in undergraduate nonprofit education and offers outcome measures in a Volunteer Management course. Service learning is an important element in undergraduate nonprofit education since undergraduate students may not understand the significance of the sector and recognize a career path. Studies offer that student engagement in a service-learning project increases civic participation, academic learning, and personal growth. Research is limited on whether the service learning experience fosters student diversity and influences career development. This case study highlights the benefits of a multi-dimensional assessment tool and suggests instructional environments have implications for positive learning outcomes.

Service-Organizing Hybrids as 'Grassroots' Models of Service Delivery : Legitimacy Amongst Community-Based Nonprofit Organizations

**Rachel Wells, UCLA Luskin School of Public Affairs (rbwells@ucla.edu); *Theresa Anasti, Oakland University (Tanasti@gmail.com)*

Community-based hybrid nonprofit organizations that combine social services and organizing play a crucial role at the neighborhood level. However, these hybrid organizations may face penalties for deviating from conventional category expectations. This qualitative study of 18 community-based nonprofits working in a large west-coast city examines how community-based nonprofits are categorized and compares hybrid and non-hybrid nonprofits' processes for legitimacy. We find that at a neighborhood level, hybrid nonprofits are identified as 'grassroots' and draw on this grassroots identity to achieve legitimacy. Through an understanding of community-based hybrid nonprofits, this study adds to the literature on how nonprofits achieve social change.

Shaping the Practice of Social Enterprise and Social Entrepreneurship in China- From the Perspective of Macro-Level Institutional Context

**SHANSHAN GUAN, School of Public Policy&Management, Tsinghua University, Beijing China (gss0601@hotmail.com);*

**Guosheng Deng, Tsinghua University (cistr@tsinghua.edu.cn)*

Drawing on a large scale empirical quantitative research of social enterprises operating in China, as well as evidence from policy analysis, this paper try to explain how do social, economic and political environment and historical pathways affect the performance/diversity/model of social enterprise and social entrepreneurship found in mainland China.

Social Capital and New Nonprofits: Developing A Conceptual Framework

**Sassi Rajput, Rutgers University - Newark (sassiraj@gmail.com)*

Prior research suggests that dimensions of social capital – social networks and social trust – promote volunteering. This paper extends the literature by examining the role of social capital within the unique context of emerging nonprofits. Employing the dimensions of social networks and social trust, a conceptual framework is developed. The framework demonstrates that social capital plays a distinct role in launching and sustaining new nonprofit organizations through a positive feedback loop, where nonprofits are initially formed by leveraging social capital to enlist volunteers and resources and are sustained through the social capital of volunteers.

Social Entrepreneurship Among Protestant Congregations: The Role of Lay and Clergy Leadership

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

The purpose of this qualitative study is to describe and explore the meanings and experiences of Protestant Christian social entrepreneurs who are pursuing (or have pursued) social entrepreneurship in the congregational setting. The study's sample of social entrepreneurs will be recruited from American congregations with social enterprises. I use grounded theory (Creswell, 2014) to analyze transcripts of in-depth interviews conducted with lay and clergy social entrepreneurs. To contextualize interviews, I visit each congregation, engaging in and observing 1) regular activities of the congregation (such as worship or Bible study) and 2) the typical operations of the social enterprise.

Social justice philanthropy in times of crisis: a critical review of its history, theory, and practice

**Becky Lentz, McGill University (roberta.lentz@mcgill.ca)*

This bibliographic essay offers scholars, donors and grantmakers, social justice advocates, educators, journalists, and thought leaders a much-needed synthesis of the available interdisciplinary scholarship and grey literature about the history, theory, and practice of social justice philanthropy (SJP) to help address needs for systemic change, not just charity, in these troubled times.

Social Media Advocacy of Homelessness Nonprofits in the US: A Message-Level Analysis

**Seongho An, University of Pennsylvania (anseong@upenn.edu)*

Although previous research has explored and identified new organizational practices on social media, less is known about what advocacy messages can increase user engagement. This study attempts to classify content strategies and their effectiveness with 326,620 tweets sent by 1,748 homelessness nonprofit organizations from September 2016 to August 2017. Machine learning classifiers are applied to categorize each message into various dimensions of content strategies. These strategies, then, are included in Hierarchical Linear Models (HLM) to estimate their effectiveness. Findings of this study indicate that various content, communication, and network aspects of advocacy strategies on Twitter can increase attention from users.

Social Service Nonprofits: Navigating Conflicting Demands

**Jennifer E. Mosley, University of Chicago (mosley@uchicago.edu)*

Most social service nonprofits in the United States substantially depend on the government to sustain their operations and play important roles in policy formulation and implementation. This sectoral blurring of roles and responsibilities at the government-nonprofit level has also had the consequence of increased blurring between nonprofits, and for-profit markets. Notably, the concerns around accountability and impact found in

this principal-agent relationship have led to government-set incentives for social services nonprofits to look, feel, and act increasingly like for-profit businesses, while also having increased power in governance arrangements. The resulting tension is reflected in inconsistent policies, practice recommendations, and scholarship.

Social Venture Design and Developing Contexts

**Abhisekh Ghosh Moulick, University of Oklahoma (abhisekh@ou.edu); *Robert J Pidduck, University of Oklahoma (rob.pidduck@ou.edu)*

We analyze social venture design heterogeneity in developing nations. Building on institutional theory and country institutional profiles (CIP), we use a mix-methods approach. Using survey data, we first establish that meaningful differences exist between regulatory, cognitive, and normative aspects of CIP between developed and developing markets. Integrating this with case analysis of social enterprises across five developing nations, we propose entrepreneurs compensate for institutional weaknesses in each component by developing design structures that act as institutional enablers. These include innovating product accountability systems (regulatory), local oversight and skill-based training (cognitive), and developing competitive compensation and prosocial business narratives (normative).

Stacking Up: How Volunteer Engagement Professionals Compare to Other Key Staff

**Karmit J Bulman, Minnesota Association for Volunteer Administration (kbulman@mavnetwork.org)*

In June, 2017, MAVA began a study designed to examine how CEOs recruit, support, and resource four key positions in nonprofit and public sector organizations, so that organizational leaders and other stakeholders can make informed decisions. The four positions are Volunteer Engagement Professionals (VEPs), Development Directors (DDs), Program Directors (PDs), and Human Resource Professionals (HRPs). Findings include the following: □ VEPs are less likely to serve on an executive leadership team than DDs, PDs and HRPs. □ Although VEPs are more likely to be included in strategic planning than on the executive leadership team, many organizations include VEPs only through the participation of their supervisors. □ VEP salaries are lower in most organizations than those of DDs, HRPs and PDs. □ VEPs are more likely to be eliminated during difficult budget times. □ CEOs identified issues and challenges that VEPs face in comparison with other professionals. VEPs are most likely to experience: high turnover, unwillingness to make the job full-time, or a combination of two positions. Most CEOs recognized that non-VEP staff don't understand what the VEP position entails and that VEPs often feel siloed and not valued. □ CEOs noted the misperception that volunteers are easy to recruit and retain.

Stakeholder Engagement by Nonprofit Organizations: A Social Media Analytics Framework

**ming xie, University of Nebraska at Omaha (mingxie@unomaha.edu); *Tara K. Bryan, University of Nebraska at Omaha (tbryan@unomaha.edu)*

This research synthesizes the literatures on stakeholder theory and social media use in the nonprofit sector and proposes a framework for social media use in the nonprofit context. The framework integrates the diverse stakeholder groups of nonprofit organizations, the types of engagement activities, and the characteristics of social media platforms. This framework provides a useful tool for nonprofit organizations to understand and assess the effectiveness of stakeholder engagement through social media.

Stakeholder Narratives of Resilience: Vulnerability, Reconstruction and Repeat Exposure in New York Post-Hurricane Sandy

**Alexander Rezk, University of Maine-Orono (alexander.rezk@maine.edu)*

Abstract This paper contributes to the literature on resilience by illustrating the gap between grand narratives of resilience policy emerging from institutional processes, and the narrative reality of stakeholder communities. Post-Sandy New York City serves as a case study. A qualitative ethnographic inquiry gathered stakeholder narratives on vulnerability and risk within Sea Gate, Brooklyn. The paper argues emerging coastal vulnerability exceeds both the historical governmental capacity for organized disaster management and the implied priorities of municipal administrators. Resilience planning is political, and must consider the perspectives and needs of stakeholders in coastal communities to ensure

equitable and representative policies.

Starting from Scratch: Endowment Building in Charitable Nonprofits

**Todd Ely, University of Colorado Denver (todd.ely@ucdenver.edu); *Thad D. Calabrese, NYU Wagner (thad.calabrese@nyu.edu)*

This paper investigates how common it is for a nonprofit to successfully establish a material endowment over time rather than at founding. Specifically, is the sector's enthusiasm over the potential of endowment building reflected in organizational outcomes? And, if so, what sub-sectors and organizational characteristics are associated with successful creation of meaningful endowments? In some ways, evidence that nonprofits can grow endowments over time provides a counterbalance to the extensive research on the death of nonprofit organizations. Endowment building is one potential strategy to promote nonprofit organizational sustainability.

State Government Regulation of Foundations-Failures and Implications: A New York Case Study

**Christopher Corbett, Independent Researcher (chris_corbett1994@hotmail.com)*

In February 2018, the N.Y. State Comptroller issued his Audit Report examining regulatory oversight exercised by state system administrator, SUSA (NY State Comptroller 2018; Conway 2018). SUSA oversees 30 foundations that fund state university system programs. The Audit found: many foundations had not been audited in over ten years; failures in competitive bidding; unjustified executive compensation and refusal to provide information to Auditors. While much literature focuses on voluntary board oversight, this paper focuses on state government oversight of foundations with implications for improved nonprofit governance and self-regulation.

State-Level Nonprofit Advocacy in Politically Contentious Policy Areas: Indiana's Abortion Debate in 2017

**Riley Vyain, Ball State University (rnvyain@bsu.edu)*

This paper explores nonprofit state-level advocacy regarding contentious policies. While previous research has examined nonprofit advocacy at the national level, state-level advocacy has been less studied, especially concerning partisan issues. Two competing nonprofits, on opposite sides of Indiana's abortion debate, are observed. Data from 2017 Indiana General Assembly committee hearings and primary news sources is analyzed through a qualitative coding approach. This paper concludes that organizations whose message is not well received utilize indirect advocacy, including tactics like rallies and protests, and rely more heavily on mobilizing public support than organizations supported by the state legislative majority.

Still Contentious? Community Foundation Lobbying and Representation on Websites

**Kelly Husted (khusted@uw.edu); *David Suarez, Evans School of Public Policy and Governance (dsuarez@uw.edu)*

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. We address this gap in the literature by investigating two main research questions: To what extent has lobbying become institutionalized among community foundations? What explains community foundation engagement in lobbying, and which community foundations are most likely to discuss this activity on their organizational websites?

Stipended Volunteers' Self-efficacy and Learning: An AmeriCorps Study

**Yinglin Ma, The Ohio State University (ma.1479@osu.edu); *Mary Tschirhart, The Ohio State University (tschirhart.2@osu.edu)*

Learning may be a significant motivation for volunteering. There is limited research on how self-efficacy beliefs affect volunteers' learning, especially pertaining to stipended volunteers. This study aims to elucidate the influences of stipended volunteers' self-efficacy beliefs on their learning activities and outcomes. Analyses use data from surveys of 291 Ohio State AmeriCorps stipended volunteers at the beginning and the end of their service in 2017-2018. Results indicate stipended volunteers' self-efficacy beliefs are positively related to their learning activities and outcomes.

Strategic Network Management: Examining Structure and Multiplexity in the Networking Portfolios of Community-Based

Nonprofits

**Branda Nowell, North Carolina State University (branda_nowell@ncsu.edu); *Kate Albrecht, North Carolina State University (kralbrec@ncsu.edu)*

Despite broad acceptance that strategic network management is critical for nonprofit organizations, there is little empirical research about the structure of ego-networks and variation in the utility of different nonprofit network portfolios. This study fills a crucial gap by moving beyond single or small-case study designs to investigate and compare network structure and utilization for a sample of 57 different community-based rural sustainable development nonprofits (CBOs). Results from this study suggest new dynamics for network design in limited resource environments, especially when the type of work (fee-for-service, grant-funded programming, or policy/institutional design) is considered.

Strategic Use of Social Media for Nonprofit Organizations: Will Efforts to Grow Your Social Media Followers Pay Off?

**Young-joo Lee, University of Texas at Dallas (ylee@utdallas.edu); *Jongmin Shon, Rutgers University (jshon@rutgers.edu)*

Despite the increasing importance of social media platforms as strategic tools for nonprofit organizations, there still exists uncertainty about whether social media are worth the organizational resources allocated to managing these platforms. This study examines if expanding an organization's social networks through these media would lead to increased donations of time and money. In particular, this study tests how the number of followers on nonprofits' different social media explains the total individual contributions received and total volunteer hours. The findings suggest that efforts to grow social media followers result in different returns, depending on the type of platform and resources.

Strategy and Public Outsourcing: The Case of Foreign Aid

**Jennifer Kuan (kuan@alumni.stanford.edu); *Natalia Martin Cruz, University of Valladolid (ambiela@eco.uva.es)*

Strategy theory has long contributed to such public sector problems as outsourcing and regulation. But what can public settings teach firm strategy scholars? This paper applies a transaction cost analysis to an outsourcing context that is found only in public settings to reveal endogeneity in transaction hazards. We study foreign aid outsourcing in Spain before and after a terrorist attack led to a less security-minded government. Previously insourced allocations became outsourced and transaction characteristics changed dramatically. We thus contribute to a theoretical approach that has assumed exogenous transaction characteristics to argue that strategy can shape these characteristics.

Stuck in the Middle: The Distribution of Pay in the UK Third Sector

**Alasdair C Rutherford, University of Stirling (alasdair.rutherford@stir.ac.uk); *Tom McKenzie, Antalya International University (tom.mckenzie@antalya.edu.tr)*

Recent public outcry over senior executive pay in the UK voluntary sector has focussed attention on how non-profit organisations set pay. It has also revealed a gulf between popular perceptions of charity work, and the pay levels in much of the sector. However, concentrating on senior pay in a small number of large organisations does not do the sector justice. This paper explores how the distribution of pay in the UK voluntary sector has varied over the past 15 years, showing that the growth in average pay has been driven by rising wages amongst the lowest paid workers

Subjective Well-being for NPO Marketing and Evaluation in Japan

**Yohei Tanaka, Tohoku University (marineband2007@gmail.com)*

This paper studies the extent to which both individual and geographical predictors, including the number of NPOs, are related to citizens' levels of subjective well-being in Japan. The results at the individual level indicate that several individual states are related to lower subjective well-being: male, unmarried, a non-regular worker, lower educational attainment, lower income levels, and higher anxiety about health. The findings at the prefectural level suggest that the specified non-profit corporations of all domains improve citizens' subjective well-being, but that these organizations of employment and job training domains have an unclear effect on subjective well-being of the unemployed.

Sub-national Variations in Government-Nonprofit Relations in Authoritarian Regimes: A Comparison of Regional Differences in Russia

**Stefan Toepler, George Mason University (stoepler@gmu.edu); *Ulla Pape, National Research University Higher School of Economics, Russian Federation (u.pape@fm.ru.nl); *Vladimir Benevolenski, NRU Higher School of Economics (vbenevolenski@hse.ru)*

Using a sub-national comparative framework, this article discusses the evolution of government-nonprofit relations at the regional level in Russia against the background of national-level restrictions on these organizations over the past decade and a half. More recently, Russia has also promulgated a set of supportive policies and we aim to trace the regional government reactions to the dual realities of the federal government's posture towards nonprofits. We find considerable variation in regional government-nonprofit relations as well as deviation from the national governments policy stances.

Symbolic and Functional Domains of Motivations and Barriers to Civic Participation and Community Action Regarding Gun Safety

**Cynthia Anne Golembeski, School of Public Affairs and Administration, Rutgers University-Newark (cag348@rutgers.edu)*

Contentious debates over gun safety methods inform membership organizations such as The National Rifle Association and Everytown for Gun Sense in America, which is the umbrella organization for Moms Demand Action for Gun Sense in America. This case study is comprised of secondary data analysis, archival research, participant observation, and in-depth interviews with key informants, including volunteer and paid staff affiliated with Moms Demand Action. Narrative theories of collective action, which explore the determinants, motivations, and benefits associated with volunteering, potentially provide novel insights into this emerging area of civic engagement affiliated with intractable debates regarding politically and emotionally charged perspectives on gun control and safety.

Systems Theory and Museum Management: Identifying, Refining, and Applying Structures and Strategies

**Yuha Jung, University of Kentucky (yuha.jung@uky.edu); *Neville Vakharia, Drexel University (nvakharia@drexel.edu)*

Most museums operate hierarchically and focus on narrow missions, ignoring broader community needs and interests. This study examines how museum management paradigms can shift to a network-based model using systems theory, seeing museums as open and learning systems as a whole as opposed to closed and status quo systems that are hierarchical and compartmentalized. By conducting comparative case studies and a large-scale field survey of art and science museums, the study answers the following question: "What do systems thinking approaches in museum management look like and how do they impact organizational effectiveness?"

Teaching Philanthropy in America: Fundamentals, Trends, and Biases

**Paloma Raggo, Carleton University (paloma.raggo@carleton.ca); *Joannie Tremblay-Boire, University of Maryland, College Park (jboire@umd.edu)*

This article investigates how philanthropy is being taught in graduate programs across the United States. Our objective is to understand the prevalent narratives about philanthropy taught in graduate courses and their implications for the development of the field. Using a comprehensive list of all graduate programs with at least one course directly related to philanthropy, we gathered course descriptions and available syllabi. Using a mix of qualitative and quantitative content analyses supported by Atlas.TI and R, we propose an overview of the field and suggest areas for further development.

Telling "Effective Histories" in the Classroom: Using Critical Perspectives to Document the History of the Nonprofit Sector in the US

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

This research draws on Michel Foucault's genealogical method, or "effective history" telling, to provide students with a critical perspective on the history and development of the nonprofit sector in the United States. Mainstream, radical and critical histories are presented and juxtaposed with one another and a class assignment is developed for students to chart a more effective history of a nonprofit organization in their community (broadly defined) or the larger nonprofit sector.

Terrorists or Philanthropists?: Analyzing Portrayal of Muslim Nonprofits in US Newspapers Post 9/11

**Rafeel Wasif, University of Washington, Seattle (rafeel@uw.edu)*

Muslims are becoming a vocal minority in the US and Islamic NPOs promote their interests and identity in the US. However, post 9/11 some of them were banned for having alleged links with terrorists. My preliminary work suggests that their reputation suffered even though they were not involved in the attacks. I will analyze how media portrayal of Islamic NPOs changed after 9/11. I will conduct text-data analysis of all media articles covering Islamic NPOs in the US using New York Times and Wall Street Journal from 1997-2005 to analyze whether exogenous shocks like 9/11 impact reputation of NPOs.

The Added Value of Local Volunteerism to Community Resilience

**Benjamin J. Lough, University of Illinois at Urbana-Champaign (bjlough@illinois.edu); *Thomas Bannister, United Nations Volunteers (UNV) programme (thomas.bannister@undp.org)*

This study draws on theory of co-productive synergy to better understand the complementary role of volunteerism for community resilience. Using phenomenological qualitative methodology, researchers collected primary data in communities across 15 countries. In total, 24 researchers completed 110 focus groups and 174 key informant interviews in local languages. Community members determined 36 distinctive characteristics of volunteering that helped or hindered their efforts to cope with shocks and stresses. Findings suggest that local volunteers in collaboration with external partners can produce greater resilience than either could deliver on their own.

The Antecedents and Barriers of Transforming Nonprofit Organizations into Sustainable Entities. Implementing ERP Systems as a Means to Waste Reduction.

**Amos Allie, Case Western Reserve University (axa777@case.edu); *shola ajiboye, Case Western Reserve University (sxa505@case.edu)*

Abstract We propose Enterprise Resource Planning System (ERP) as a precursor to functional sustainable entities within Nonprofit Organizations. We hypothesize that the adoption of technology will have a positive impact on Nonprofit Entity Productivity Maximization. We rely on Structural Equation Model to demonstrate that where Technology Adoption is correctly and successfully applied, the impact is an upward move towards productivity and the prevention of leakages. We use Quantitative Analysis Method to survey 280 individuals from two (2) Nonprofit Organizations. The overall outcome demonstrates a novel approach to restrain and subsequently eliminate waste within limited resources of nonprofit organizations. The results are discussed.

The Center for FaithJustice: Continuing the Catholic service tradition, A case study

**Sasha Zarins, Lilly Family School of Philanthropy (szarins@iupui.edu); *Jonathan J. Bergdoll, IU Lilly Family School of Philanthropy (jjbergdo@iupui.edu); *Una Osili, Indiana University (uosili@iupui.edu)*

Given the link between religion and prosocial behavior, finding ways to engage youth in both service and faith-based activities may have a positive long-term effect on young adults' prosocial behavior. The Center for FaithJustice offers programs that aim to engage youth in service, social justice, and faith in an innovative way. This study will examine the programs offered by the Center for FaithJustice as a case study that can offer insights and recommendations for other organizations attempting to engage young adults in service and faith.

The Change of the NPO Networks in Political Pressure: Based on The Council for Unification Education in South Korea

**Eunsil Yoo, Penn State University_Harrisburg (exyl26@psu.edu); *Triparna Vasavada, Penn State Harrisburg (tbv1@psu.edu)*

The aim of this study is to explore how governmental policy changes and political pressures have an impact on the nonprofit organization networks. In addition, this study examines how the pressure influences the nonprofit organizations' collaborative activities. We will use qualitative research methods and social networks analysis to analyze a case of the Council for Unification Education in South Korea.

The Collaboration between Federal Emergency Management Agency (FEMA) and Faith-based Organizations (FBOs): A Stopgap or Standing Partnership?

**Jungwon Yeo, University of Central Florida (jungwon.yeo@ucf.edu); *Bok Jeong, Kean University (bjeong@kean.edu); *Paul J. Nelson, University of Pittsburgh (pjnelson@pitt.edu)*

This study examines the functions of FBOs as collaborating partners of FEMA. It raises a question whether FBOs are permanent partners or temporary stopgap in the emergency management system. As a quantitative analysis, this study examines the major 20 Hurricane between 2000 and 2017 and as a qualitative analysis, recent four major hurricanes on four stages of disaster management—mitigation, preparedness, response, and recovery. As theoretical implications, this study will analyze the roles of faith-based nonprofit organizations on the stages of disaster management. As a practical policy implication, this study will make the emergency management system more inclusive.

The Contribution of Belgian Grassroots Migrant Organizations for the Provision of Services to People in Poverty: A Network Perspective.

**Sylvie van Damme, Antwerp University (unavailable@uantwerpen.be); *Peter Raeymaeckers, Universiteit Antwerpen (Peter.Raeymaeckers@uantwerpen.be)*

We conduct a quantitative social network analysis in a deprived neighbourhood in Antwerp, Belgium, to analyze the networks of migrant organisations. The findings show a lack of collaboration between migrant organisations, public services and other CSOs. Qualitative research explains the lack of collaboration in this network. Our findings detect crucial challenges to be overcome when bridging the gap between migrant organisations and public services or CSOs, in order to achieve poverty alleviation among migrants. Our findings will contribute to a better understanding on how network governance is able to strengthen cross-sectoral networks of migrant organisations.

The Density of Nonprofit Organizations, Neighborhood Diversity, and Resource

**Tracy Shicun Cui, Georgia State University (shicun.cui@gmail.com); *Joowon Jeong, Georgia State University (joowon0520@gmail.com)*

The density of nonprofit organizations matters if nonprofits are established to meet the needs of communities. Studies on factors affecting the density are abundant, but results are inconclusive. Previous studies largely overlook the types of nonprofit organizations. We use NCCS Core Files and American Community Survey to test whether the supply-side theory or demand-side theory explains the density of nonprofits, taking into consideration of the types of services nonprofits provide. This study is expected to shed light on competing arguments regarding whether nonprofits respond to community needs or resource availabilities.

The Difference in Male and Female Leaders in Member-Serving Nonprofit Organizations

**Jill Nicholson-Crotty, Indiana University (jillnich@indiana.edu); *Beth Gazley, Indiana University-Bloomington (bgazley@indiana.edu); *Lauren Dula, Binghamton University, SUNY (ldula@binghamton.edu)*

Research suggests that women manage organizations differently from their male counterparts, being more likely to emphasize participation, power sharing, consensus, connection, and empowerment. We contribute to this literature by examining the differences between the management styles of men and women in nonprofit associations. This analysis uses a dataset of member-serving nonprofit organizations whose CEO or executive director completed an original survey describing both the organization's external environment and a broad range of governance

characteristics. Responses allow us to analyze the differences in male and female led organizations and the relationship with the CEO's perception of the organizational performance.

The Disaggregation and Re-aggregation of Social Services in Light of Hybridity

**James M. Mandiberg (jm945@hunter.cuny.edu)*

This research-based theory paper proposes a different way of conceptualizing how to meet the needs of social welfare service dependent populations. The core research base is of a shopping district in Tokyo serving seniors. The paper suggests radically disaggregating how social services have been bundled and re-aggregating them based upon sources of support. The paper relies on non-linear ways of conceptualizing innovation, including design thinking, and builds upon the author's proof of concept research and that of others in the fields of social enterprise and social innovation.

The Distinctiveness of Small NPOs Working Within Communities Experiencing Multiple Disadvantage: Revisiting the Theory of Comparative Advantage

**Ellen Katherine Bennett, Sheffield Hallam University (ellen.bennett@shu.ac.uk); *Chris Dayson, Sheffield Hallam University (c.dayson@shu.ac.uk); *Christopher Damm, Sheffield Hallam University (c.damm@shu.ac.uk); *Beth Patmore, Sheffield Hallam University (b.a.patmore@shu.ac.uk)*

We explore the distinctiveness of small* nonprofit organizations (NPOs) in the UK, considering the extent to which their size influences their ability to meet the needs of people experiencing multiple disadvantage. At a time when communities in the UK are facing complex problems due to the continuing austerity agenda and resultant deepening cuts to public services budgets, our analysis of an in-depth, large-scale empirical study illuminates how the features and approaches of small NPOs enable them to work effectively to support communities in crisis. In so doing, we revisit and develop the theory of 'comparative advantage' (Billis & Glennerster, 1998).

The Diversity Layer: Civil Society Organizations-of-Organizations

**Matthew Baggetta, Indiana University (baggettm@indiana.edu); *Brad R. Fulton, Brad Fulton (bradrfulton@gmail.com); *Zoe Caplan, Indiana University (zcaplan@indiana.edu)*

Civil society theorists have argued that voluntary associations knit together diverse societies by bringing together individuals who differ along salient socio-demographic lines. Studies of individual membership associations, however, typically show their memberships to be socio-demographically homogeneous. An exception to this pattern might be found among organizations-of-organizations (associations whose members are organizations). We propose that this set of associations—the diversity layer of civil society—is likely to be more diverse than associations whose members are individuals. To test our proposition, we assemble data from multiple studies to compare the internal diversity of organizations-of-organizations to that of individual membership organizations.

The Dynamics of American Giving: Descriptive Evidence

**Xiaoyun Wang, Indiana University School of Philanthropy; *Xiao Han, Lilly Family School of Philanthropy at IU (hanxia@iupui.edu); *Patrick M. Rooney, IUPUI (rooney@iupui.edu); *Mark Ottoni-Wilhelm, Indiana University - Lilly Family School of Philanthropy (mowilhel@iupui.edu)*

A well-known styled fact about American giving is that, in a single calendar year, approximately half of Americans give to charitable organizations. This paper analyzes the giving of the same people across eight calendar years and finds that a much larger majority give at least from time-to-time. However, only half give frequently, and much smaller fractions give frequently to specific charitable purposes, such as basic needs or health. “Donors” measured in a single-year analysis are a mix of people who across time are frequent, time-to-time, and seldom givers. Frequent givers are a disproportionately large fraction of that mix. The results imply new understandings of previous single-year findings and suggest new directions for future research.

The Ecosystem of Scaling Social Impact: A New Theoretical Framework and Two Case Studies

**Jun Han, Georgetown University (jun.han@georgetown.edu)*

This article reviews existing literature on scaling social impact, and proposes a new theoretical framework to understand the ecosystem of scaling social impact. We collected and analyzed the top 100 literature, and categorized multiple theoretical frameworks of scaling into five groups of models. We find that each model has overlooked one or several enabling factors of scaling. By synthesizing these factors, we propose a new theoretical framework, namely “the ecosystem model of scaling impact”, which combines six key components. We use this framework to analyze two cases, the Rockefeller Foundation and B Lab, and map out their ecosystems.

The Effects of County-Level Social Roots on Civic Engagement

**Won No, Arizona State University (Won.No@asu.edu); *Kuang-Ting Tai, SPAA, Rutgers University (kt428@rutgers.edu); *David Swindell, Arizona State University (David.Swindell@asu.edu)*

This paper investigates social characteristics and their influence on civic engagement at the county level. Using a new and unique data set constructed from several sources including the Current Population Survey Supplements, US Census figures, FBI crime statistics, IRS Form 990 data, and the American Housing Survey from 2008 to 2015, we test a model of grouped characteristics from the three dominant theories: social capital, socio-demographic, and institutional theory. The paper will illustrate the results how the individual level theoretical expectations hold up or fail to hold up in the aggregate at the county level.

The Effects of Gender Representation in Sexual Assault Reporting Networks

**Jill Nicholson-Crotty, Indiana University (jillnich@indiana.edu); *NaLette Brodnax, Harvard University (nbrodnax@iq.harvard.edu); *Kimberly Madsen, Indiana University (kimberlydegroff@gmail.com)*

Most public programs are administered through networks of public and nonprofit organizations in particular service provision areas. This is definitely the case in the area of sexual assault and sexual violence. This paper examines the impact of gender representation in the networks of service providers that investigate sexual assaults on college campuses and support victims of these crimes. We argue that the prevalence of women in the network should improve the responsiveness and effectiveness of these systems. Initial findings suggest that the number of rape reports increases as the number of women in both public and nonprofit nodes increases.

The Experience of Clients in Nonprofit, For-Profit, and Hybrid Organizations

**Meng-Han Ho, IU Lilly Family School of Philanthropy (home@iu.edu)*

The boundary between the nonprofit and for-profit sectors is blurring and nonprofit organizations become similar to for-profit organizations. Existing studies have argued that when nonprofit organizations become business-like, there can be both positive and negative effects on organizations. However, few studies have discussed the impact of nonprofit organizations becoming business-like on clients they serve. The study investigates how these organizations—nonprofit, for-profit, and hybrid organizations—behave differently and to what extent this impacts clients. I will interview clients at nonprofit, for-profit, and hybrid organizations which provide the same social services to examine the impact of organizational behavior on clients’ experiences.

The Extra Mile: Understanding the Decision-Making of Asian American Serving Nonprofits to Engage in Advocacy

**Tian Wang, University of Massachusetts Boston (Tian.Wang001@umb.edu)*

Nonprofit organizations that prioritize advocacy attempt to influence local community and promote the interests of their constituencies via collective action. To fully engage in the community, many community-based services provision nonprofit organizations are considering to transfer to the “hybrid” models. Many Asian American nonprofit organizations are in this transitioning process. This study seeks to understand the emergence of Asian American hybrid nonprofits, especially the variations in the decision-making process and transitioning experiences. This project aims to answer questions about the process of Asian American nonprofits’ transition from solely service provision to engagement in

advocacy.

The Fields and Forms of Religious Organizations

**Brad R. Fulton, Brad Fulton (bradrfulton@gmail.com)*

Religious organizations are among the oldest and most influential institutions in the world. Yet, despite their prominence, relatively little is known about religious organizations in comparison to secular nonprofit organizations. One reason is due to minimal governmental data collection on religious organizations. A second reason stems from the influence of secularization theory, which effectively dissuaded a generation of social scientists from selecting religious organizations as their object of study. The relatively sparse research leaves a substantial gap in our understanding of religious organizations, and engaging this understudied area offers an opportunity to further our general understanding of organizations.

The food bank revisited: Applying LatCrit to the FBO - farmworker relationship

**Anna Erwin, Miami University of Ohio (annaberwin@gmail.com)*

Farmworkers are considered one of the most food insecure populations in the country, and FBOs often provide food to workers. Scholarship also demonstrates that food security initiatives often function through a color-blind lens that de-centers Latino epistemologies. This study employed ethnographic methods and a LatCrit theoretical lense to evaluate how one farmworker ministry is distributing food. Results show that while the FBO centered Latino epistemologies in some food-related events, other events preferred Western epistemologies and inadvertently reinforced power relations between white volunteers and Latino workers. Conclusions include recommendations for those who study and work with NGOs, food, and farmworker populations.

The gendered dimensions of high-net-worth giving for women and girls

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

This paper explores the gendered dimensions of donors' giving to women's and girls' causes among a national sample of high-net-worth donors. We investigate whether there are key differences among donors who make significant gifts to women's and girls' causes and those who do not. Based upon those differences, we examine the impact of donor networks on donor behavior, particularly actions that donors take incorporating a "gender lens" in their giving. We hypothesize that high-net-worth donors to women's and girls' causes see their giving as effecting social change and are more likely to educate themselves about philanthropy.

The Governance Skill Set: Who Should Know What in the Governance Process of Nonprofits

**Jurgen Willems, Hamburg University (Jurgen.Willems@uni-hamburg.de); *Fredrik O. Andersson, SPEA - IUPUI (fanders@iu.edu)*

Several organizational entities are involved in the nonprofit governance process, such as the board, the management, and additional committees. Each of these entities have a specific role in the governance process, and each of them should have a specific set of skills. This study explores these skill sets, based on a large-scale data collection in which board members and managers (n = 1,875) from 344 nonprofit organizations evaluate which skills should be situated where in their organization. With a multi-level regression, we test how individual and organizational characteristics explain the allocation of skills in the nonprofit governance process.

The Great Give and Take: A Review of Philanthropy in Native American, Alaska Native, and Native Hawaiian Communities

**John C. Ronquillo, University of Colorado Denver (john.ronquillo@ucdenver.edu)*

Employing a thorough scan of the literature and utilizing interviews from key informants in respective American indigenous communities, this paper seeks to further detail extant knowledge of indigenous philanthropy in the United States. Interview participants come from Native American communities in the continental US, as well as Alaska and Hawaii, and have relatively significant professional profiles within their respective communities. Though these native communities have varying histories with the US federal government, their shared identities and

systematic oppression have enabled the emergence of numerous resilient communities that have been bolstered by charitable action from within. This paper sets forth an agenda for future research in hopes of establishing a mechanism of reciprocal learning and engagement of philanthropy between Native and non-Native communities alike.

The Great Gun Divide: Faculty Attitudes Toward Campus Carry

**Mylah Kate Robinson, Indiana University - Bloomington (Mykrobin@iu.edu)*

The issue of gun control has been a hot button topic in the United States for decades. Currently, only 16 states ban the carrying of firearms on college campuses. Among those, several, including Florida, have introduced and debated legislation that would allow students to carry concealed weapons. As several states debate the necessity of arming members of the student body, it is incumbent to understand how faculty, the ones who interact most often with students, feel about the prospect of armed individuals being legally allowed on their campuses. To find out how faculty might react to the passage of such legislation, researchers from Florida State University and Florida Agricultural and Mechanical University conducted 50 semi-structured interviews with members of the faculty at two universities in Florida to answer the following research questions: What are the chief concerns among faculty at each institution and within various academic departments? How do these concerns vary by key social characteristics? Findings reveal notable age and gender variation in both concerns about guns on campus as well as potential strategies to mitigate these concerns.

The Impact of Board Performance Assessment on Nonprofit Governance and Organization Effectiveness

**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 results from an international sample of 6,000 individuals from 500 nonprofit and voluntary organizations that used an online board performance assessment tool designed as an intervention to address problems of board performance. Changes in board performance are presented over time along with changes in perception of the amount and kind of impact boards are perceived to have on the organizations they govern. Variation in the amount and kind of change in performance and impact based on analysis of independent variables related to the characteristics of nonprofit organizations and boards will be presented and discussed. The paper concludes with implications and limitations along with next steps in the research.

The Impact of Grants from Foundations on Organization Growth

**Alasdair C Rutherford, University of Stirling (alasdair.rutherford@stir.ac.uk); *Astrid Pennerstorfer, WU Vienna (astrid.pennerstorfer@wu.ac.at)*

For many nonprofit organizations, income from grant making foundations is a funding source next to income from government, other donations and commercial income, which has grown in importance over time in many Western countries. This article analyzes the question whether grants have a positive impact on financial capacities of Scottish charities. In addition, we also answer the question whether grants have an impact on the growth trend of Scottish charities. We analyze a unique data set that matches Scottish grant data for the years 2007 to 2015 with detailed financial information from charities' annual returns, making it thus possible to observe organizational development after a grant has been awarded to an organization. We use information on 1,568 grants and 2,360 charities and find that while income grows immediately following the grant funding, income growth quickly falls again in the years after the grant was received. This suggests that grant funding is primarily providing a routine revenue stream for charities, rather than representing an investment in growing organizations.

The Impact of Medicaid Expansion on the Survival of Nonprofit Hospitals

**Rui Wang, American University (rw3515a@american.edu)*

After the implementation of Affordable Care Act in 2014, more than 30 states have adopted Medicaid expansion, and millions of low-income people gain health insurance coverages from Medicaid. This paper examines how Medicaid expansion affects the growth and survival of non-

profit hospitals. Specifically, using Internal Revenue Service (IRS) data, I answer these questions from both state and hospital level leveraging state-level variation in the adoption of Medicaid expansion after 2013. At the state level, following a difference-in-difference (DD) strategy, I compare the aggregate number and revenue of non-profit hospitals in states that adopt Medicaid expansion to those that did not. At the hospital level, I take a similar DD design that compare the donation received by non-profit hospitals in Medicaid expansion states to those non-expansion states. For both state and hospital level, I also exploit a triple-difference (DDD) design which add other health-related non-profit organization as an additional control group. The dependent variables at state-level analyses are from state-level aggregated data on the number of non-profit hospitals derived from the IRS “charitable organization” Business Master Files. For hospital-level analyses, I use income data from IRS’s Form 990 from the National Center for Charitable Statistics (NCCS) as my outcome variables. Control variables for both state- and hospital-level analyses are compiled from multiple statistics report from 2007 to 2016. By identifying the impacts of Medicaid expansion on local non-profit organizations, this paper provides suggestions on better supporting local non-profit hospitals and policy implications for future healthcare reform.

The Impact of New Approaches to Volunteer Management on Social Return of Volunteer Service

**Fern Chertok, Cohen Center for Modern Jewish Studies, Brandeis University (fchertok@brandeis.edu)*

The Social Return on Investment (SROI) approach to volunteerism focuses on the contributions of volunteer activity to the common good. However, only limited research has sought to identify the elements of volunteer management practice most strongly associated with increased social benefit for volunteers and the organizations they serve. The proposed paper will present new quantitative research on the connections between implementation of volunteer management practices and a variety of short-term SROI indicators. Findings are drawn from online surveys conducted with volunteer managers at 19 non-profit organizations in the metropolitan New York area and with over 1000 volunteers serving these organizations.

The Impact of Nonprofit Board Composition on the Gender Pay Gap for Nonprofit Executive Directors: Do Representative Boards Matter?

**Leonor Camarena, Arizona State University (lcamaren@asu.edu); *Jesse Lecy, Arizona State University (jdlecy@gmail.com);*

**Nathan Grasse, Carleton University (NathanGrasse@cunet.carleton.ca)*

Despite the fact that 50 percent of nonprofits are started by women and the majority of employees in the nonprofit sector are women (Lecy, Van Slyke & Yoon, 2018), only 35 percent of nonprofits have female directors, and after controlling for organizational differences an 8 percent gender pay gap exists (Grasse, Heidebreder, Kuckla-Acevedo, & Lecy, 2017). This paper examines the question of whether representative board members mitigate any of these issues. We use the IRS 990 e-filers to examine the gender pay gap as a function of board member composition, focusing on percentage of women on the boards.

The Impact of Overhead Costs on Donations to Human Service Nonprofits: A Survey Experiment

**Cleopatra Charles, School of Public Affairs and Administration, Rutgers University-Newark (cleopatra.charles@gmail.com);*

**Margaret F. Sloan, James Madison University (sloanmf@jmu.edu); *Peter Schubert, Universität Hamburg (peter.schubert@uni-hamburg.de)*

The overhead ratio is a much contested accountability metric; however, it persists in use across the nonprofit sector. Using an experimental design, this study tests whether differing overhead ratios impact donors’ decisions to give. This project hopes to inform our wider community about the true full costs of delivering programs, how to frame overhead costs to donors, and whether and to what extent overhead costs is related to funding and mission.

The Impact of Public Donations on Nonprofit Leaders’ Power Distance Values: Evidence from Chinese Foundations

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

The study examines how public donations influence internal governance and particularly, leaders' power distance in nonprofit organizations. Drawing on data from an original survey of 163 nonprofit CEOs in China, this study uncovers the role of the public in an authoritarian state and finds that more public donations are associated with a higher level of leader power distance and less democratic leadership orientation in nonprofits.

The Impact of Revenue Diversification on Nonprofit Financial Health: A Meta-Analysis

**Chiako Hung, Arizona State University (chung17@asu.edu); *Mark A. Hager, Arizona State University (mark.hager@asu.edu)*

This study reviews the influence of revenue diversification on financial health. It is a meta-analysis of previous studies that have studied the relationship. This literature variously demonstrates that nonprofit financial health is improved, not influenced, or harmed by diversifying reliance on different revenue streams. Our current analysis demonstrates a small, positive, yet statistically significant association between revenue diversification and nonprofit financial health. In addition, we show that grain of measurement of revenue diversification influences effect size, that this effect has shifted over time, and that studies on United States nonprofits demonstrate weaker effects.

The Impact of task domain conditions on organizational network structure: A comparison of child education and hunger relief

**Robin Hargroder Lemaire, Virginia Tech (rlemaire@vt.edu); *Jaimie Edwards, Virginia Tech (jedwar35@vt.edu); *Kim Thurlow, Community Foundation of the New River Valley (kimthurlow@cfnr.org)*

Network structure has been emphasized in the literature as a condition of network effectiveness, but which structures are effective depends on the task domain of the network. We argue that rather than certain structures being best for certain tasks, it is rather the underlying conditions of the task domain that imprints the structure of network relationships. We examine the relationship between task conditions and network structure through a comparison of two similar networks working in different task domains. We use the results from network analyses to discuss how the underlying conditions of task domain influence what are optimal network structures.

The incompatibility of system and lifeworld understandings of food insecurity and the provision of food aid in an English city

**Madeleine Power, University of York (madeleine.power@york.ac.uk); *Neil Small, University of Bradford (N.A.Small@bradford.ac.uk); *Bob Doherty, University of York (bob.doherty@york.ac.uk); *Kate E Pickett, University of York (kate.pickett@york.ac.uk)*

This paper presents qualitative findings from a study over two years with food insecurity service providers followed by focus groups with White British and Pakistani women in or at risk of food insecurity. We examine food insecurity using Habermas' distinction between the System and Lifeworld. The concept of System helps us understand the nature of need, approved food choices, the reification of selected skills associated with household management and the imposition of a construct of virtue. The concept of Lifeworld provides understandings of structural causes.

The Influence of Citizens' Political Participation on Voluntary Organizations

**Cheon Lee, School of Public Affairs and Administration, Rutgers University-Newark (deuxcheon@gmail.com)*

Voluntary organizations have been praised as "schools of democracy" that promote citizens' political participation. Yet, it is unclear whether citizens' political participation affects their participation in voluntary organizations, through membership. This study tests hypotheses regarding the relationship between political participation and association membership and finds that, overall, citizens who have engaged in greater number of political activities are more likely to be members of one or more types of voluntary organizations. However, the relationship is not uniform across types of voluntary organizations.

The Influence of Network Structure on Nonprofit Use of Outcome Data

**Anne Marie Singh (Boyer), Northwestern University (annemarie@u.northwestern.edu); *Katherine Cooper, Northwestern University (katherine.cooper@northwestern.edu); *Rong Wang, Northwestern University (rongwangna@gmail.com); *Michelle D*

Shumate, Northwestern University (shumate@northwestern.edu)

Research has shown that nonprofits struggle to collect and report data – and that they are also under increasing pressure to use data in decision-making. Cross-sector collaborations in data-driven networks, like collective impact, may further influence how nonprofits in those networks collect and report outcome data. Through surveys of 13 matched community pairs – comprised of one structured network and one less formal network – we explore how network structure affects the use of outcome data in nonprofits working to improve education reform in their communities. We provide implications on how other organizations (e.g., funders, government agencies) use outcome data in these networks.

The Influences of Micro-charity's Social Capital on Charity Participation Behavior

**Ling Qian, Hubei University of Economics (ling_qian1987@yeah.net)*

Micro-charity is a rising charity participation mode and is more appealing than traditional charity in China. In the development of micro-charity, social capital is the key for effectively obtaining charitable resources. Thus, a questionnaire was conducted to examine the relationships among the social capital of micro-charity and micro-charity participation behavior. The results showed network ties represented the structural dimension of social capital was significant related to both affective and cognitive trust. Share vision, a manifestation of cognitive dimension of social capital, was positively related to cognitive trust. Cognitive trust influenced viewing activity while affective trust influenced giving activity.

The Institutionalization of Nonprofit Indicators: Guidestar Reporting as Intentional Organizational Sensegiving

**Jamie Levine Daniel, Indiana University-Purdue University Indianapolis (jlevined@iupui.edu); *Adam Eckerd, IUPUI-SPEA (aeckerd@iu.edu)*

Nonprofits have of their organizational identity. These perceptions manifest in how they deliver their services, as well as the roles they play in their communities. These organizations need resources to deliver on their missions, and have to satisfy many different stakeholders in order to acquire the needed resources and deliver on their mission. We analyze language from over 200 organizational profiles on Guidestar in order to assess how nonprofit organizations shift their identity narratives in order to satisfy stakeholder preferences and acquire needed resources. This paper contributes to our theoretical understanding of sensegiving and offers practical insights into stakeholder engagement.

The Institutional Mix of Public Governance. Examining the Role of Civil Society Organisations and Government in Flemish Governance Arrangements

**Ghent University, Ghent University (raf.pauly@ugent.be); *Filip De Rynck, Ghent University (filip.derynck@ugent.be); *Bram Verschuere, University of Ghent (bram.verschuere@ugent.be)*

In this article governance arrangements between actors in government and civil society organisations (CSOs) are understood as a 'mix' of different 'modes of governance'. We examine if and how different 'modes of governance' occur, and how they impact the political role of CSOs. Based on survey data collected from Flemish CSOs (n = 500) we examine the different forms of this institutional mix, and whether specific governance arrangement have a positive or negative impact CSOs' advocacy role. We present descriptive findings as well as more in depth analysis of governance arrangements and CSOs' role in politicisation.

The Interaction Effects of Intersectionality in Nonprofit Executive Directors and Donations

**Jasmine Johnson, George Washington University (jmcginnis@email.gwu.edu)*

Determining which nonprofits receive donations is a combination of factors including a nonprofits board member connections and its organizational and financial characteristics. However, this does not provide a complete explanation for why some nonprofits receive a larger amount of donations and others do not. In this paper, an under researched predictor of donations will be investigated – intersectionality within a nonprofit executive director. For the purposes of this paper intersectionality will be defined as an interaction of two typically independent social categories –race/ethnicity and gender.

The Interconnectedness of Charity, Politics and Liberal Democracies

**Jennifer Beard, University of Melbourne Law School (jlbeard@unimelb.edu.au)*

Fair, free and competitive elections between multiple distinct political parties, a separation of powers into different branches of government, the rule of law and principles espousing the equal protection of human, civil and political rights and freedoms for all people are all familiar elements of a liberal representative democracy. Charity is rarely, if ever, added to this list. This paper seeks to remedy that omission by exploring the interconnectedness between charity, politics and liberalism in 19th and 20th century England.

The Intersection of Poverty, Community, Gender, and Microfinance in The Gambia

**Saul Njie, Virginia Tech (saun@vt.edu)*

This paper examines the intersections of poverty, community, and gender by examining how microfinance in The Gambia leads friends and neighbors to support each other at the community level; and in so doing, lends itself to community solidarity. This paper shows how microfinance that is anchored in grassroots and voluntary associations creates a more communal, traditional approach of poverty alleviation than conventional banks and the trickle-down system of poverty alleviation; promotes democratic practices, since women, in many instances, create their own constitutions, set their own interest rates; and, by extension, provides community solidarity and impedes the corrosive effects of neoliberalism.

The Joy of Asking: An Analysis of Socioemotional Information in Fundraiser Contact Reports

**Maarten Bout, Indiana University Maurer School of Law (mbout@indiana.edu); *Sara Konrath, Indiana University (skonrath@iupui.edu)*

In this study we examined 381 interactions between donors and fundraisers from a large research university by analyzing their contact reports. Specifically, we examined whether we could extract measures of fundraiser empathy through the application of a coding scheme and linguistics analysis, and whether there are differences between the interactions based on donor characteristics, such as gender and university department. We found evidence that there are subtle differences between those contact reports for female donors and contact reports for male donors, as well as larger differences by university department.

The Lifecycle of Multi-Site Nonprofit Affiliates

**Seth Jared Meyer, Bridgewater State University (s2meyer@bridgew.edu); *Long Tran, American University (lt5156a@student.american.edu)*

This study explores the lifecycle of affiliates in multisite nonprofit organizations (MNOs), based on the organizational lifecycle proposed by Hager et al. (1996). It is possible that, due to the support it receives from the central office, an affiliate office may have a lifecycle distinct from that of a stand-alone organization. Relying on original qualitative data from our recent interviews with 25 professionals and volunteers from U.S.-based MNOs, this research builds on the understanding of how MNOs support affiliate organizations and what makes affiliates a unique type of organization.

The Local Determinants of Local-International NGO Interactions

**Long Tran, American University (lt5156a@student.american.edu)*

Recent decades have witnessed the increasingly visible roles of international non-governmental organizations (NGOs) in various international development missions, such as responding to humanitarian crises, sharing knowledge and innovation, and strengthening civil society in developing countries (Schmitz and Mitchell 2016). To pursue such missions, a preferred operation mode of Northern international NGOs has been to work with and through Southern local NGOs (Elbers and Schulpen 2011; Jayawickrama and McCullagh 2009). The extant literature, however, is lacking theoretical insights and empirical evidence that help explain what types of local NGOs in developing countries tend to interact with international NGOs. Relying on original data from surveys of 221 local NGOs in Lebanon and drawing on several collaboration

theories, this paper begins to fill this gap by examining the characteristics of local NGOs that explain their interactions with international NGOs. We hypothesize that local-international NGO interactions can be explained by organizational capacity, resource dependence, neo-institutionalism, and geography-based homophily theories. Our preliminary regression analyses indicate that local-international NGO interactions in Lebanon can be explained by all of these theories. Specifically, local Lebanese NGOs that interact with international NGOs are significantly more likely to have a larger budget, receive international donations, belong to an international network, and are based in a non-rural area. Further analyses will be conducted to explore the nature (e.g., support, coordination, partnership, or tension) of these interactions. The findings will offer important insights into the literature on North-South NGO relationships.

The Local Determinants of Local-International NGO Interactions: Evidence from Lebanon

**Khalidoun AbouAssi, American University (abouassi@american.edu); *Long Tran, American University (lt5156a@student.american.edu)*

To pursue their missions in developing countries, international NGOs' preferred mode of operation is to work with and through local NGOs. The extant literature, however, is lacking theoretical insights and empirical evidence that help explain what types of local NGOs tend to interact with international NGOs. Drawing on several collaboration theories and original data from surveys of 221 local NGOs in Lebanon, we attempt to fill this gap by examining the characteristics of local NGOs that explain their interactions with international NGOs. The findings offer important insights into the literature on North-South NGO relationships.

The Marginal Market Value of Nonprofitness

**Eva Witesman, Brigham Young University (ipmstaff@byu.edu); *Curtis Child, Brigham Young University (cchild@byu.edu)*

All other things being equal, are clients or donors of social businesses willing to pay a premium for nonprofit status? This empirical paper uses a common market analysis tool—conjoint analysis—to determine whether the “halo effect” of nonprofits extends to a willingness to pay. In addition to financial willingness to pay, we also examine the marginal value of nonprofitness with regard to nonmonetary characteristics such as trust, social equity, red tape, and perceived sustainability. In short, are nonprofits operating at an advantage or a disadvantage in the blurred sector marketplace?

The Means and the End: Teaching Digital Literacy to Nonprofit Students

**Alicia Schatteman, Northern Illinois University (aschatteman@niu.edu)*

Nonprofit organizations are responding to a real demand for improved and increased communication in a more efficient but also more effective way. Some are embracing these new technologies while others struggle with the challenges of technological capacity and organizational leadership. This research examines how nonprofit management students assess their own digital literacy. Then, during this undergraduate course, improve their own knowledge and skills to effectively participate in 21st-century organizations.

The Moderating Effect of Rurality on the Incidence and Intensity of Volunteering Behavior

**Austin McCrea, Texas A&M (austinmccrea@tamu.edu); *Suyeon Jo, Maxwell School, Syracuse University (suyeonjo87@gmail.com); *Rebecca Nesbit, University of Georgia (nesbit7@uga.edu); *Laurie E. Paarlberg, Indiana University - Lilly Family School of Philanthropy (lpaarlbe@indiana.edu)*

This paper explores the place-based determinants of differences in volunteering behavior between rural and urban respondents. We are specifically interested in whether individuals living in rural areas have higher incidence and intensity of volunteering. We test this proposition by accessing the confidential American Current Population Survey (CPS) volunteering data. This paper contributes to practical questions about the rural/urban divide in civic engagement and offers an empirical test of our ability to generalize from the publicly available CPS data.

The Nature of Inter-Organizational Collaboration and Nonprofit Autonomy

**Chengxin Xu, Rutgers University-Newark (michael.hsumh@gmail.com); *Mirae Kim, Georgia State University (mkim141@gsu.edu)*

Nonprofits have been increasingly engaging in inter-organizational collaborations. Despite various benefits, there are drawbacks associated with inter-organizational collaborations. Using the original survey of 448 nonprofits, we examine how the nature of collaborative relationships matters to an individual nonprofit's autonomy. The findings suggest that nonprofits perceive a higher level of autonomy when administrative processes for collaboration are clearly defined. We also find that nonprofits perceive their autonomy to be threatened by the lack of mutuality in their collaborative relationships while trust among collaborative partners serve as a critical factor to secure individual autonomy. We will discuss the implications of the results.

“The New Paradigm for Philanthropy?”

**George McCully, Catalogue for Philanthropy (gemccully@verizon.net)*

In 1998 it was noticed that philanthropy is undergoing a classic paradigm-shift—i.e., a total transformation of its conventional model, including standard vocabulary, conceptualization, technology, infrastructure, economics, key demographics, and modes of operation. “Disruptive innovations” have become increasingly common, many of which have been reported in professional and public media; but practitioners and scholars have not formally addressed this historic phenomenon as a whole, strategically and structurally—connecting the dots in comprehensive analyses of its over-all direction and momentum. This paper is the first to identify some pivotal innovations that may constitute the framework of a new paradigm.

The Next Generation of Giving: Charitable Habits of Generations Z, Y, X, Baby Boomers, and Matures

**Ashley Thompson, Blackbaud Institute for Philanthropic Impact (ashley.thompson@blackbaud.com)*

All generations are not created equal. How can fundraisers optimize their outreach to connect and build meaningful relationships with each group? The Next Generation of Giving reveals the multichannel preferences and charitable habits of Millennials, Generation X, Baby Boomers, Matures, and includes a first look at the charitable perspective of Generation Z. Conducted in 2010, 2013, and 2018, this research helps fundraisers understand these perspectives and tailor their fundraising approach based on donor age. This presentation will focus on key 2018 findings about American donors and include special looks at data for Canadian, UK, and Australian donor preferences.

The Nonprofit CEO Position: Gender Implications for Career Trajectories

**Dorothy Norris-Tirrell, Nonprofit Leadership Alliance (Dorothy.NorrisTirrell@nonprofitleadershipalliance.org); *Jennifer Rinella, Rockhurst University (jennifer.rinella@rockhurst.edu); *Xuan Pham, Rockhurst University (Xuan.pham@rockhurst.edu)*

Given the crucial role of the executive leader to nonprofit organization success regardless of their mission area, organization size, or geographic location, the proposed presentation will focus on the impact of gender for nonprofit career paths. Previous research conducted by the authors identified three career trajectories of local nonprofit leaders: Mission Enthusiasts, Nonprofit Career Climbers, and Sector Switchers. Using data collected from LinkedIn profiles, respondent surveys, and IRS Form 990s, the proposed paper continues this research by exploring implications of gender with regard to variables such as advanced education, career decisions and motivations, job progression, organization size, and executive salary.

The nonprofit sector as a site of exclusion and inequality

**Jon Dean, Sheffield Hallam University (j.dean@shu.ac.uk)*

To what extent does a sector ostensibly designed to tackle underlying inequalities actually reinforce them? In many Western countries the sector has huge diversity problems - across many social inequalities - so the sector's sometime appropriated role as society's conscience is worthy of question. Given that nonprofit organizations are often tasked with speaking on behalf of vulnerable populations, such claims beg the question of whether nonprofits are legitimate representatives of their constituencies. This short presentation seeks to challenge the often unquestioned 'goodliness' of the nonprofit sector, as a place where society's existing inequalities are reinforced rather than reduced.

The Nonprofit Sector in Eastern Europe, Russia, and Central Asia: Civil Society Advances and Challenges

**David Horton Smith, BOSTON COLLEGE, & ICSESA (dhortonsmith@hotmail.com); *Alisa Moldavanova, Wayne State University (alisam@wayne.edu); *Svitlana Krasynska, University of San Diego (skrasynska@sandiego.edu)*

What impact did the last quarter century have on the nonprofit sector in Eastern Europe, Russia, and Central Asia after the dissolution of the Soviet Union? What explains regional variations in nonprofit sector developments? And why did the growth in the quantity of formal organizations not bring about the much anticipated qualitative outcomes? Based on extensive review of scholarship, including contributions by scholars native to the region, the paper offers provisional answers to these questions, and suggests new research directions that may be of interest to scholars studying the post-Soviet region and other comparative contexts.

The Organizational and Institutional Determinants of Blood Donation: A Multilevel Study on Blood Collection Regimes in Europe

**Sam Gorleer, Department of Sociology, Ghent University (sam.gorleer@ugent.be); *Piet Bracke, Department of Sociology, Ghent University (piet.bracke@ugent.be); *Lesley Hustinx, Ghent University (lesley.hustinx@ugent.be)*

The imbalance between supply and demand in the market of blood is a pressing challenge to society. We argue that existing donor-centered research, aimed at increasing the blood supply, cannot sufficiently address this problem. Therefore we conduct a multilevel study using both Eurobarometer survey data and official reports on blood donation in Europe, to develop a systematic and comprehensive understanding of the organizational and institutional underpinnings of blood donation. Our results indicate that the organization of the blood supply and its institutional foundation, play an important role in explaining variance in donation.

The Organizational Transformation of Civil Society

**Patricia Bromley, Stanford Graduate School of Education (p.bromley@utah.edu)*

The massive expansion of the nonprofit sector occurs in part because a range of previously distinct social structures such as charities, schools, recreational associations, and hospitals, have gradually become re-defined under the common frame of “nonprofit organization”. The cultural roots of this reconstruction helps explain features of contemporary nonprofit organizations that cannot be solely explained by theories of function or power. They shift, for example, from deriving legitimacy from traditional sources (such as God or community) toward a depiction as autonomous actors entitled to determine their own goals and purposes. With this transformation, pressures for accountability arise.

The Paradox of Vibrant Giving in Social Relationships Alongside Apathy and Dependency in Civic Relationships in Local Communities in Ghana

**Esi Sey, University of Ghana (eeduafowa@hotmail.com); *Justice Nyigmah Bawole, University of Ghana (jnbawole@ug.edu.gh)*

African philanthropy has been presented as the future for financing of development in Africa. As research explores this concept, it is worth reflecting on the history of philanthropy in Western societies, which reveals a shift away from the philosophical ideals that first characterized it. This paper explores a paradox that emerges at the nexus of giving and development financing in Ghanaian communities; a paradox that signals a shift in the philosophical ideals traditionally associated with giving in Ghanaian societies. The paradox takes the form of a disparity in community members’ giving within social relationships and their giving within civic relationships.

The Policy and Practice of Global Citizenship Education in China

**Cuicui Li, East China Normal University (Grace-Lee2018@outlook.com)*

Many policies were introduced to strengthen citizenship education in China. Semi-structured interviews are examined the global citizenship education in a single comprehensive secondary school in China. The study provides evidence that the practice of global citizenship education has become invested within and gives rise to a number of students’ citizenship participation. It argues that information technology shows great impact on global citizenship, leads school leaders and staff members to rethink how to cultivate global citizens. This results in traditional moral

concept of citizenship and global transversal competencies, in which the tensions between these two orientations are uncomfortable and unresolved.

The Power of the Individual: Community Member Engagement in a Health and Wellness Collaborative

**Honey Minkowitz, North Carolina State University (hminkow@ncsu.edu); *Krista Kenney, North Carolina State University (krisya.kenney@gmail.com); *Branda Nowell, North Carolina State University (branda_nowell@ncsu.edu)*

Collaborative networks engage public and private organizations to address complex issues and typically are composed of diverse organizations. Yet, some collaborative networks engage community members, as individuals not affiliated with an organization. Social network analysis of collaborative efforts often reflect the centrality and embeddedness of certain organizations without attention to these individuals, and thus we have limited understanding of how community members engage at a system level. Utilizing network data from 61 collaborative networks in North Carolina, we analyze the determinants of community member participation, specifically assessing the extent to which network activities, collaborative birth story, meeting frequency and impetus for beginning the initiative.

The Process and Mechanisms of Aligning and Governing Interests in Social Impact Bonds

**Reinhard Millner, WU Vienna (reinhard.millner@wu.ac.at)*

Social Impact Bonds (SIBs) are discussed as a novel form of cross-sector collaboration and an alternative way of financing the delivery of innovative social services. However, the empirical evidence base regarding the viability of the instrument to achieve social impact and to generate lasting social innovation(s), taking into account the modes of organizing and governing, is still moderate. Based on an in-depth case study and drawing on agency theory as well as resource dependence theory, this gap is addressed by examining the process of interest alignment among involved stakeholders over the lifespan of a SIB project in Continental Europe.

The Public Value of Using Social Media For Emergency Management: The Case of Hurricane Matthew

**Wanzhu Shi, Texas A&M International University (wanzhu.shi@tamiu.edu); *Pamela Medina, University of Colorado Denver (pamela.medinagutierrez@ucdenver.edu)*

This research aims to explore citizen's expectations of emergency related communications via social media, and to identify social media managers' perceptions of their role in creating public value through these channels. The research sampled public organizations from three coastline regions in Florida which were mainly impacted by Hurricane Matthew. A content analysis were conducted first by collecting these agencies Facebook data. Then twelve interviews were conducted to explore their social media strategies and perceptions of public value delivered through these online platforms. The finding indicates that social media is an important collaborative tool for emergency management.

The Quest for Attention: Network Characteristics, Communication Strategies, and Effectiveness of Social Media Advocacy

**Chao Guo, University of Pennsylvania (chaoguo@sp2.upenn.edu); *Gregory D. Saxton, York University (gsaxton@yorku.ca)*

How do advocacy organizations gain attention on social media? We address this question by building and testing a model of the effectiveness of the Twitter use of advocacy organizations. Using number of retweets, number of favorites, and number of replies as proxies of attention, we test our hypotheses with a 12-month panel dataset that collapses by month and organization the 261,127 tweets sent by 188 organizations in 2017. We find that attention is strongly associated with the size of an organization's network, its frequency of speech, and the number of conversations it joins. We also find a seemingly contradictory relationship between different measures of attention and an organization's targeting and connecting strategy.

The Reciprocal Effects of Looking Good and Doing Good: Prosocial Behaviors and Attractiveness

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

Research finds that "beautiful is good:" more physically attractive people are seen as having more favorable attributes, and are treated better by

others. There is also evidence in the opposite direction, that “good is beautiful:” people with more favorable attributes are rated as more physically attractive. Yet, little research examines links between physical attractiveness and prosocial behaviors such as volunteering and charitable donations. We examine this question in a nationally representative sample of older adults (Study 1) and a 54-year longitudinal study (Study 2). Overall, in ecologically valid real-world samples, people who do good also look good—and vice versa.

The Relationship Between Capacity, Evaluation, and Types of Nonprofit Accountability

**Tara K. Bryan, University of Nebraska at Omaha (tbryan@unomaha.edu); *Gabrielle E Henderson, James Madison University (gehenderson@unomaha.edu)*

This study investigates the extent to which individual capacity and organizational capacity factors influence a nonprofit’s ability to demonstrate different types of accountability, including upward, lateral and downward accountability. Survey results (n=243) indicate organizational factors predict all three forms of accountability to a greater extent than individual factors. Additionally, while organizational factors strongly predict both lateral and downward accountability, the relationship to upward accountability is much weaker, suggesting both individual and organizational capacity factors only provide a limited explanation of what organizational characteristics predict upward accountability

The Resilience of Cultural Entrepreneurs During Disruption: The Role of Relationship Building and Collective Action

**shola ajiboye, Case Western Reserve University (sxa505@case.edu); *Amos Allie, Case Western Reserve University (axa777@case.edu)*

We conducted a longitudinal case study (2015 – 2018) of hair braiders in Central Indiana to broaden our understanding of cultural entrepreneurship and particularly to understand the nature of disruption and threats to cultural entrepreneurship. We also analyze the measures adopted by cultural entrepreneurs (CEs) to counter disruption and ward off threats. We examine the roles that entrepreneurial relationship development (ERD) and collective action play in the resilience of the CEs using a combination of problem-solving, social-interaction and self-regulation perspectives. The result is a process that turns rivals to partners, and competition to collaboration that leads to a major legislative achievement.

The Role of Civil Society Organizations for Integration and Tolerance

**Susanne Wallman Lundasen, Ersta Sköndal University College (susanne.lundasen@gmail.com); *Lars Tragardh, Ersta Sköndal University College (lars.tragardh@esh.se)*

The purpose of this study is to investigate the extent to which civil society contributes to trust and tolerance in a time of increasing diversity in Swedish society.

The Role of Evaluations in Limiting Constraining Effects of Funding Volatility

**David A Bell, Savannah State University (belld@savannahstate.edu)*

The presentation illustrates how the evaluation event causes nonprofits to prioritize those activities with sufficient face validity for key authority and stakeholders. Assessing program effectiveness in human development is central to informing funding policy-making and organizational learning. Foreign aid effectiveness discussions have increasingly given attention to the devaluing effects of aid flow volatility. This paper reveals that the external evaluation event influences actor behavior, serving as a volatility constraining tool.

The Role of International Volunteers in the Promoting Gender Equality and Women’s Economic Empowerment

**Rebecca Tiessen, University of Ottawa (rtiessen@uottawa.ca)*

This study examines the role of international volunteers in the promotion of gender equality and women’s economic empowerment. The study highlights these contributions through: technical and strategic skills transfer, training and education, and partnership formation and collective action. These contributions are examined in relation to broader gender equality goals and capacity building priorities of non-profit and volunteer

cooperation organizations. Partnerships forged collectively through international volunteers and community members in the design and implementation of women's economic empowerment facilitate the co-generation of knowledge and action, facilitating women's agency and ownership of economic activities for inclusive growth and sustainable development.

The Role of Mission and Expertise in Shaping Public Support for Nonprofit Advocacy

**Elizabeth Bell, The University of Oklahoma (Bell3922@ou.edu); *Alisa Hicklin Fryar, University of Oklahoma (ahicklin@ou.edu);*

**Tyler Johnson, The University of Oklahoma (tylerjohnson@ou.edu)*

Nonprofit advocacy efforts have become increasingly common, yet scholars have not adequately addressed public perceptions of advocacy activities by different types of nonprofit organizations (Guo & Saxton, 2014; LeRoux & Feeney, 2014; Nicholson-Crotty, 2007; Schmid, Bar, & Nirel, 2008). In an experimental design, this paper explores how variation in the mission and perceived expertise of nonprofit organizations impacts public support for nonprofit advocacy. We find that citizens are more likely to support nonprofit advocacy efforts when they perceive the organization as having a philanthropic mission and lacking a partisan agenda.

The Role of Nonprofit Organizations in Promoting Higher Education Among Latina/o Youth: The Case of Latinos in Action (LIA) of Utah

**Valeria Jimenez (valerijimenezq@gmail.com)*

Nonprofit organizations have been at the forefront of helping newly-arrived immigrants and refugees integrate into society, advocating for marginalized communities, and ensuring that Latina/o youth are reaching for higher education. Nonprofit organizations have helped to fill in the gaps that the United States government has been unable to fill. This honors thesis focuses on the role of nonprofit organizations in promoting higher education among Latina/o youth by analyzing and evaluating Latinos in Action (LIA), a Utah-based 501(c)(3) nonprofit organization dedicated to empowering Latino youth to be college- and career-ready.

The Role of Non-Profit Organizations in the Co-Production of Welfare Services: A Systematic Literature Review

**Ola Segnestam Larsson, Ersta Sköndal Bräcke University College (ola.segnestam-larsson@esh.se)*

Even though many examples can be identified in research, there is a relatively little comprehensive empirical knowledge related to the role of non-profit organizations in the co-production of welfare services. With the support of a systematic literature review, this paper presents a structured overview of the role of non-profit organizations in the co-production of welfare services, focusing on similarities and differences between non-profit, public, and for-profit organizations. Main empirical and analytical findings are presented in relation to conditions, organizational mechanisms, and results of co-production.

The Role of Nonprofits in Natural Disasters: Who responds more immediately than others?

**Jiwon Suh, The University of Texas at Arlington (jiwon.suh@uta.edu)*

This study examines the nonprofit sector's three facets of environments and their impacts on the nonprofits disaster response, using randomly selected 200 nonprofit organizations in South Korea. Particularly, this study uses the Kyungjoo earthquake case in September 2016. Based on the preliminary analysis, this study finds that private donations and geographical distance are associated with the usage of social media as a part of response actions to natural disasters. The findings indicate that nonprofit organizations utilize financial and locational environments to cope with natural disasters.

The Role of Technology in Promoting Civic Volunteerism: A Case Study in Hong Kong

**Cheryl Hiu-Kwan Chui, The University of Hong Kong (chkchui@hku.hk); *Chuk Tim, The University of Hong Kong*

*(saltwort@gmail.com); *Chee Hon Chan, The University of Hong Kong (gefchchan2@gmail.com); *Ryan Ho, The University of*

*Hong Kong (sheunghei0304@gmail.com); *Isaac Wong, The University of Hong Kong (u3538125@connect.hku.hk)*

Evidence demonstrates that volunteering generates many benefits for individuals, and society at large. However, the role of technology in recruiting, facilitating, and retaining of volunteers among nonprofits is underexplored in East Asia. This article uses an in-depth case study to explore the role of technology in promoting volunteerism. Findings revealed that compared to traditional forms of volunteer recruitment, mobile applications are more efficient in recruiting and managing volunteers. For volunteers, it was found that mobile-based Applications are preferable to traditional centre-based recruitment methods. However, challenges remains in terms of nonprofits' adoption rate of a new platform, likely due to inflexible institutional practices and path dependency. Implications of how technology can transform the volunteer landscape and contribute to the "efficiency" of the third sector economy are discussed.

The Scandinavian Organizational Landscape: Extensive and Different

**Kristin Strømsnes, Department of Comparative Politics, University of Bergen (kristin.stromsnes@uib.no)*

The first paper describes the historical and institutional background of the Scandinavian organizational society in detail.

The Shifting Roles of Nonprofit Advocacy Coalitions in the Policy Process

**Kimberly Kay Wiley, University of Illinois Springfield (kwile3@uis.edu)*

Locating the roles of nonprofit organizations in the policy process over time and measuring the resulting policy change can articulate the value of these nonprofit advocacy activities. To this end, I examine policy activities produced or maintained within a U.S. national domestic violence advocacy coalition. Directed content analysis was conducted on historical documents marking 40 years of coalition behavior. This analysis provided a historical perspective of the generation and maintenance of the nonprofit policy activities and discourse.

The Shock of Evaluation: Examining the Impact of Efficiency Metrics on Nonprofits

**Alexandra Graddy-Reed, University of Southern California (graddyre@price.usc.edu)*

Despite the constant battle over ratios, the existing literature has failed to converge on how these overhead rates actually impact nonprofit revenues and donor behavior. With improved analysis techniques, this paper addresses the issues through two models that more accurately account for the mechanism of third party ratings in the overhead debate. Using data from Charity Navigator and the Statistics of Income files, we use Difference-in-Differences and Regression Discontinuity models to assess how third-party ratings impact nonprofit organizations both in their administrative costs and philanthropic revenues.

The Social Construction of INGO Accountability: A Practical Guide for Instructors

**Paloma Raggo, Carleton University (paloma.raggo@carleton.ca)*

What is accountability, to whom, and how should international nongovernmental organizations (INGOs) be accountable? In this companion to the chapter, students are invited to critically reflect on each of these questions and challenge traditional approaches which tend to focus on financial transparency. Through practical exercises, namely interviewing, content analysis, and a case study, students will analyze how people within INGOs think about accountability and appreciate the wide range of accountability perspectives within the organization.

The Spatial Stories of Nonprofit Organizations

**Dominik Karner, WU Vienna (Dominik.Karner@wu.ac.at); *Florentine Maier, WU Vienna University of Economics and Business (florentine.maier@wu.ac.at); *Michael Meyer, WU Vienna, Institute for Nonprofit Management (Michael.Meyer@wu.ac.at)*

While there is increasing interest in spatial issues in organization studies, the influence of organizations on the narrative construction of spaces outside their own premises has remained largely unexplored. We contribute to closing this research gap by building on the theorization of spatial stories by de Certeau (1988) to examine how nonprofit organizations narrate outer-organizational space, and how these organizations' spatial stories are related to their orientation towards various institutional logics. The analysis is conducted by means of interpretative analysis of texts and images retrieved from webpages of a representative sample of NPOs in Vienna.

The State of Nonprofits and Philanthropy in San Diego County: A Longitudinal Analysis of the Nonprofit Sector

**Colton C Strawser, University of San Diego (cstrawser@sandiego.edu); *Laura Deitrick, University of San Diego (lauradeitrick@sandiego.edu)*

Nonprofit organizations and the field of philanthropy are always changing. For over a decade the “university nonprofit center” has gathered and analyzed data to tell the story of the county’s diverse, growing, and influential nonprofit and philanthropic sector. This longitudinal study will analyze data from over 1,500 surveys from nonprofit organizations from the past five years to explore the questions (1) What story emerges when analyzing the data longitudinally? (2) Is the public’s confidence in the nonprofit sector increasing over time? (3) Is the nonprofit sector strengthening over time?

The State Performance Audit: Another Tool for Nonprofit Accountability

**Joanne G. Carman, University of North Carolina at Charlotte (jgcarman@uncc.edu)*

The purpose of this paper is to highlight how a state audit can be an important accountability tool for the nonprofit sector. The paper uses a framework comprised of four auditing theories (policing, stewardship, inspired confidence, and agency theory) to examine a series of events associated with the state audit of a nonprofit organization which revealed the use of resources for activities outside of the scope of the organization’s core mission and excessive executive compensation. The paper analyzes the events that followed the disclosure of the audit’s initial findings and highlights many important nonprofit management and government lessons.

The strangled sector: Hungary and beyond

**Jon Van Til, Rutgers University - Camden (vantil39@gmail.com)*

In many nations, the third sector is being strangled: by limited service provision; by recurrent advocacy outbursts, restrained by competencies in democratic process and practice; and by associational action being inhibited. Complex international pressures are weakening the sector in a country like Hungary, which acts as a disappointing adolescent in the EU family, a dependent client of Russian energy, and a confused NATO ally. This paper will focus on what can be done about this from three perspectives: from within Hungary; from within the nonprofit sector, in advancing dialogue and deliberation through organizing and meeting; and from abroad.

The Sustainability of Social Enterprises in Hostile and Benign Environments

**Yoshiho Matsunaga (yoshihomatsunaga@gmail.com)*

Using data from the survey conducted by the author of this paper, empirical examination were carried out to investigate the relation between the leadership features of a social entrepreneur and salvation of a social enterprise in hostile and benign environments. It revealed that leaders driven by emotional intelligence become more successful by enhancing rich social entrepreneurship and social capital. This paper also revealed that successful social entrepreneurs (innovators) show good management skills in hostile and benign environments, thereby enhancing the sustainability of social enterprises.

The Symbolic Power of Charity

**Jon Dean, Sheffield Hallam University (j.dean@shu.ac.uk)*

This paper wants to introduce critical social theory and original qualitative data to assess the role of 'good-ness' in charitable acts. Volunteering, giving, and fundraising are all socially accepted as 'good things': worthy, a sign of the giver's moral value, and an exhibition of an individual's inherent altruism and kindness. But this paper will assess the role of this 'symbolic power' in the work that charities do, and its social implications. It will examine how sector officials and leaders take advantage of this moral power to deliver their work, and how the state pushes back against charities' inherent emotional pull.

The Value of Partnership between IVCOs: A Comparative Case Study of the mechanisms linking Partnership and

Collaborative Value within Volunteer Tourism

**Simon Kuijpers-Heezemans, Radboud University Nijmegen (s.kuijpers@ru.nl); *Lau Schulpen, Radboud University Nijmegen (l.schulpen@maw.ru.nl); *Maurice Gesthuizen, Radboud University Nijmegen (m.gesthuizen@maw.ru.nl); *Marja Spierenburg, Radboud University Nijmegen (m.spierenburg@maw.ru.nl); *Peer Scheepers, Radboud University Nijmegen (p.scheepers@maw.ru.nl)*

Research has found that reciprocal partnerships are crucial for a sustainable practice of volunteer tourism. Unfortunately, there is only scattered evidence on the role of partnership in the relationships between IVCOs. This research hence aims to answer the question: How does the way in which Dutch IVSOs and intermediary/hosting IVCOs in Ghana and South Africa shape their collaborative networks relate to how the parties experience partnership within and the value of the collaboration? The study investigates six collaborative networks spread across three Dutch IVSOs, involving hosting IVCOs and several intermediary IVCOs in both Ghana and South Africa.

The "Whys" of Charity Regulation

**Rebecca S Fry, University of Toronto (rebecca.fry@mail.utoronto.ca)*

What should charity regulation aim to achieve and why? This is the question my paper will address. It will begin by discussing recent criticisms of the Charity Commission for England and Wales, which I will argue highlight both the importance of and the need for critical analysis of the purposes, or “whys”, of charity regulation. The paper will then identify two such purposes: encouraging the pursuit of charitable purposes; and holding those who pursue them to account. It will conclude by discussing the further research required to develop a more complete theory of charity regulation capable of informing institutional design.

The Wisdom of the Crowd(out): The Importance of Model and Context in the Relationship between Government Support and Charitable Donations

**Nathan Grasse, Carleton University (NathanGrasse@cunet.carleton.ca); *Elizabeth A.M. Searing, University at Albany, SUNY (esearing@albany.edu); *Daniel Neely, Helen Bader Institute for Nonprofit Management (neely@uwm.edu)*

The literature on the relationship between government funding and private donations finds evidence of both crowd-out (a reduction in private donations due to government funding) and crowd-in (increased donations rather than a reduction). This apparent contradiction is present whether examining associations at the organizational level (Andreoni and Payne 2003; Payne 1998, 2011) or matching individuals and contributions to recipient organizations (Kingma 1989; Manzoor and Straub 2005), a quandary for both researchers and those hoping to use research to form policy. This paper uses organizational level data in multiple countries to explain inconsistent results, examining models' sensitivity to specifications.

Time is Indeed a Scarce Resource – A Re-examination of the Relationship between Time Spent on Paid Work and Volunteering

**Hans-Peter Y. Qvist, Aalborg University, Dept. of Sociology and Social Work (peterqvist24@gmail.com)*

From a time-economic perspective, it is natural to assume that time spent on paid work substitute volunteer work. Yet, most sociological studies suggest that the relationship between paid work and volunteer work is complementary. However, using longitudinal survey data merged with administrative register data from Denmark, I find that volunteers who work full-time or overtime contribute fewer hours compared to the unemployed. On these grounds, I argue that when important confounders are controlled for, time spent on paid work substitute time spent on volunteer work.

Title: Do Governments Punish Nonprofits' High Administrative Costs in Their Funding Decisions?

**Jiahuan Lu, Rutgers University - Newark (jiahuan.lu@rutgers.edu); *Jianzhi Zhao, Fudan University (jianzhizhao@fudan.edu.cn)*

This paper explores the relationship between nonprofits' administrative expense ratios and their receipt of government funding. It demonstrates that the relationship is nonlinear and follows an inverted U-shaped pattern.

Together We Are An Ocean: Relationship Marketing and the Recruitment and Retention of Volunteers Among Arts and Culture Nonprofits

**B. Kathleen Gallagher, Southern Methodist University (bkgallagher@smu.edu); *Matt Ehlman, The Numad Group (matt@numadgroup.com)*

Nonprofit arts and culture organizations rely on volunteers as an important source of labor. They are in the challenging position of competing for volunteer commitment and hours in a crowded marketplace. There are more than 1.5 million nonprofit organizations in the U.S., more than 113,000 of these are arts and culture. Prospective volunteers must balance competing demands and perceive sufficient value of their contributions. This research addresses the use of relationship marketing by arts organizations to recruit and retain volunteers. Particular attention is given to gender differences of volunteers.

To Give or to Get: A Study of Nonprofit Board Influence on Donation

**Jingran Sun, University of North Texas (JingranSun@my.unt.edu); *Yu (Kelly) Shi, University of North Texas (Yu.Shi@unt.edu)*

Although board diversification, either measured by ethnicity and gender, are used to explain the dynamic between organizational performance and the composition of the board, the results are often inconsistent. Due to the scarcity of data, scholars provide limited research on how board members' socio-economic status and profession affect the amount of donation nonprofit organizations receive as well as their financial performance. Using 990 form, 990-EZ form, and collected survey data, this study explores two research questions: 1) do wealthier board members attract more donations to their organizations? 2) does socio-economically diversified board attract more donations?

Towards a Bi-Dimensional Approach to Philanthropic Giving: Measuring Ambivalence in the Act of Giving

**Ayelet Oreg, Binghamton University (Aoregl@binghamton.edu); *Pamela Mischen, Binghamton University (pmischen@binghamton.edu); *Andreas Pape, Binghamton University (apape@binghamton.edu)*

Studies that approach philanthropy from an economics perspective impute the existence of positive feelings ('warm glow') and calculate their value as the difference between the Nash equilibrium and the value allocated to a public good (Andreoni 1990). More recent studies indicate that "giving can produce good or bad feelings, depending on the context" (Konow 2010, 281). Building on research that differentiates between motivations and barriers to giving, as well as research that uses an additive approach to feelings, this research uses an experimental economics approach to study giving and develops a quantitative method for measuring ambivalence.

Transforming Current Model of International Aid to Sustainable International Development: A Case Study of a Ghanaian International Nongovernmental Organization (INGO)

**Carissa Marie Patrone, Grand Valley State University (carissampatrone@gmail.com)*

With an increase in international aid, sustainable development has become an important topic to examine. Through the frameworks of the United Nations' Sustainable Development Goals, four pillars of sustainability, United States Agency for International Development's Civil Society Organization Sustainability Index and monitoring and evaluation practices, this research aims to study international nongovernmental organizations' (INGO) sustainability efforts and their impact on program effectiveness. Specifically, this research encompasses a case study of a Ghanaian INGO and their sustainability efforts, along with input from local scholars and leaders from local Ghanaian monitoring and evaluation forums, universities and governmental development agencies.

Transnational NGO Mergers and Acquisitions

**Tosca Bruno-van Vijfeijken, Transnational NGO Initiative (tmburno@maxwell.syr.edu); *Hans Peter Schmitz, University of San*

Diego (*schmitz@sandiego.edu*); *George E. Mitchell, Baruch College (*george.mitchell@baruch.cuny.edu*)

What are the skills, attributes and behaviors shaping transnational non-governmental organizations' collaboration, especially in cases of mergers and acquisitions? This paper examines mergers and acquisitions as special cases of collaboration among- mid to large sized NGOs. The analysis identifies major causes and catalysts for mergers, discusses obstacles, and offers strategic frameworks for guiding collaborations and mergers. Findings are based on a review of academic and 'pracademic' literature, three prominent case studies informed by interviews with prominent NGO thought-leaders, and more than 15 years of interactions with hundreds of NGO leaders in settings such as training institutes, workshops, and consulting engagements.

Trapped Between the Sticky Floor and the Glass Ceiling: The Employment of Women as Mid-Level Managers in Non-Profit Organizations

*Michal Almog-Bar, Hebrew University of Jerusalem (*michal.bar@mail.huji.ac.il*); *Inbar Livnat, The Hebrew University of Jerusalem (*inbar.livnat@mail.huji.ac.il*)

Over the last two decades, both globally and in Israel, civil society and non-profit organizations have become important initiators and providers of social services. The nonprofit sector is a major employer in the Israeli labor market. Women comprise 68% of its employees, and many are mid-level managers. The paper presents a qualitative study, which examined the employment experience of 25 women working as mid-level managers in Israeli nonprofit organizations and addresses their occupational and personal experience, their challenges and motivations. In addition, the study highlights the employment characteristics of nonprofits - a sphere of part-time, temporary and underpaid work.

Trends in Volunteering in Scandinavia

*Hans-Peter Y. Qvist, Aalborg University, Dept. of Sociology and Social Work (*peterqvist24@gmail.com*)

In this paper, we examine participation rate and time use trends in volunteering in Scandinavia during the period from the beginning of the 1990s until the mid-2010s. The aim of the analysis is twofold. First, we aim to provide a descriptive analysis of the trends in volunteering in Scandinavia during the period under investigation. Second, we aim to determine whether and to what extent the socio-demographic and institutional changes in the Scandinavian societies during this period can explain the observed trends in volunteering

Trouble Makers or Partners for Change? the Case of Egyptian NGOs

*Sabith Khan, California Lutheran University (*khanpgg@vt.edu*); *reza javadzadeh, california lutheran university (*rjavadzadeh@callutheran.edu*)

In this short paper, based on media articles in English, Turkish and Arab media outlets - over the past five years, we offer a fairly exhaustive review of how discourse around NGOs has been formulated by the mainstream media in the Arab world. We contrast this with the discourse of change that these NGOs use themselves. We also carry out a discourse analysis of documents by Egypt based foundations, Nonprofits and government documents. While some divergence in goals is to be expected, are NGOs seen as tools of the government or actors with their own agency is in question, in this examination. We will also pay particular attention to the gaps, contradictions and inconsistencies in this discourse, with an aim to understand how can such a collaboration occur, if at all; given the diverging nature of the discourse that each deploys.

Trust and Giving

*Rene Bekkers, Vrije Universiteit Amsterdam (*r.bekkers@vu.nl*); *Pamala Wiepking, IU Lilly Family School of Philanthropy (*pwiepki@iu.edu*); *Matthew Richard Bennett, University of Birmingham (*m.r.bennett@bham.ac.uk*)

We study whether the level of generalized trust in a country is correlated with the level of charitable giving, over and above the individual level relationship. In other words, does a culture of trust encourage charitable giving? Building on an interdisciplinary literature we formulate hypotheses explaining if, and if so why and how, a culture of trust promotes charitable giving. We test these hypotheses using multiple datasets, including data from the CAF World Giving Index, the Global Trust Research Consortium, and the Individual International Philanthropy

Database. Our results can help understand if and how cultures of trust promote giving.

Trying to do Good in the Community: The Contributions of Corporate Employee Resource Groups

**Justin S Lee, University of North Carolina at Greensboro (justinscottlee@gmail.com); *Suzie S. Weng, University of North Florida (suzie.weng@gmail.com)*

Businesses engage in corporate social responsibility as part of their efforts to give back to the community of which they are a part. For corporations that have employee resource groups - groups of employees who have similar characteristics such as race or disability - parallel contributions to the community are often part of the intended outcomes. This study used a case study approach to examine the contributions of Asian American corporate employee resource groups on a pan-Asian American nonprofit organization. Knowledge of how corporate employee resource groups can contribute to local nonprofit organizations is a great untapped resource.

Two Models of Crowd-Out in a Networked Civil Society: Direct and Cross Crowd-Out Effects of Government Funding

**Ji Ma, RGK Center for Philanthropy & Community Service, University of Texas at Austin (maji@austin.utexas.edu)*

This study considers the impact of social relations on organizational and individual economic behavior in crowd-out effect – the process that government funding may crowd out private donation. By using a novel panel dataset consisting of over 17 thousand observations across 12 years, this study examines two models of crowd-out effect considering the impact of social relations: compensating model and amplifying model. Analysis suggests that, although government funding to nonprofit i may crowd out i's private donations, the decrease of donation is compensated by the increase of private donations to i's neighboring organizations, supporting the compensating model.

Undemocratic non-profits in a democratic state?: the case of Canada's public interest interveners

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

Non-profits are understood to enhance liberal democracy by participating as interveners in public interest litigation. The accepted wisdom in Canada is that such participation is valuable because it exposes the court to the views of communities potentially affected by a court's decision, and because it allows those affected communities to feel that they might influence the court's decision. The underlying assumption is that non-profits in fact "represent" the communities with whom they are associated. This paper identifies the dangers of this assumption, and explores the tension between the "democratic" character of public interest interventions and the "undemocratic" nature of many non-profit interveners.

Understanding Grassroots Associations Through Emerged Grassroots Self-Help Groups Among Chinese Lost-Child Parents

**Ximeng Chen, Binghamton University (xchen80@binghamton.edu)*

Drawing on literature about grassroots associations (GAs) and self-help groups (SHGs), I conduct a qualitative study on a specific type of SHGs: grassroots SHGs emerged from parents who were bounded by the One Child Policy and have lost their only child in China. By examining how these groups are founded and how leaders emerge, I aim to expand the thin literature on GAs, particularly expand to non-Western context. Pilot data shows that those groups are started to provide platforms for parents-in-grief to communicate with and support one another. Leaders of those groups tend to have high level of social capital.

Understanding Influence of Nonprofit Board Inclusion on Board Effectiveness: Is Critical Mass of Demographic Minorities a Moderator in the Equation?

**SUPARNA DUTTA, PhD student (duttas5@vcu.edu)*

Nonprofit boards are center stones of the organizations and are critical for planning and implementation of financial, legal, and administrative decisionmaking. Brown (2002) emphasized that successful nonprofit boards excel in fundraising, building partnerships with multiple stakeholders, drafting strong service methodologies, and envisioning sustainable future for the organizations and their programs. Brown also observed that nonprofit boards often have to perform outside the set guidelines, using their intuitions. Nonprofit board functions can be internal,

e.g. strategic planning, monitoring, and external practices, e.g. stakeholder management, fundraising (Buse, Bernstein, and Billimoria (2016). This makes nonprofit board performance complex and hard to measure (Brown, 2005). With increasing workforce diversity in various sectors, diversity of nonprofit workforce or lack of it, has become a prominent topic of research. Various reports confirm that nonprofit leadership is still largely white and male. Nonprofit boards today are not more diversified in terms of race and ethnicity compared to their composition in 1994 (BoardSource, 2017). Further, such racial and gender gaps in nonprofit leadership are likely to continue because of nonprofit hiring practices. Using BoardSource 2016 survey data, my study examines the relationship between inclusive board practices and board effectiveness in nonprofits when the boards are diversified by race/ethnicity and gender. It also investigates whether presence of a critical mass of racial and ethnic minority members or women on boards of nonprofits is likely to moderate the relation between inclusive boards and board effectiveness.

Understanding Internal Social Movement Differences and Framing in the Movement Against the Dakota Access Pipeline

**Jonathan Taylor Downs, Kennesaw State University (jdowns8@kennesaw.edu)*

The movement against the Dakota Access Pipeline at Standing Rock mobilized actors with differing messages and missions. This paper asks: Did differences in mission and narrative exist amongst the Standing Rock movement's organizations, and if so how did changes in the number and nature of involved social movement organizations (SMOs) impact the use of narratives and symbols in the movement? Interviews of participants and content analysis of press releases, blogs, and archives were utilized. This paper finds discourse was affected by the introduction of new NGOs, and that SMOs had differences in their framing of issues in the movement.

Understanding Managerialism in Social Justice Nonprofit Organizations: A Conceptual Model of Discordance

**Lauren Willner, California State University, Northridge (lnwillner@gmail.com)*

Managerialism in nonprofit organizations is a topic of increasing interest to nonprofit scholars. Specifically, managerialism is being employed to better understand the ways in which nonprofits are becoming more "business-like" in structure and function. This paper introduces a conceptual model developed from the findings of a qualitative case study exploring the role of managerialism within three large social justice nonprofits. Using a lens of organizational discordance, the emergence and maintenance of managerialism within nonprofits is explained. Additionally, the concept of discordance, as both a result of and contributor to managerialism, is examined, and the impact of this dissonance on organizations is discussed.

Understanding Nonprofit Collaboration: What Makes It Work? A Study on Local Nonprofit Housing Networks in NYS

**Sung-eun Kim, Oakland University (ksungeun01@gmail.com); *Jeongyoon Lee, Ball State University (jlee20@bsu.edu)*

While the benefits of collaboration have been discussed, little attention has been paid to the factors that are associated with effective collaboration. To develop research in this topic, this study examines how goal congruence, typology of collaboration, and organizational characteristics of focal and partner organizations are associated with effectiveness of collaboration by using multiple theoretical lenses. Drawing on quantitative data collected from 23 housing nonprofits in Albany, NY, this paper empirically examines under what conditions nonprofit leaders assess their collaborative efforts effective.

Understanding Nonprofit Policy Advocacy as a Case of Organizational Hybridity

**Erynn E. Beaton, John Glenn College of Public Affairs, The Ohio State University (beaton.13@osu.edu); *Heather MacIndoe, University of Massachusetts-Boston (Heather.MacIndoe@umb.edu); *Tian Wang, University of Massachusetts Boston (Tian.Wang001@umb.edu)*

The literature on nonprofit advocacy does not consider how a public charity's choice to engage in advocacy incorporates a novel institutional logic of advocacy, alongside the dominant logic of service provision. The incorporation of this advocacy logic morphs traditional service-providing nonprofits into hybrid organizations that pursue both direct service and policy advocacy activities. The research on hybridity suggests that these organizations may experience unique challenges. Drawing on a survey of Massachusetts nonprofits, we use organizational hybridity to

better understand the activities and structures that enable nonprofit organizations to simultaneously pursue both service and advocacy objectives.

Understanding nonprofits' corporate volunteering collaborations

**Hanna Schneider (hanna.schneider@wu.ac.at); *Michaela Neumayr, WU Vienna (Michaela.Neumayr@wu.ac.at)*

In this study we focus on corporate volunteering from the perspective of the nonprofit organization and analyze why and how corporate volunteering partnerships with various corporations evolve. The concept of cognitive sensemaking is introduced to demonstrate how different underlying logics about corporate volunteering trigger different decisions regarding corporate volunteering. Drawing from interviews with experts on corporate volunteering, we identify three different frames about corporate volunteering. Our results clearly demonstrate, that decisions about corporate volunteering prevalently go beyond the direct resources acquired through corporate volunteering, and thus propose that different types of partnerships should be regarded in a more holistic way.

Understanding Strategic Orientation and Collaborative Behaviors in Nonprofit Human Service Organizations

**William A. Brown, Texas A&M University (wbrown@tamu.edu); *M. Apolonia Calderon, University of Maryland, College Park (apolonia@umd.edu); *Seoeun (Grace) Jung, Texas A&M University (seoeuneda@tamu.edu)*

This paper explores reported network relationships of nonprofit human service providers. The study considers how strategic orientation (prospector vs. defender; Miles & Snow, 1978) relates to the nature and type of network and collaborative relationships. This adds to the strategy and collaboration literature by considering a range of organizational and institutional factors that might explain the propensity to engage and interact with a number of significant community actors including local government, peer nonprofits, and the business community. Results are drawn from a state-wide survey of 195 human service organizations participating from a sample of 739 (26.3% response rate).

Understanding the Persistence of 'Short-Term' Health Crisis NGOs: The Case of Toronto's Asian Canadian HIV/AIDS Service Organizations

**Jessica Ng, London School of Economics and Political Science (j.ng10@lse.ac.uk)*

Using the case of the post-AIDS crisis survival of Toronto's Asian Canadian HIV/AIDS service provider NGOs, this paper offers a different explanation for the long-term persistence of NGOs envisioned for short-term crisis-response purposes. This paper draws upon thematic analysis of semi-structured interviews conducted with leaders of Toronto's HIV/AIDS NGOs. It finds that NGO survival was both an unintended byproduct of public health policy, and the result of government avoiding perceptions of institutional racism. I suggest that the effects (intended and unintended) of social policy and public perception may ensure the long-term survival of 'short-term' NGOs with permanently poor organization-environment 'fit.'

Understanding Voluntary Participation in Governance Accreditation Regimes

**Nathan Grasse, Carleton University (NathanGrasse@cunet.carleton.ca); *William A. Brown, Texas A&M University (wbrown@tamu.edu); *Susan D Phillips, Carleton University (susan.phillips@carleton.ca)*

ABSTRACT: This study examines two issues related to governance and organizations' governance development. We look to the case of a prominent national accreditor in order to examine the development of their governance standards. We then use data from a subpopulation of charitable organizations (n=250) opting into the accreditation regime in order to explore the factors associated with voluntarily participation. We examine these organizations and the rest of the charitable population in order to identify associations between this choice and independent variables representing organizations' capacity, local markets, and subsector effects.

Urban Ecology and the Organism Metaphor: Contextualizing Houston Community Involvement

**Patricia Snell Herzog, Lilly Family School of Philanthropy, IUPUI (psherzog@iupui.edu)*

Dating back to the Chicago School of Sociology, urban ecological approaches theorize cities as metaphorically akin to organisms. City

landscapes are viewed as representing organs, arteries, and veins that flow together in fueling the lifeblood of urban activity. This metaphor has been interpreted in two distinct ways in empirical investigations: functional and pathological. Applied to studies of voluntary action, this leads to competing hypotheses with regard to how neighborhood social cohesion relates to community involvement. To adjudicate between these hypotheses, this study employs data from the Houston Area Survey (2012; n=1,610) to investigate one of the most diverse metropolitan areas.

Use of Performance Measurements in Homeless Service Networks

**KyungWoo Kim, University of North Texas (keithkim81@gmail.com); *Hee Soun Jang, University of North Texas (heesoun.jang@unt.edu); *Jesus N. Valero, University of Utah (jesus.valero@utah.edu)*

This study investigates why leading agencies use performance measurements in homeless service networks. Use of performance measurement is hard for individual agencies, and it will be even harder for networked service delivery. Why certain leading agencies use performance information in the networked homeless service delivery? Based on a 2015 national survey of the Continuum of Care, this study examines the effects of governance structure and other factors on performance information use in homeless service networks. Preliminary findings show that 65.4 % of the leading agencies use frequently performance measurements in homeless service delivery while 34.6 % of them do not.

Using Correlations Among Nonprofit Revenue Sources in Nonprofit Revenue Portfolio Composition

**Ellie Heng Qu, The Bush School of Government and Public Service, Texas A&M University (hqu@tamu.edu); *Saerim Kim, University of Kentucky (saerim.kim@uky.edu)*

Understanding correlations among various nonprofit revenue sources can provide implications for nonprofit managers on developing a well-diversified revenue portfolio that minimizes risk given an expected level of return. Combining uncorrelated or weakly correlated revenue sources can partially reduce portfolio risk. However, little is known about the characteristics of nonprofit revenue correlations. The study examine the potential factors that may influence nonprofit revenue correlations, using Forms 990 data from 2007 to 2016. It advances the literature on nonprofit finance, providing insights for nonprofit scholars and practitioners to understand the characteristics of revenue correlations and improve nonprofit revenue composition.

Using The Gardener's Perspective to Cultivate New Projects With Nonprofits & Educators

**Stephanie C. Boddie, The Pew Forum on Religion*

Using the learning gardening immersion model (Bowers, 2006; Gaylie, 2010; Orr, 2004), this researcher builds upon the garden as environment promoting ecology and social justice and garden as community emphasizing respecting and interacting with physical space, culture, history, and the local people. I also add the metaphor, the garden as life and living system. Using this expanded learning garden model, I join a local urban garden coalition in their work to support the community's desired health and well-being outcomes. Non-profit leaders work on teams with educators and community residents in community gardens to launch this pilot.

Validating a Nonprofit Talent Development Process

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

Many nonprofits lose their staff and volunteers due to a lack of strategic talent development. Responding to this challenge, researchers used existing literature to create a talent development process, which involves three assessments that help organizations assess: organizational learning culture, talent and professional development needs, and learning preferences. This paper will explain the development, administration and validation of the talent development process across 25 nonprofit and philanthropic organizations of different size and scope. This paper is important for advancing the nascent field of nonprofit talent development in establishing nonprofit specific assessments for developing and retaining talent.

Variation in the Efficiency of Nonprofit Community-Based Development Organizations: An Analysis of Organizational and

Environmental Effects

**Nathaniel Wright, Texas Tech University (nathaniel.wright@ttu.edu)*

Community based development organizations (CBDO) provide vital services to marginalized communities. This study examines the hypothesis that community variation in the operating efficiency of CBDOs can be explained by community level attributes or environmental effects. I model three measures of operating efficiency based on the work of Trussel & Parsons, and examine these relationships between these measures and indicators of community level and environmental attributes. Using Data on more than 3,000 U.S. counties, empirical analyses reveal that variation exists in all three of the outcome measures and that contextual factors partially explain these variances.

Visible or Invisible Interest Expression? Nonprofit Advocacy of Human Service Nonprofits in China

**Chao Zhang, Soochow University (zhangchao18@suda.edu.cn); *Xintong Zhao, Tsinghua University (370506108@qq.com);*

**Zheng Xu, Soochow University (872080347@qq.com)*

While the nonprofit advocacy of human service nonprofits (HSNPs) in western settings are broadly discussed, the research on nonprofit advocacy tactics under authoritarianism is still limited (Guo & Zhang, 2014). This study fills this gap by an original quantitative research. This study uses data from an original nationwide survey of 407 HSNPs in China to answer the following two questions: First, what kinds of advocacy tactics do HSNPs usually conduct? Second, do the funding source and scope, which measure institutional dependency, affect the advocacy approach they choose?

Volunteer Contributions in Supported Social Enterprises: Results from a National Survey

**Laurie I. Mook, Arizona State University (lmook@asu.edu); *Andrea Nga Wai Chan, University of Toronto (andrea.ngawai.chan@gmail.com); *Annie Luk, University of Toronto (annie.luk@utoronto.ca); *Jack J. Quarter, University of Toronto (jack.quarter@utoronto.ca)*

Volunteers across the world provide a significant contribution of labor to many nonprofit organizations. While we have much data showing the different fields that volunteers contribute in and the type of work they do, there is much less known about the prevalence of volunteering by organization type, in particular in nonprofit social enterprises. This study provides an initial exploration into this phenomenon from the organization perspective. We report on a national survey of nonprofit social enterprises serving marginalized social groups across Canada, looking at the prevalence of volunteers in these organizations and factors that led them to incorporate volunteer labor or not.

Volunteer Engagement: Lessons from the Service Enterprise Diagnostic

**R. Patrick Bixler, University of Texas, RGK Center for Philanthropy and Community Service (rpbixler@utexas.edu); *Sarah Jane Rehnborg, University of Texas at Austin (rehnborg@austin.utexas.edu)*

This paper examines volunteer engagement as an overarching factor that allows a nonprofit to grow, develop, and improve as well as achieve its mission. Although volunteers are an indispensable resource for many nonprofits, assessments of how nonprofits strategically approach volunteer engagement is lacking. To address this gap, we report analysis from 425 nonprofit organizations credentialed as Service Enterprises. The Service Enterprise Diagnostic 2.0 forms the gateway to credentialing a nonprofit organization as Service Enterprise, and is creating a data set for the study of volunteerism. Findings indicate that resource allocation and board involvement are significant factors in effective volunteer engagement.

Volunteering as a Source of Conflict or Enrichment for Work: The Role of Employer Support

**Zahir I Latheef (latheefz@uhd.edu)*

While numerous studies have explored the work-family connection, few examined the link between work and community, leaving a gap in our understanding of the work-nonwork relationship. Drawing from ecological systems and conservation of resources theories, this study proposes volunteering as a domain that conflicts with and/or enriches the workplace. Using a sample of 95 employed individuals who volunteer with nonprofits, this paper investigated employer support of volunteering (ESV), suggesting ESV impacts key work outcomes through the mediating

roles of volunteer-work conflict and volunteer-work enrichment. The results suggest volunteering interacts with the work domain and ESV has important consequences for employees.

Volunteering: From Social Control to Prefigurative Participation

**Jon Dean, Sheffield Hallam University (j.dean@shu.ac.uk)*

Volunteering in Mexico: National and International Perspectives

**Jacqueline Butcher, Centro de Investigación y Estudios sobre Sociedad Civil, A.C. (rivasjb@prodigy.net.mx)*

Volunteering in Mexico takes place through very different channels, formal and informal, many of which can only be assessed using a survey. In this paper we offer the main findings of the latest implementation of the most specialized survey on the topic in the country. This instrument has a nationally representative sample size and includes a set of 23 specific behavioral prompts to capture volunteerism among the Mexican population. We offer the latest data on volunteering –corresponding to 2016- we compare several dimensions to what we collected in 2012 to offer the outline of the first trends emerging from these databases.

Volunteering in Vietnam: Motivations and Meaning

**Allison R. Russell, University of Pennsylvania School of Social Policy & Practice (alruss@upenn.edu); *Phuong Anh Nguyen, PYXERA Global Consulting (ndtanhp@gmail.com); *Omkar A. Katta, University of Pennsylvania (okatta@sas.upenn.edu); *Femida Handy (fhandy@sp2.upenn.edu)*

Volunteering is a widely studied topic. However, the majority of the literature focuses on the United States and Europe, with less exploration of the phenomenon of volunteering in a nonwestern context. This study seeks to address this gap by presenting findings from a survey of Vietnamese volunteers in Ho Chi Minh City. The survey included questions about the nature of the volunteer task(s) performed and motivations for volunteering (VFI), as well as open-ended questions about the meaning of volunteering. The data offer new insights about the form and function of the phenomenon of volunteering in the Vietnamese context.

Volunteer Recruitment Strategies: A Systematic Literature Review and Critique

**Kathy Renfro, Arizona State University (kathy.renfro@asu.edu); *Chiako Hung, Arizona State University (chung17@asu.edu); *Hyunrang Han, Arizona State University (Hyunrang.Han@asu.edu); *Rodney Machokoto, Arizona State University (rodney.machokoto@asu.edu); *Tania Lizzeth Hernandez-Ortiz, Arizona State University (therna23@asu.edu)*

Over the years, scholars have researched different aspects of nonprofit volunteer recruitment – volunteer motivation, volunteer management, volunteer retention, and volunteer recruitment. While each of these topics is germane to any discussion about nonprofits and volunteers, this literature review focuses primarily on volunteer recruitment from the organizational perspective. We have found a paucity of research that presents a systematic review of the literature on volunteer recruitment from the organizations point of view. This paper attempts to fill this gap in the existing literature by providing specific volunteer recruitment strategies.

Volunteer Retention and Commitment in Nonprofit Organizations: The Perspective of Volunteer Managers.

**Akua Twumasi, North Carolina State University (antwumas@ncsu.edu)*

Most nonprofit organizations rely on volunteers to ensure that the services they provide are delivered successfully. It is important nonprofit organizations identify the most reliable volunteer management practices that will help retain volunteers. This study explores the various volunteer management practices nonprofit organizations adopt and the major practices that prompt volunteers to dedicate and serve in other roles. Using a sample of volunteer managers, a survey method was implemented to measure seven volunteer management constructs as used by Cuskelly, Taylor, Hoye & Darcy (2006) and the retention and commitment rate of volunteers.

Volunteer Use in the Nonprofit Sector: Exploring the Impact of Volunteer Managers

**Jill Prior, Central Michigan University (prior2jm@cmich.edu); *Emma A Powell, Central Michigan University (emma.powell@cmich.edu); *Vickie L. Edwards, Western Michigan University (vickie.edwards@wmich.edu)*

Volunteers are a critical resource for the nonprofit sector, serving 8 billion hours each year (Independent Sector, 2018). Nonprofit organizations choose to use those hours in many capacities. Through service delivery or capacity building, the impact that volunteers have on an organization can be shaped by a volunteer manager. This research will examine whether paid volunteer managers utilize their volunteers differently than an unpaid volunteer manager. A survey of Michigan nonprofit organizations will be used as the source of data to answer this question.

Wealth and Giving

**Nicolas Duquette, University of Southern California (nduquett@usc.edu)*

This paper estimates causal effects of wealth shocks on charitable giving using an instrumental variables strategy. A vast literature examines the effects of income and price changes on giving, but wealth is a potentially very important variable not observed in commonly used data sets (such as tax returns). Preliminary results indicate that a 10% increase in wealth raises annual giving by about 0.5 to 2 percent. Extensions will examine heterogeneity by wealth source, donor demographics, and recipient cause.

What Are Best Practices in Volunteer Management: Human Resource Management, Reflection, or Peer Interaction?

**Christopher J Einolf, Northern Illinois University (ceinolf@niu.edu)*

How can organizations best manage their volunteers? This paper uses the results of a survey of volunteers to determine which management practices best predict successful volunteer outcomes. It finds that good human resource management practices predicted volunteer satisfaction and intent to continue volunteering, but that reflection and peer support had an even stronger relationship with positive volunteer outcomes.

What Clients Learn about Government: Citizenship and Nonprofit Human Services

**Lehn M. Benjamin, IU Lilly Family School of Philanthropy (benjamin@iupui.edu); *Barbara J Duffy, Lilly Family School of Philanthropy, IUPUI (bduffy@iupui.edu)*

Research suggests that third sector organizations can serve as “schools for citizens” by providing opportunities for developing civic skills and dispositions. Some scholars have critiqued this sanguine view, but few have examined it outside of member-based voluntary organizations and volunteers. Building on insights from policy feedback, we turn to three literatures on nonprofit advocacy, case advocacy and social change organizations, for clues about how and under what conditions participating in nonprofit programs or services may support or undermine the citizenship capacity of clients. We conclude the paper with a set of propositions to inform future research.

What Do NGOs Actually Provide When It Comes to State Services? A Systematic Review of the Literature

**Jennifer N. Brass, Indiana University (brassj@indiana.edu); *Rachel Sullivan Robinson, American University (robinson@american.edu); *Andrew Shermeyer, Indiana University (acsher@umail.iu.edu)*

NGOs have been touted for contributing to the provision of state services in developing countries. But limited synthesis of case studies exists to aggregate what NGOs actually provide, and to what effect for the intended beneficiaries. Thus, we use data from ~3,350 articles on NGOs in developing countries (1980-2014), as well as a sub-sample of 300 articles that we have closely read and coded to systematically examine whether NGO studies report a measurable effect of NGOs on outcomes, across nine service sectors. We also examine whether different NGO-state interactions are reported to be associated with favorable, unfavorable or mixed outcomes.

What do Olympic/Paralympic Volunteers Look For? Implications for the 2020 Tokyo Olympic/Paralympic Games

**Naoto Yamauchi, Osaka University (yamauchi@osipp.osaka-u.ac.jp)*

Volunteering at Olympic/Paralympic Games may be a special experience. However, this does not mean that volunteers will endure any

circumstances. In 2018 PyeongChang, 2000 volunteers dropped out before the opening ceremony, complaining about poor accommodation facilities. To ensure their successful contributions, the managing body must carefully understand what volunteers look for in their experience. From an original survey in Japan, we find schedule flexibility as the most important factor among potential volunteers for the 2020 Tokyo Games, more so than assigned tasks, benefits, procedures, trainings, or support from workplace/schools. The paper presents detailed recommendations for successful management of volunteers.

What Do Saudi Nonprofit Leaders Need? An Exploratory Study of Nonprofit Leadership in the Kingdom

**Sabith Khan, California Lutheran University (khanpgg@vt.edu)*

As the Kingdom of Saudi Arabia (KSA) expands its nonprofit sector, in an effort to include this key area in the development of the country, much remains unknown; both in terms of the capacity of the nonprofit leaders in terms of taking on this role as well as their technical skills. While professionalization in the sector remains an ongoing challenge, the sources of knowledge and training is also an important component of this development. In this exploratory study, based on interviews with leaders of the sector, I delve into the sources of knowledge and training, with the goal of understanding the needs of the leaders. What is missing, what needs to be in place for effective learning and practice are some of the questions I tackle. The lessons learned will have a direct impact on praxis as well as a better theoretical understanding of the sector, at large. Keywords : Leadership development, Nonprofits, Kingdom of Saudi Arabia, Civil Society, Vision 2030

Whatever is Easiest? Difference-Making in the Gig Volunteer Imaginary

**Jillian Crocker, SUNY Old Westbury (crockerj@oldwestbury.edu)*

How do individuals choose volunteer activities, and how does a shift toward one-time and third-party-mediated volunteer opportunities impact the character of this work and the individuals who perform it? Drawing on data from over 100 hours of participant observation of volunteer labor and 30 in-depth interviews with community volunteers, this paper takes a critical perspective on experiences of volunteering in the contemporary U.S. economy. Interrogating the organization of volunteer work through volunteer placement agencies, I examine the significance of this evolution in contemporary volunteering not just for individuals, but for relationships with the communities they serve.

What Happens After Surviving the Financial Scandals: An Analysis of Nonprofits Mired in Financial Fraud Charges

**Muhammet Emre Coskun, Andrew Young School of Policy Studies (mcoskun1@student.gsu.edu); *Qiaozhen Liu, Georgia State University (qliu10@student.gsu.edu); *Mirae Kim, Georgia State University (mkim141@gsu.edu)*

Abstract: Since public trust and reputation are most valued assets, having a financial scandal can be catastrophic for nonprofits. Yet, being mired in a financial scandal can give nonprofits a chance to revamp their internal control system. Using a database compiled from news articles in 2005, 2010, and 2015, our study explores whether organizations that have survived a financial scandal has improved its fiscal health since the incident. We hypothesize that organizations will financially suffer in the short term, but in the long term, the fiscal health of surviving nonprofits will improve. We will discuss the importance of implementing internal control systems.

What is a Subsidy? Examining Subsidies to Arts and Culture Organizations to See What Sort of Nonprofit-Government Relationship this Term Defines

**Carole E Rosenstein, George Mason University (crosenst@gmu.edu)*

This paper argues for the value of a more exact definition and careful examination of the concept of government subsidy. Here, government subsidies are defined as ongoing, unrestricted resources delivered to a nonprofit. The paper examines subsidy by looking at the history, distribution, and roles of government subsidies to nonprofit arts and culture organizations. These organizations have been especially enterprising about capturing and keeping subsidies and they strive to maximize government resources delivered in this form. However, organizations are reminded that subsidization has been used primarily as a way to influence wealthy, powerful organizations toward openness and public-minded service delivery.

What makes participation work? The scaffolding needed to support youth participation

**Stephen Danley, Rutgers-Camden University (stephen.danley@rutgers.edu); *Wenhua Lu, Rutgers-Camden University (wenhua.lu@rutgers.edu); *Curtis Williams, Rutgers-Camden University (curtwill@scarletmail.rutgers.edu); *Mary Mitsdarffer, Rutgers-Camden University (mlm456@scarletmail.rutgers.edu); *PJ Craig, Rutgers-Camden University (pj.craig@rutgers.edu)*

Little research has focused on the scaffolding necessary to support participation in public life. This paper illuminates such scaffolding by testing the effects of guided participation (Kirshner, 2008) to support the goals of youth participation. It does so by using mixed methods to evaluate the Next Generation Community Leaders initiative; that initiative pays youth in 11 communities across New Jersey to enact projects to further a culture of health in their communities. We show that effective initiatives center youth experiences and put health challenges in the context of systemic issues such as race and socioeconomic economic status.

What Makes Working in Social Enterprises Distinct from NGOs and Commercial Corporations? Perspectives from Employees

**Cheryl Hiu-Kwan Chui, The University of Hong Kong (chkchui@hku.hk); *Michelle Hei Yan Shum, Hong Kong Baptist University (mhyshum@hkbu.edu.hk)*

Various countries across the East Asian region have witnessed the rapid proliferation of Work Integration Social Enterprises (WISEs) in the recent decade. Drawing from qualitative interviews with a sample of disadvantaged employees and middle managers currently working in WISEs in Hong Kong, we examined what working in a WISE meant for disadvantaged employees; and how such work differs from traditional service delivery organizations or other employment support schemes such as quota systems. Three emergent themes, namely Meaningful engagement, Individual Empowerment, and Relational-based empowerment, were identified as critical outcomes for participants. Discussion pertaining to the role of social enterprise in the production of welfare and practice implications for social enterprises are presented.

What syllabi tell us about social entrepreneurship education in Japan?

**Koichi Nakao, Tohoku University (sabikaihamu@hotmail.com); *Yuko Nishide, Tohoku University (yuko.nishide.c8@tohoku.ac.jp)*

Despite the significant roles of social entrepreneurs in wide range of the social issues, education of the social entrepreneurship in universities has not been thoroughly examined in prior literature. This article highlights the pedagogy of social entrepreneurship in Japanese Universities through analysis of the 102 courses syllabi (Undergraduate:62, Graduate:41). The main contents of the courses consists of theory/regulation/history(86.3%), case study (81.4%), discussion & group work (52.9%), presentations (49.0%) and making business plan (28.4%). The evaluation of the student's achievements are made by the attitude and willingness to participate in courses (69.6%), final examination (67.6%), memos (67.6%) and the attendance/participation (52.0%).

When a Civil Society Initiative Becomes an EU Priority: Success of Tenders Electronic Daily Database from the Civil Society Perspective

**Palina Prysmakova, Florida Atlantic University (pprysmakova@fau.edu)*

The question of utility of a civil society initiative depends on the exact beneficiary that one considers in each particular case. The study provides a recent example of a civil society initiative that addressed the openness of procurement practices across the nations of European Union and its neighboring partners. Analyzing the project against Open Government Working Group's principles of open data, the study demonstrates that it indeed improved some levels of procurement data openness. Meanwhile, although revealing some utility of the project for the European Commission, the analysis suggests rather low utility for the public at large. The study adds to the discussion that (1) utility has multiple levels, and some data in an open source is better than none, (2) data has to understandable to have any utility for data consumers, and otherwise, the only utility achieved is the legitimization of the current governmental practices rather than their improvement.

When Soft Law Meets Hard Politics: Taming the Wild West of Nonprofit Political Involvement

**Lloyd Hitoshi Mayer, University of Notre Dame (lmayer@nd.edu)*

Many of the legal and psychological barriers to nonprofits becoming involved in electoral politics have fallen. Nonprofits have violated the remaining legal rules with little fear of negative consequences, especially given vague definitions and a paucity of enforcement resources. Thus far, solutions are piecemeal; what is needed is a comprehensive approach taking into account the ways nonprofits can be involved in politics and the interaction between the different bodies of law at both the federal and state level that relate to such involvement. The paper provides an approach to taming dark money that recognizes and anticipates the dynamic nature of political involvement by nonprofits.

When Spending More Yields Less: Financial Overhead's Nonlinear Association with Nonprofit Employees' Job Satisfaction

**Marcus Lam, University of San Diego, School of Leadership and Education Sciences (mlam@sandiego.edu); *Mark Preston, Independent Consultant (msprestonconsulting@gmail.com)*

This paper examines the impact of overhead spending on job satisfaction at differing levels of work demands. Six nonprofit agencies located in Southern California participated in this cross-sectional field survey study. We drew on conservation of resources theory to investigate whether overhead spending's relationship with job satisfaction is nonlinear and moderated by work demands. Data partially supported this hypothesis; and as such, uniquely contributes to the nonprofit literature by being the first study to uncover this moderated nonlinear finding.

Where Do Nonprofit Researcher Publish: An Investigation of Perceptions of Nonprofit Journal Quality

**Fredrik O. Andersson, SPEA - IUPUI (fanders@iu.edu); *Marlene Walk, Indiana University Purdue University Indianapolis (mwalk@iupui.edu); *Jessica Knudsen, SPEA - IUPUI (jlknudse@iu.edu); *Charity Scott, SPEA - IUPUI (cpscott@iupui.edu)*

Publishing your research in high quality academic journals is an important undertaking if you are a faculty member seeking promotion and tenure at a research university. While many other social science fields have readily available rankings of the top journals in their respective fields, nonprofit and civil society scholars have no such general rankings to look to. In this research, we survey multiple nonprofit scholars both in the United States and Europe, as well as Nonprofit Academic Centers Councils (NAAC) department officers, to present data on where nonprofit scholars are looking to publish their work and how these different journals are ranked based on their perceived quality.

Whether Private Philanthropy Should Be Banned From Public Policy As "Repugnant" To Democracy

**John Tyler, Ewing Marion Kauffman Foundation (jtyler@kauffman.org)*

This paper follows in the spirit of Evelyn Brody's work on the importance of the private nature of 501(c)(3) organizations, especially foundations. It responds to assertions that these organizations should be excluded from public policy because: as public enterprises, they should not be able to engage as private actors; as private enterprises, they should not be able to engage public policy at all; and/or foundations especially are "repugnant" to democracy. This paper counters that the preceding misconceive American democracy; the charitable, independent sector and its components substantively enhance our democracy; and they are consistent with and enabled by it.

Whiteness and masculinity in nonprofit organizations

**Nuriel Heckler, University of Colorado Denver (nuriel.heckler@ucdenver.edu)*

Critical studies focused on whiteness and masculinity argue that nonprofits (NPOs) reinforce whiteness and masculinity in United States' governance and society. As NPOs become ever more central to public administration, understanding how NPOs strengthen whiteness and masculinity becomes an important step in creating equality. This presentation focuses on why it is important to incorporate critical whiteness and masculinity theories into NPO research.

Who Are We? A National Qualitative Investigation into the Identities of Nonprofit Networks

**Sarah Young, University of North Georgia (shinkelyoung@gmail.com)*

How do formalized nonprofit networks identities' change as they transition through life cycle stages? This study expounds upon previous

research that examined how nonprofit resource centers (NRCs) form. Empirical data was gathered via semi-structured long-form interviews with 41 key leaders involved in the development of 25 NRCs throughout the United States. The factors influencing their organizational development and identities were analyzed using a grounded analytic approach. The factors that were identified included grassroots leaders, resource supply, and growth and legitimacy. The factors that drove life cycle stage were also found to influence the organizational identities of the NRCs.

Who Feels Responsible for the Social Cause? The Relationship of Giving as a Share of Income Revisited: Evidence from Europe

**Michaela Neumayr, WU Vienna (mneumayr@wu.ac.at); *Astrid Pennerstorfer, WU Vienna (astrid.pennerstorfer@wu.ac.at)*

This paper studies individuals' relative levels of generosity by looking at the connection between income and donations as a share of income in the European context. We first provide a systematic literature review identifying how methods and data impact findings on the relationship between individuals' income and the proportion of income donated. We then analyze tax data from countries in Europe and demonstrate for each country how different methods and data applied lead to variations in the results. Finally, we discuss whether the U-shaped relationship found in studies from the US also applies to the European context.

Who Gets More Corporate Support? A Study About the Relations of Arts Organizations' Characteristics to Corporate Support

**Youngseon Kim, Central Connecticut State University (ykim@ccsu.edu); *Hyunjung Lee, University of Hartford (hyulee@hartford.edu)*

This research examines relations of various characteristics of non-profit arts organizations to the receipt of corporate support. Particularly factors such as marketing emphasis, financial stability, slack resources, administrative efficiency, age, and government support are selected and tested. We used DataArts' Cultural Data Profile (CDP), a standardized online form in which nonprofit arts organizations reported financial and programmatic information any given year during the 2004 – 2016-time periods in nine states in the U.S. The final data set contains 3,467 nonprofit arts organizations. Findings from this research shed a light on non-profit arts organizations' approach to taking an advantage of corporate support.

Who Influences Gen Z Giving: Friends, Social Media Influencers or Micro-Influencers?

**Regan Harwell Schaffer, Pepperdine University (regan.schaffer@pepperdine.edu); *Ron Conlin, Pepperdine University (ronald.conlin@pepperdine.edu)*

Little is known about Generation Z regarding what and who influences their charitable behavior. The purpose of this study is to develop an assessment of their media behaviors and motivations for being a donor. Specifically, the two-phased study examines the importance of social media influencers or micro-influencers on Generation Z compared to their friends. The first phase surveyed 160 members of Generation Z and key findings document the significantly greater effect of friends on nonprofit support than social media influencers. Phase Two will extrapolate if the influence of personal friends or micro-influencers can increase Generation Z's propensity to give.

“Whose Milk Is This?” the Complexities of Human Milk Donation

**Susan Appe, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY (sappe@albany.edu); *Ayelet Oreg, Binghamton University (Aoregl@binghamton.edu)*

Although much research has been conducted about the motivations to bodily gift giving, little attention has been given to the motivations for donating human milk. In the present paper we use narrative analyses of human milk donors' testimonials, to uncover the complex phenomenon of human milk donation. Findings demonstrate the unique psycho-social mechanisms involved in the donation of human milk. Key among these are mechanisms of attachment, manifested through narratives of duality in milk ownership, donor identity, and personifications of the donated milk.

Who's in Charge Here? Exercising Authority in the Organization-Volunteer Relationship

**Patricia Groble (patgroble@gmail.com)*

The inherent tension between staff and volunteers arising from the freedom of volunteers to choose their schedule and jobs versus the organization's need to keep volunteers focused on the mission presents a challenge to the organization's exercise of authority. This study sought to determine the nature of the authority relationship between organizations and volunteers, the tools used by organizations, and the impact of the authority relationship on volunteer management. Interviews with both volunteers and staff members revealed a model of volunteer authority, six categories of tools used by organizations, and provided a means to identify "pinch points" in the relationship.

Why and Where American Muslims Give: Locating Muslims within the American Religious Philanthropic Landscape

**David King, Indiana University Lilly Family School of Philanthropy (kingdp@iupui.edu); *Nadeen Makhoulf, American University (nadeen.makhoulf@american.edu); *Shariq Ahmed Siddiqui, Association for Research on Nonprofit Organizations and Voluntary Action (ssiddiqui@iupui.edu)*

Why Collaborate with the Nonprofit Sector? What Matters—and what doesn't—to County Governments

**Jeffrey Brudney, University of North Carolina Wilmington (jbrudney@gmail.com); *Chris Prentice, University of North Carolina Wilmington (prenticecr@uncw.edu); *Genevieve Wirth (gcw2001@uncw.edu)*

This study explains the incidence of county government partnerships with nonprofit organizations. Our data emanate from semi-structured telephone interviews with the chief administrative officer in each county: the County Manager (N = 100 counties). Preliminary analysis suggests that County Managers perceive distinctly higher quality service delivery and lower cost for resources more often when partnering with nonprofit organizations than with their public and private counterparts. We develop a multivariate predictive model, which integrates appropriate control and contextual variables. Our analysis addresses the question of why counties choose to partner with nonprofit organizations for the delivery of social and human services.

Why do Different Regions have different Approaches to Foreign Direct Investment: An exploratory study of West Vs East' Investments 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 Quantitative study examines the different Approaches to Foreign Direct Investment of regions through Innovation and Entrepreneurship and the contributions of the nonprofit organizations. Exploratory Factor Analysis and Exploratory Factor Analysis will be conducted on the dataset to test hypotheses.

Why does the law promote charity? Re-visiting Matthew Harding's Charity Law and the Liberal State

**Adam Parachin, Osgoode Hall Law School, York University (aparachin@osgoode.yorku.ca)*

Why does the law promote charitable purposes? Is the state acting justifiably when it extends advantages (income tax and other) to charitable trusts that it denies to non-charitable trusts? Matthew Harding argues that autonomy-based liberalism helps to explain and justify what the state is doing – promoting autonomy – through its promotion of charitable purposes. He builds a compelling argument. However, the political ideal of autonomy struggles to account for some core features of charity law.

Why Saudi Charitable Foundations Are Not Interested to Fund Nonprofit Universities? Why Few Do?

**Abdulrahman Alhuthlul, Imam Muhammad Bin Saud Islamic University (ahah27@gmail.com)*

The university sector in Saudi Arabia is undergoing rapid change. At the same time as dealing with the repercussions of economic pressure, universities are struggling to meet increased demand for mass higher education and to adapt to transformations in the global knowledge economy. Recently, state cuts the public expenditures to nonprofit and for-profit universities alike, thus, private Saudi Arabia universities are becoming under increased pressure to take on more responsibility for their long-term financial sustainability. Under such the pressure, number of higher education institutions often resort to charitable foundations to relieve from the financial burdens. Breeze (2011) indicated that in an effort to diversify their sources of funding, some are looking to philanthropy to boost their general income as well as their investment in research (p1180).

Willingness to Pay: Are Membership Dues a Substitute for Donations?

**Margaret F. Sloan, James Madison University (sloanmf@jmu.edu); *Cleopatra Charles, School of Public Affairs and Administration, Rutgers University-Newark (cleopatra.charles@gmail.com)*

Using an experimental design based on willingness to pay, substitution, and crowd out theories, this study tests the willingness of association members to provide a private contribution across three different membership dues scenarios. To examine the interaction between of the crowding out theory and level of public benefit, the study will assess the following hypotheses: H1: A negative relationship between private donations and membership fees will exist in organizations with higher private benefit (crowd out effect). H2: A positive relationship between donations and membership fees will exist in organizations with higher public benefit (crowd in theory).

Women's Collective Giving: Giving Circles and 'Strategic' Philanthropy?

**Mary Kay Gugerty, University of Washington (gugerty@uw.edu); *Kelly Husted (khusted@uw.edu)*

Giving Circles are often characterized as informal, local and non-professionalized forms of philanthropy that have the potential to support democracy, build social capital and civic connectedness, as well as to increase giving. As the giving circle movement grows, however, it shows increasing signs of professionalization. In this paper, we explore the implications of growing professionalization on the giving strategies employed by women's giving circles using a dataset on 53 giving circles and 20 giving circle members.

Women's Experiences with Sexual Misconduct in Nonprofit Organizations

**Megan LePere-Schloop, The Ohio State University (meganls313@gmail.com); *Erynn E. Beaton, John Glenn College of Public Affairs, The Ohio State University (beaton.13@osu.edu)*

Recent allegations against high-profile men, including former Humane Society CEO Wayne Pacelle, have resurfaced the issue of sexual misconduct in the workplace. This study takes a feminist, ethnographic approach to the subject, seeking to integrate women's voices into the knowledge preserved by the academy. Our findings will be based on interviews with women working in nonprofits who have experienced sexual misconduct, faced the decision of whether to report those offenses, and ultimately dealt with the consequences. By analyzing and sharing these experiences, we hope to enhance our understanding of sexual misconduct in nonprofit organizations and offer considerations for practitioners.

Women's Leadership and Capacity Building in African Social Enterprises: Mobilizing Bonding and Bridging Social Capital

**Bok Jeong, Kean University (bjeong@kean.edu); *Sara Compion, Kean University (scompion@kean.edu)*

This study examines the contribution of women's leadership to the organizational capacity building of Ugandan, Zambian, and South African social enterprises. Using qualitative case studies from three African contexts, we address the limits of social entrepreneurship literature—which emphasize the assessment of organizational leaders' business and managerial skills—by calling attention to the ways that female social enterprise leaders act as drivers for community change, facilitate resource mobilization, and build capacity of people and their nonprofit organizations. We consider these contributions in relation to broader gender equity goals, and in terms of enhancing bridging and bonding capital through social enterprise.

Women's Rights Advocacy in the Era of Trump

**Meeyoung Lamothe, University of Oklahoma (mlamothe@ou.edu); *Vicki Lavastida, University of Oklahoma (vlavastida@ou.edu)*

The election of Donald Trump was almost immediately met by an explosion of donations in nonprofit advocacy organizations that signaled resistance to the new administration. Nowhere is the pushback more pronounced than in women's rights advocacy. The purpose of this study is to examine whether and to what extent the tactics and incentive structures to sustain the intensity of advocacy are observed among women's rights organizations. Data are gathered from both women's rights organizations and individuals who support their causes.