

ARNOVA's Catalog of Current Research

49th ANNUAL ARNOVA CONFERENCE

From Climate Change to Social Justice:

How Citizens are Re-Shaping Nonprofits and Philanthropy in an Age of Disruption and Transition

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The 2020 Catalog of Research includes authors and abstract summaries from ARNOVA's 49th Annual Conference; *From Climate Change to Social Justice: How Citizens are Re-Shaping Nonprofits and Philanthropy in an Age of Disruption and Transition*.

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.



FROM CLIMATE CHANGE
TO SOCIAL JUSTICE

HOW CITIZENS ARE RE-SHAPING
NONPROFITS AND PHILANTHROPY IN
AN AGE OF DISRUPTION AND TRANSITION

A Bourdieusian framework for nonprofit organization business models

**Gaëlle Cotterlaz-Rannard, University of Geneva and University of Savoie Mont-Blanc (Gaelle.Rannard@unige.ch); *Michel Ferrary, University of Geneva and Skema (Michel.Ferrary@unige.ch)*

Despite intensive research on business models, a research gap persists with regard to the nonprofit business models. The essence of the business model still focuses on the economic value creation representing a critical limit to understanding the nonprofit business models. Conceptualizing nonprofit business models implies a paradigm shift since the dynamic of purpose and means are disrupted; economic resource is used to support the maximization of social value. Based on Bourdieu's forms of capital, this article opens new directions of the nonprofit business models by examining in a systemic view the articulation between the forms of capital and value creation.

A Collaborative Research Approach for the Study of NGOs

**Anna Erwin, Purdue University (annaberwin@gmail.com); *Zhao Ma, Purdue University (zhaoma@purdue.edu)*

People migrate due to climate and other social-ecological changes. CBOs increase the resiliency of communities by supporting vulnerable groups, both alone and in coalition. Little is known about migrant serving CBOs and the ways they collaborate across sectors. We conducted 120 semi-structured interviews and two participatory workshops with a migrant serving CBO in the Caylloma district of Peru, a place with widespread migration. Results reveal that CBOs work with municipalities to provide fundamental rights for migrants and increase resiliency for migrants and receiving communities by infusing diverse knowledges into receiving areas. Additional collaboration is needed to adequately support new populations.

A house divided cannot stand: Capacity building in community-based development organizations (CBDOs)

**Teshanee Williams, University of North Carolina – Chapel Hill, School of Government (tleonar@ncsu.edu); *Nathaniel Wright, Texas Tech University (nathaniel.wright@ttu.edu)*

Despite the growing role of community-based development organizations (CBDOs) in the provision of public services, there is limited empirical evidence linking factors of organizational capacity to a CBDO's effectiveness in the revitalization of neighborhoods. In theory, local governments contract-out with CBDOs for the provision of services. However, little is known about what elements of CBDO organizational capacity affect a CBDOs ability to administer these projects. This article addresses this gap by reporting the findings of an online survey of 1800 executive directors of CBDOs in the United States. We offer valuable insights for capacity building measures among community-based nonprofits.

A Longitudinal Analysis of American Religion 1916-2012: The First Study of the Yearbook of American and Canadian Churches Online Platform

**Thad Austin, Duke University (thad.austin@gmail.com)*

For almost 100 years, the Yearbook of American and Canadian Churches was the definitive source for the country's denominational data, used by scholars of American religion and major publications such as Giving USA. In 2012, The National Council of Churches shuttered the Yearbook due to budget cuts.

Over the past eight years, scholars and practitioners have digitized the historical datasets and developed a platform for future entries. This online platform offers scholars of religious philanthropy the most comprehensive and interactive format for inquiry. This paper is a comprehensive analysis of the religious nonprofit sector based upon the historical data available.

A matter of context? Exploring the conditions under which business-like practices can ‘work’

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

The majority of studies examining nonprofit organizations (NPOs) becoming business-like associate this trend with a multitude of negative effects. Yet, the observation that a limited presence of business-like practices in NPOs can produce positive effects, and the fact that social enterprises are increasingly heralded as promising actors to persistent problems, raises the question as to what extent business-like practices can ‘work’ in a nonprofit setting. Drawing on a survey sample of Flemish NPOs (N = 496), this study theoretically selects three ‘extreme’ business-like cases in order to unravel the conditions underlying the purposeful use of business-like practices by NPOs.

A Model to Encourage Citizens to Re-engagement in the Act of Governance in Urban Areas

**David Swindell, Arizona State University (David.Swindell@asu.edu)*

Many studies have captured the disengagement of citizens from the responsibility of self-governance that is critical to a healthy democracy, as laid out in the Federalist Papers. I propose a new governance model of citizen engagement that devolves basic, small-scale public service decisions to neighborhood-level governments. Premised on previous work, I argue that these “provision units” (differentiated from “production units”) could serve as a means to incentivize citizens back into the act of governance through co-provision and co-production, thereby creating a new pathway for mending the civic fabric.

A more accurate Method? Using Deep Learning Techniques to Exploring Disaster Impact on Nonprofits

**Xintong Chen, North Carolina State University (xchen43@ncsu.edu)*

"Deep learning offers superior performance in complex mathematical modeling than conventional machine learning algorithms in many applications (such as regressions), yet it is less used in nonprofit research. Here, I will compare the performance of a conventional logistic regression and a deep neural network in exploring how nonprofits’ financial health is impacted by a natural disaster. This study will contribute to nonprofit research by offering a novel method to capture complex relationships between dependent and independent variables. This new approach will also benefit practitioners due to its great capability to learn from past knowledge and use it for future predictions.

A Network Approach to Congregational Partnerships

**Katherine Cooper, DePaul University (kcooperm@depaul.edu); *Rong Wang, University of Kentucky (rong.wang@uky.edu); *Lynn Cooper, Wheaton College (lynn.cooper@wheaton.edu)*

Prior research exploring the varied roles religious congregations play focuses on congregations as providers of social services or community partners. This study applies a network approach to explore partnerships between religious congregations and their partners as detailed on congregational websites. We draw upon a sample of 293 religious congregations that are diverse with respect to religious tradition but bound in the same geographic area. Results suggest that religious congregations are more likely to pursue partnerships in religion, international affairs, or family service areas. In addition, congregations are more likely to partner with nonprofits that offer specific congregational activities.

A one-time increase, but long felt loss? Social information and substitution effects on charitable giving

**Claire van Teunenbroek, VU University (p.s.c.van.teunenbroek@vu.nl)*

Social information, information about the donation amount of other donors, results in a one-time increase in donations. More recent considerations highlight a possible drawback of social information: substitution. If substitution occurs, social information increases donation amounts immediately afterwards, but it also displaces donation amounts at a later moment. We investigate how social information might influence giving, focusing on both the immediate and later effect. In doing so we set the first step towards learning how social information affects long-term donations. We examine substitution effects of social information in an online experiment among British citizens (n = 513).

A partnership model in disaster response and recovery among NGOs, government, and business in Japan

**Akiko Lizuka, Utsunomiya University (lizuka@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 Study of Collaboration Maturity in Homeless Emergency Discharge Coordination

**Federickia Washington, University of North Texas (federickia_washington@yahoo.com); *Hee Soun Jang, University of North Texas (heesoun.jang@unt.edu)*

This study examines the collaboration maturity process that develops in Homeless Emergency Discharge Coordination. While homeless service providers agree on the demand for effective emergency discharge planning processes, coordination of diverse stakeholders proves to be challenging and takes stages to become mature. Our study explores factors that may lead to effective coordination of emergency discharge processes in the collaboration maturity stages. A review of three homeless service networks in Texas is conducted to understand the unique challenges in mandated coordination of emergency discharges and analyze national survey data to test some conditions that may affect the effective coordination of diverse service providers.

A Study of Nonprofit Governance in Pursuit of Good Governance

**Duchess Humphrey, University of North Texas, Department of Public Administration (duchesshumphrey@gmail.com); *Hee Soun Jang, University of North Texas (heesoun.jang@unt.edu)*

The primary rationale for this research is to build upon the good governance literature in the nonprofit sector. Integrating stewardship theory with the notion of governance, hypotheses are drawn that independent governing bodies engage in certain functions of good governance. Using data collected from a content analysis of the websites and IRS 990 forms of 51 public charities collaboratively partnered to deliver public services, the author explores the association between independent governance structure and two categories of good governance. Preliminary findings suggest that governing bodies are at the helm of governance yet may not engage in many integral governance functions.

A Systematic Review of Nonprofit research in Korean Literature: Lessons for Other Countries

**Mirae Kim, George Mason University (miraekim7@gmail.com); *Sung Ju Kim, North Carolina State University (skim67@ncsu.edu); *Jiwon Suh, The University of Texas at Arlington (jiwon.suh@uta.edu); *Seongho An, University of Central Florida (Seongho.An@ucf.edu); *Bok Gyo Jeong, Kean University (bjeong@kean.edu)*

The COVID-19 pandemic has been a reminder about the importance of learning from cases in other countries. This study intends to share the burgeoning scholarship on the nonprofit sector in South Korea that has been largely unknown outside of South Korea. Our study will identify and introduce the trends of NPO/NGO research in South Korea in its post-democratization era. Our study will also examine the disciplines of the authors who conducted the selected research as well as the main topics, theories, and methods appearing in the selected publications. This paper should provide lessons for nonprofit researchers across the world.

A Tightrope of Advocacy: Nonprofits Negotiate the Promise and Perils of US Census 2020

**Maureen Emerson Feit, Seattle University (feitm@seattleu.edu); *Jack B. Philips, University of Texas at Arlington (jack.philips@uta.edu); *Taylor Coats, Seattle University (tcoats@seattleu.edu)*

This paper answers the call for greater empirical research on the complex interplay between community organizations and government, offering the results of a critical qualitative study of immigrant-serving nonprofits engaged in the Census 2020 count in Washington State, which has invested heavily in cross-sector efforts, and Texas, which has made minimal investments. By paying attention to the deliberations, judgement calls, and compromises that staff are making as they engage with the census, we offer insight into what one respondent called the “tightrope of advocacy:” the challenge of simultaneously encouraging their constituents to participate and advocating against the increasingly harsh anti-immigrant policies and practices on the rise in the U.S. today.

A Typology of Chinese Social Enterprises and Their Resource Acquisition and Bricolage Strategies

**Rong Wang, University of Kentucky (rong.wang@uky.edu); *Bin Chen, Baruch College (bin.chen@baruch.cuny.edu); *Francois Bar, Annenberg School for Communication and Journalism, University of Southern California (fbar@usc.edu)*

Social enterprises (SEs) engage in business activities to address social issues and fulfill social missions. Existing literature has mainly focused on a resource-oriented perspective, assuming that SEs either have or do not have resources. Therefore, we know very little about SEs in non-munificent institutional environments. Guided by the literature on resource dependence and bricolage, this study examines social enterprises in China and their specific strategies in acquiring and mobilizing resources for survival. Interview data were collected from 14 organizations. A typology of Chinese SEs is developed with discussion about under what conditions they tend to use what strategies in survival.

A Volunteer Perspective on How to Improve Volunteer Management

**Jaclyn Schede Piatak, University of North Carolina at Charlotte (jpiatak@uncc.edu); *Will Prince, University of North Carolina at Charlotte (wprince@uncc.edu)*

Volunteers play a critical role in nonprofit organizations. While organizational characteristics are often considered in shaping volunteer management practices, we know little about the volunteer perspective. At the same time, most of the research on volunteers focuses on determinants of and motivation for volunteering for recruitment rather than retention. Since volunteers are a finite resource, how can nonprofits retain their volunteers? Based on an analysis of over 8,000 open-ended responses from volunteers on how to improve their volunteering experience, lessons for engaging and retaining volunteers are offered to advance both research and practice in volunteer management.

Accountability and Performance: Examining Community-Based Apprenticeship Mechanisms Between the United States and Taiwan

**Wen-Chi Shie, Florida State University (wshie@fsu.edu); *Yun-Hsiang Hsu, National Central University (yhhsu@cc.ncu.edu.tw)*

When diverse community actors in the apprenticeship mechanisms are empowered to be more actively involved in dynamic collaborative processes, who should be responsible for the collective action outcomes of the apprenticeship mechanisms? How do collaborators in the apprenticeship programs influence students' performance? How do collaborators improve the performance of apprenticeship programs through institution design? We present two unique cases by examining the dynamics of community-based coproduction mechanism of apprenticeships in Ohio and Taiwan. We conduct secondary data analysis and in-depth interviews with public managers, school administrators, and influential actors of the community-based coproduction mechanism and their major community collaborators. The preliminary results demonstrate the different levels of participation between the governments, employers, and community schools in Ohio and Taiwan.

Accountability Control Mechanisms in Korea Nonprofits: Revenue Stability, Board Involvement, and Social Media Engagement

**Jiwon Suh, The University of Texas at Arlington (jiwon.suh@uta.edu); *Kwang Bin Bae, Dongguk University (kbae@dongguk.edu); *Anna Clark, Drake University (anna.clark@drake.edu)*

This study examines the relationship between organizational internal and external factors and nonprofit organizations' accountability practices using randomly selected 200 social service nonprofit organizations in Korea. Based on the preliminary Poisson regression analysis, this study suggests that the level of board members and community engagement with nonprofits positively influences organizational accountability practices, indicating that a

community's involvement with nonprofits promotes organizational accountability and transparency. Specifically, board meeting minutes disclosure and the number of Facebook posts have significant positive relationships with organizational financial disclosure and performance disclosure.

Additional Evidence and Methodology for Leisure General Activity-Voluntarism Theory: USA/Russia National Sample Survey Results

**David H Smith, Research & Emeritus Professor, Dept. of Sociology, Boston College (dhortonsmith@hotmail.com)*

The Leisure General Activity Pattern (LGAP-V) is clustering of socio-culturally approved leisure activities using survey data, as aspects of Voluntarism. The central research question is: What additional national random sample data from the USA or Russia provides significant empirical support for the clustering of formal volunteering, charitable giving, voluntary political activities, etc. Author A summarized much empirical evidence for LGAP-V in many contemporary nations, but often with smaller and non-random samples. Supportive results are given from five USA and one Russian random national sample survey. Appropriate multivariate statistical methodology for causal inference in studying component specific LGAP-Voluntarism domains is shown.

Addressing Nonprofits' Historical Harm to Minority Groups through Radical Transparency: the IUPUI Neighborhoods Project

**Denise Rayman, IUPUI (Indiana University Purdue University Indianapolis) ()*

How can today's nonprofits address their past harmful actions to minorities and other vulnerable groups? This paper will present and analyze one method nonprofits can use to address this history: radical transparency. This paper will present a historical transparency project at IUPUI to address racism, placing it within existing public history work around radical transparency as a method of social repair, comparing to current trends in financial and governance transparency in nonprofits, and ultimately showing a broader concept of public transparency within the nonprofit industry as a valuable tool of social justice.

Adoption of Nonprofit Board Governance Policies: Roles of Network Embeddedness and Institutional Dynamics

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

This study examines how inter-organizational networks and institutional dynamics are associated with the more extensive use of board governance policies. A linear regression model is employed to examine a range of board governance policies adopted by the nonprofits located in three Central New York cities from 2008 to 2015. Findings demonstrate that network presence, network position, and professionalization are related to the board governance policy index. This study provides insights that nonprofit managers can use to encourage the adoption of policies holding nonprofits accountable for enhanced governance.

Alumni perspectives of nonprofit graduate education: Advancing our knowledge of a professionalizing sector

** Amanda Janis Stewart, NC State (ajstewa5@ncsu.edu); *Kuenzi, University of Wisconsin-Green Bay (kuenzik@uwgb.edu); *Marlene Walk, IUPUI (mwalk@iupui.edu)*

A nonprofit graduate degree provides the specialized training and skills necessary for working in the professionalizing sector, and those opting to obtain such a degree appear to be self-selecting into a nonprofit career. Yet, we know very little about who these alumni are, if and how they are utilizing their degrees, and how their professional outcomes and interest might vary according to the profile of their graduate education program. Using a survey method with recent alumni of eight nonprofit graduate education programs, we contribute to research and practice an alumni perspective of the utility and related outcomes of nonprofit graduate degrees.

An Exploratory Study into the Impact Covid-19 is Having on Organization's Volunteer Programs

**David Thorne, Bowling Green State University (dthorne@bgsu.edu)*

Covid-19 has impacted almost every level of society in ways the world may not fully realize for years to come. The purpose of this exploratory qualitative study will be to better understand how Covid-19 is impacting volunteer programs. Also, as organizations utilizing volunteers may differ- so too might the impact of Covid-19. Therefore, this study will also break down responses by organization type according to National Taxonomy of Exempt Entities (NTEE) Core Codes (Barman, 2013; Jones, 2019).

Apolitical Agents: An Examination of INGO Neutrality Claims in Developing Countries

**Rachel Castellano, University of Washington, Seattle (rcastell@uw.edu); *Morgan Wack, University of Washington, Seattle (mwack@uw.edu)*

The marketing materials produced by international nonprofits and nongovernmental organizations (INGOs) operating in developing countries often highlight their apolitical objectives. Yet despite this emphasis on neutral messaging, continued involvement in service provision as a substitute for public services may undermine their efforts to remain distinctly apolitical players. In this cross-sectoral study of INGOs operating in sub-Saharan Africa, we aim to examine how the operations of these actors influence changes in domestic socio-political landscapes. We will use quantitative analyses to examine the relationship between changes in local attitudes, voting patterns, and third sector actor operations in Sierra Leone and Uganda. We hypothesize that this involvement in domestic service provision can differentially impact democratization efforts by distorting perceptions of government action and dissociating citizens from state institutions.

Assessing the factors contributing to the financial vulnerability of non-profit New York State Emergency Medical Services Agencies

**Zakhar Berkovich, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY (zberkovich@albany.edu)*

On an hourly basis, Emergency Medical Services (EMS) receive hundreds of calls. In New York State (NYS), there are 3 million EMS calls annually or 305 calls every hour (NYS EMS Bureau, 2017). The delivery of complex EMS services is a mixed market: there are non-profit agencies, municipal departments, private companies, and even chartered helicopters. Through analysis of the financial documents and semi-structured interviews. This study will focus on the non-profit NYS EMS agencies because they have the least amount of financial support compared to municipal and state-run agencies. 192 non-profit EMS organizations closed in NYS between 2012 and 2019, and communities need to understand what motivates such drastic steps.

Behind These Googly Eyes: Understanding Partnership Formation between Environmental Nonprofits in Achieving Environmental Outcomes

**Judy Millesen, College of Charleston (millesenjl@cofc.edu); *Haley Schanne, College of Charleston (schannehj@g.cofc.edu)*

With the advent of climate change, challenges facing coastal communities and how their resources are managed will increase in both scope and complexity. In the field of environmental policy, nonprofits are able to move quickly respond to and communicate the environmental and human health concerns of communities and advocate on their behalf. This has led to increased collaboration, as opposed to competition, within the nonprofit sector to in addressing environmental concerns of highest import to the community. This research analyzes the motivations towards partnership of a diverse nonprofit sector in the collaborative environmental management of Baltimore's Inner Harbor.

Black Millennials Volunteerism: Motivations and Barriers

**Jasmine Johnson, George Washington University (jmcginnis@gwu.edu)*

This paper investigates formal volunteering, as well as the catalysts and barriers to that participation by Black Millennials. We ask: (1) What are the formal volunteering activities of Black Millennials? (2) What are the catalysts for their volunteerism? and (3) What are the barriers to their participation? We will draw on original survey data to answer these questions. Findings will contribute to the research on diverse communities volunteering.

Bricolage as a road to innovation in small nonprofit organizations

**Fredrik O. Andersson, O'Neill School of Public and Environmental Affairs IUPUI (fanders@iu.edu); *Per Svensson, Louisiana State University (psvensson@lsu.edu); *Lewis Faulk, American University (faulk@american.edu)*

Due to the absence of substantial resource endowments, many small and/or resource-poor nonprofit often struggle to innovate. This paper utilizes the notion of entrepreneurial bricolage to examine the hypothesis that by engaging in bricolage, small nonprofit may enhance their likelihood of innovation. This study draws on data from 228 sport for development and peace (SDP) nonprofits operating across global contexts. Our study is not only of value to scholars looking for conceptual tools to better understand and explore social innovation in the nonprofit sector, but also to those stakeholders who want to be more innovative despite having limited resources.

Building capacity and navigating diversity amongst Muslim nonprofits through collaboration

** Shariq Siddiqui, Indiana University (ssiddiqu@iu.edu); *Rafeel Wasif, University of Washington, Seattle (rafeel@uw.edu)*

This paper presents research from the Community Collaboration Initiative (CCI) which brings together Muslim American nonprofit organizations that are working within the same sector so that they can collaborate on one shared project to solve a common problem over a three year period. Muslim American nonprofits have high levels of external collaboration and very low levels of internal collaboration. This results in duplication of efforts and resources. Collaboration within the Muslim nonprofit sector is hampered by high levels of diversity, lack of resources and a trust deficit. This paper presents the first-year findings of this project.

Can Government Intervention Increase Volunteers and Donations? Analyzing the Influence of VISTA with a Matched Design

**Andrew Messamore, University of Texas at Austin (andrew.messamore@gmail.com); *Kristopher Velasco, University of Texas at Austin (krisvelasco@utexas.edu); *Pamela Paxton, The University of Texas at Austin ()*

The United States is unique in its reliance on national and community service programs, such as Volunteers in Service to America (VISTA), to combat social problems. But do these programs work? In this paper we find that nonprofits that receive VISTA members show higher levels of volunteers and donations two years later than matched nonprofits that did not receive VISTA members. We also follow VISTA receiving organizations from 2010 to 2016 in a longitudinal design, finding a robust relationship of VISTA service to volunteering. These findings suggest VISTA is a resource for organizations in poor communities and invite future research.

Capital Assets and Competitive Advantage: Florida's Assisted Living Facilities

**Sarah Larson, University of Central Florida (sarah.larson@ucf.edu); *Deborah Carroll, University of Central Florida (deborah.carroll@ucf.edu)*

Florida's 2006 legislation regarding assisted living facilities unintended consequence was the inability for assisted living facilities owned by nonprofits to file for and obtain a property tax exemption and was not rectified until 2017. We use this natural experiment to test the capital advantage nonprofits lost through the removal of the annual property tax exemption. Findings show the monetary value of maintaining the capital asset by the nonprofits even during the removal of the exemption.

Career choices in grantmaking organizations: Continuation of right place, right time, or intentional choice?

**Erin Nelson, The University of Memphis (e.nelson@memphis.edu); *Heather Carpenter, Notre Dame of Maryland University (hcarpenter@ndm.edu); *Elizabeth Gillespie, University of Memphis (egillespie@unomaha.edu); *Megan LePere Schloop, Ohio State University (lepere-schloop.1@osu.edu)*

Do careers in philanthropy continue to be a product of “right place, right time”, or an intentional choice created by early exposure and/or socialization to the work of the philanthropic sector? What are the precursors to careers in grantmaking, and what are the implications for hiring directors in today’s philanthropic organizations? Although research has examined employment in the nonprofit workforce, relatively little data have been collected on employees within grantmaking organizations, specifically. This research seeks to define the selection of careers in philanthropy. Do their career decision-making processes and motivations mirror those of the broader nonprofit workforce?

Change is yet to come? Examining public opinion heterogeneity and climate change nonprofit density/diversity

**Yuan Cheng, Humphrey School of Public Affairs, University of Minnesota (cheng838@umn.edu); *Haohan Chen, New York University (Haohan.chen@nyu.edu); *Ruodan Zhang, University of Connecticut (Ruodan.zhang@uconn.edu)*

This study examines the relationship between heterogeneous public opinions on the climate change issue and the existence of climate change nonprofits. Revisiting government failure theory, we argue that nonprofit density and diversity are equally important measures in capturing demand heterogeneity. We identify climate change organizations using electronically filed IRS form 990s in 2010-2016 and combine data from 2014-2019 Yale climate opinion

database and other sources. Our study provides one of the first systematic analysis on the landscape of climate change nonprofits in the U.S. and offers new data and empirical evidence of the scale and scope of climate change nonprofits and their enabling environmental conditions.

Changing seats and the evolving architectures of TNGOs

**Jonathan Beagles, Maxwell School, Syracuse University (jebeagle@syr.edu)*

At times, TNGOs have been referred to as the ‘global infrastructure’ of civil society. However, since the 2005 Paris Declaration on Aid Effectiveness, the role of TNGOs in both global development and emergency response has been shifting, with national governments taking a greater lead in their own development – often leading to changes in their civil society’s operating environment. Have these changes at the country level impacted TNGOs and their global architectures? Comparing a sample of 40 TNGO families between 2010 and 2018, this study tracks the changes in TNGO architectures including where they are located, and how.

Charitable Food Service Programs: An Examination

**Karabi Bezboruah, University of Texas at Arlington (bezborua@uta.edu)*

To address the problem of food insecurity in children, both the public and private sectors are implementing programs at various levels. We examine the state sponsored Summer Food Service program in the Arlington Independent School District in Texas, by focusing on summer meals provided by schools and nonprofit agencies. By surveying 75 school and nonprofit administrators in Arlington, we examine the effects of the program. Specifically, we identify gaps, understand their operations and the effects of the existing services, and explore challenges faced by schools and the charitable suppliers in providing food assistance.

Chief Executive Compensation: Implications of Board Governance Activities

**Ruth Bernstein, Assistant Professor, Nonprofit Studies, University of Washington, Tacoma (ruth.bernstein@pepperdine.edu); *Christopher Fredette, University of Windsor (fredette@uwindsor.ca)*

Using survey data (BoardSource Governance Index, 2016) of 1163 nonprofit Chief Executives (CEO) we examine the influence of three forms of governance practice – strategic oversight, internal awareness, external engagement – through their direct, indirect, and interaction effects with demographic diversity among three types of focal actors and CEO compensation. Preliminary findings suggest that the strategic oversight is a positive predictor of higher compensation outcomes, internal awareness has no significant impact, while external engagement negatively impacts compensation. The significance of this study lies in its contribution to the discourse assessing CEO compensation and providing practical guidance to managers, leaders, and directors.

Children or Convicts: How Public Perception Predicts the Shape of the Nonprofit Sector

**Samantha Zuhlke, Texas A&M University (szuhlke@tamu.edu)*

Why do so many nonprofits serve children, while so few serve former prisoners? In this paper, I argue that the variance in a group's social construction (Schneider & Ingram 1993) - i.e., the diversity of perceptions of a group within the public - predicts the size of the nonprofit sector serving that group. For instance, I expect the size of the nonprofit sector serving a group to decrease as the public's perception of that group becomes more universally negative. I test my theoretical expectations using new data on social construction in the U.S. (Kreitzer & Watts Smith 2018) and nonprofit data.

Civic Inclusion and Decisions to Emigrate: The Case of Lithuania

**Thomas Bryer, Kaunas University of Technology (thomas.bryer@ktu.lt)*

"The research is based on a national random sample survey in Lithuania conducted in spring 2019. In the survey, respondents were asked about their general and specific plans to emigrate, as well as about their civic behaviors online and offline. Our analysis reveals the extent of linkages between online/offline participation, felt belongingness and commitment to Lithuania, and intentions to emigrate.

Through the research, the authors make recommendations for how to integrate online participatory strategies to engage citizens and develop stronger civic inclusion and satisfaction, with particular consideration given to targeting age-based demographic groups differently through multiple participatory channels through government and the nonprofit sectors."

Civil society and the global health agenda in the age of covid-19

**Stephanie Smith, Virginia Tech (slsmith1@vt.edu)*

Civil society has played crucial roles in bolstering the status of such boundary-defying health problems as HIV/AIDS and tobacco control globally. This study draws on a model from sociology that proposes social problems are defined and compete for attention and resource allocations in a range of central, interacting arenas. It conceptualizes a global civil society arena and proposes ways of measuring the agenda status of a range of health issues within it. The study leverages the flurry of attention and resource allocations surrounding the covid-19 pandemic.

Closing the Skills Gap for Students and Uplifting Communities through the SURE™ Program

**Saleha Khumawala, University of Houston (Saleha@uh.edu); *Charles Becker, University of Houston (cdbecker@bauer.uh.edu)*

The SURE™ Program (Stimulating Urban Renewal through Entrepreneurship) is an innovative educational platform which creates a partnership between UH students, experts from industry, and under-resourced entrepreneurs from communities. The Program has two goals: to produce student leaders of tomorrow and to stimulate urban renewal by empowering local under-resourced entrepreneurs. It empowers entrepreneurs by giving them the skills, knowledge, and network to start or grow a small business. It produces student leaders of tomorrow by giving them the experiential education, critical skills, and community engagement necessary for them to build a career and then thrive both in their careers and communities.

Collaborative networks and structural holes: Mapping communication, funding, and cooperation in a local nonprofit market

**Chris Prentice, UNCW (prenticecr@uncw.edu)*

This manuscript represents one part of a larger effort that explores how data can be used to drive actionable intelligence in a geographically defined social and human service ecosystem. We conducted interviews with directors from the population of registered tax-exempt entities in our region and collected information about each entity's funding inflows and outflows (from and to organizations), communication flows (with other organizations), and collaborative programmatic engagements (nature of programs and list of partners). Network analyses offered a comprehensive view of the local nonprofit ecosystem, including identifying central nodes, structural holes, and market inefficiencies, as well as other valuable insights. Chris Prentice UNCW

Community AND Crisis: The Impacts of the COVID-19 Pandemic on Local Nonprofits

**Colton Strawser, University of Texas at Arlington (colton.strawser@uta.edu); *Laura Deitrick, University of San Diego (lauradeitrick@sandiego.edu);*

**Tessa Tinkler, University of San Diego (ttinkler@sandiego.edu)*

In an effort to understand the impact of the COVID-19 pandemic on local nonprofits' ability to meet their community's needs, a set of surveys were issued to the local nonprofit sector. The aim of the project was to provide real-time data to government officials, foundations, and other decision-makers about the current economic conditions facing nonprofits and the need for immediate and long-term support in order to ensure the ongoing provision of critical services. Findings indicate nonprofits faced major service interruptions, creatively adapted programs to continue serving clients, and were challenged with the unique financial situations brought on by the pandemic.

Community Associations and Small Nonprofits: Mobilizing Resources and Fostering Cohesion or Building Nonprofit Firms?

**Carl Milofsky, Bucknell University - Voluntary Sector Review (milofsky@bucknell.edu); *Margaret Harris, Aston University (m.e.harris@aston.ac.uk)*

Public policies emphasizing devolution tend to be rationalized in terms of expectations that informal community assets, mobilized through small nonprofit organizations and community associations, can provide vital social services and replace government programs. There is concern, however, that government regulation and funding of these organizations will turn them into "nonprofit firms" that are formal, bureaucratized, and divorced from the participatory processes that make these small organizations attractive to policy makers in the first place. This paper examines processes within associations and in networks of community organizations to discern ways in which, on the one hand, formalization is driven, and on the other, participation and cohesion is fostered.

Collaboration during Crisis and Disaster: Citizen Response and Grassroots Organizing

**Jack Harris, Assistant Professor of Communication, State University of New York at New Paltz (harrisj14@newpaltz.edu)*

Key contributors to community collaboration, hyperlocal organizations are place-based organizations operating at local levels that fill in the gaps between community needs and institutional response during times of crisis or disruption from disaster. Emergent organizing is a normal and recurring phenomenon of civic networks in disaster response and recovery and includes the activities of spontaneous volunteers, "pop-up organizations," and existing community organizations which take on new roles as part of disaster response and recovery. A key aspect of citizen response, hyperlocal organizations increase the collaborative capacity of civic networks to meet unmet needs and serve under resourced communities.

Community Philanthropy as practice: a case study of Thousand Currents

**Fahad Ahmad, PhD Candidate, Carleton University (fahad.ahmad@carleton.ca); *Ashleda Khadse, Thousand Currents (ashlesha@thousandcurrents.org)*

The philanthropic sector is in transition. Recent publications have raised questions about the colonial roots of philanthropy, whether philanthropy is effective at challenging unjust social and economic systems, and the nature of power and control in philanthropic relationships. Drawing on the experience of Thousand Currents, a social justice grantmaker pioneering a grassroots-centred community philanthropy model, we demonstrate how philanthropy can address normative questions related to the political economy of philanthropic wealth while also advancing the practical goal of providing support to grassroots and community initiatives across the globe to enable their work on climate, social, and economic justice.

Comparing Social Enterprise Development across the BRICS Emerging Economies: Insights for Developing Countries

**Janelle Kerlin, Georgia State University (jkerlin@gsu.edu); *Marcelo Dionisio, COPPEAD Federal University of Rio de Janeiro (marcelo.dionisio@coppead.ufrj.br)*

This paper compares and contrasts the institutional factors shaping social enterprise in the emerging economies of Brazil, Russia, India, China, and South Africa (BRICS). The BRICS countries are the five most important emerging economies on the basis of their economic liberalization policies and demographic potential. However, there is a gap in our understanding of how economic, political, civil society, and cultural institutions are shaping social enterprise in these contexts limiting our ability to share insights across them and within their own regions. To address this gap we draw on historical institutionalism, international socioeconomic datasets, and domestic data on social enterprise, to formulate country models of social enterprise development through the application of Kerlin's revised Macro-Institutional Social Enterprise (MISE) Framework.

Competing for donations in the environmental nonprofits

**Gina Rossi, University of Udine, Udine, Italy (gina.rossi@uniud.it); *Chiara Leardini, University of Verona, Verona, Italy (chiara.lear dini@univr.it); *Stefano Landi, University of Ca' Foscari, Venezia, Italy (stefano.landi@unive.it)*

This study investigates the web-based disclosure practices adopted by environmental nonprofits and their effectiveness as signals capable to attract charitable contributions in support of the conservation and protection of the environment. Focusing on a sample of US environmental nonprofits and adopting an extended version of the economic model of giving that considers also the magnitude of online disclosure, we identify what are the disclosure items - form among mission, history, strategic priorities, programs, annual reports, investment policies, audited financial statements and Forms 990 - that provide, together with other variables, better signals for persuading donors to support the nonprofit.

Congregations, Climate Change, and Disaster Response

**Beth Gazley, Indiana University-Bloomington (bgazley@indiana.edu); *Brad Fulton, Indiana University (fulton@indiana.edu); *Wesley Zebrowski, Indiana University-Bloomington (wzebrows@indiana.edu); *David P. King, Indiana University Purdue University at Indianapolis (kingdp@iupui.edu)*

American congregations earn one-third of all charitable giving and are therefore formidable potential actors in climate change adaptation. Research has observed how individuals' religious affiliation and religiosity shape their attitudes toward climate change, but the effects on overall congregational participation have not been examined. This paper analyzes data from the 2018 National Study of Congregations' Economic Practices (Fulton & King) to assess the overall role of congregations in disaster response, testing hypotheses that might link this activity to religious, charitable or environmental attitudes.

Constructing Clients: The Influence of Practice Frames on Promoting Civic Health

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

This research assesses the various ways nonprofits engage in activities related to civic health, which includes social capital, civic engagement, and political participation based on the organizations "practice frame." Using survey data from approximately 300 nonprofits in the San Antonio area, we assess activities that promote civic health in order to determine which aspects of civic health are most associated with an individual practice, service access, and structural change practice frame. Using these results, this research proposes an instrument for nonprofits to assess their promotion of civic health given the ways in which they construct clients' problem and potential solutions.

Constructing Multiple-Indicator Structural Models of Social Connectedness, Volunteering and Giving

**Nathan Dietz, Do Good Institute - University of Maryland (ndietz@umd.edu); *Bob Grimm, Do Good Institute - University of Maryland (rgrimm@umd.edu)*

The Covid-19 pandemic has forced sudden and dramatic change upon American society, particularly on in-person social relations that have always been critical for encouraging volunteering, giving and other charitable behaviors. In this paper, we use individual-level survey data to construct measures of civic and charitable activities which we use to study the relationship between social connectedness and contributions of time and money. By focusing on how social connectedness is related to volunteering and giving, we hope to generate policy-relevant results that charitable and philanthropic leaders can use to garner support when the current restrictions on social mobility are lifted.

Contemporary Challenges Faced by U.S. Nonprofit Organizations and Their Intersection with Donor-Advised Funds

**Sasha Zarins, Indiana University Lilly Family School of Philanthropy (szarins@iupui.edu); *Jon Bergdoll, Indiana University Lilly Family School of Philanthropy (jbergdo@iupui.edu); *Una Osili, Indiana University Lilly Family School of Philanthropy (uosili@iupui.edu)*

Most research on donor-advised funds (DAFs) has focused on the advantages and disadvantages for donors. This paper aims to better understand the second part of the DAF gift process: nonprofits' reception of contributions from DAFs. Our paper provides new insights into the processes and perceptions of nonprofit organizations when working with DAFs. Using a national survey of nonprofit organizations and qualitative interviews, we find that consistently receiving DAF donations each year ameliorates concerns and heightens encouragements about DAF properties among organizations from different subsectors, geographic regions, and revenue size.

Co-production and sustainability: How do co-production projects evolve over time?

**Caitlin McMullin, Concordia University (caitlin.mcmullin@mail.concordia.ca)*

I explore the co-production of two projects (one to reduce loneliness and isolation of older people, and a parent/toddler group project) by nonprofit and practitioners and citizens from a longitudinal perspective, in order to consider the strategies used by professional and citizen co-producers to ensure that co-production endures in the face of environmental turbulence, changes in funding, and participant turnover. The two projects have faced different challenges to their approach over time – while one has struggled to balance prescriptive involvement and monitoring procedures with more informal co-production practices, the other has found volunteer recruitment, support and retention to be the biggest challenge.

COVID-19 and Hashtag Activism: Fostering Collaborations among Nonprofits through Social Media

**Kayla Schwoerer, Rutgers University, Newark (kayla.schwoerer@gmail.com); *Zeeshan Noor, The University of Texas at Dallas (zeeshan.noor@utdallas.edu)*

This study focuses on the collaboration efforts of nonprofits during the COVID-19 pandemic by analyzing their social media behavior in the early stages of the outbreak. We ask specifically how nonprofit organizations used social media to facilitate collaborations with other organizations and mobilize responses during the pandemic. Scraping tweets from a sample of nonprofit organizations, we conduct text analysis on the tweets using natural language processing (NLP) techniques to compare social media behavior before and during the pandemic. Findings are expected to provide insight into how social media is used as a vehicle for nonprofits' collaboration, especially in crisis contexts.

Covid-19 and Nonprofit Employee Vulnerability: Employment Relations in the time of COVID

**Kunle Akingbola, Lakehead University (kakingbola@lakeheadu.ca); *Alina Baluch, University of St Andrews (amb33@st-andrews.ac.uk); *Carol Brunt, University of Wisconsin – Whitewater (bruntc@uww.edu); *Ian Cunningham, University of Strathclyde (ian.cunningham@strath.ac.uk)*

Nonprofits are undoubtedly in the frontline of the COVID-19 pandemic. Addressing the needs of the community in the midst of an unprecedented health, economic and social crisis requires nonprofits to pull all the stops especially in the relationship with employees. This study examines the dimensions and impacts of COVID-19 on the vulnerability of nonprofit employees in their employment relations. Specifically, the study will draw on secondary data from the US, the UK and Canada to explore the relationship between COVID-19 and the pre-existing challenges of work intensification, contingency work practices and living wage in nonprofits. These challenges highlight questions about how the COVID-19 pandemic is shaping decisions and organizational practices in the already precarious employment relations context of nonprofits.

Cross-Sector Collaborations: Promoters and Inhibitors

**Karabi Bezboruah, University of Texas at Arlington (bezborua@uta.edu)*

This paper explores the existence of networks for knowledge sharing among healthcare organizations in affluent suburban communities with a significant number of medically underserved and uninsured populations. We apply resource dependency theory to examine the health outcomes of charitable care

provided through organizational partnerships. We explore the existence of network forms by studying seven nonprofit organizations, a county health agency, a public hospital, a private hospital, and private physician services over two years. Through the application of qualitative methodology involving direct observations, in-depth interviews, discussions, and documentary evidence, we gather data from public and nonprofit administrators as well as physician practices. Preliminary evidence suggests entrepreneurial and strategic management is one reason for improved services and can have an important effect on collaborative service quality.

Cross-border philanthropic contributions: What we know and what we don't

**Cathie Carrigan, Indiana University Lilly Family School of Philanthropy (cmcarrig@iupui.edu); *Una Osili, Indiana University Lilly Family School of Philanthropy (uosili@iupui.edu); *Xiaonan Kou, Indiana University Lilly Family School of Philanthropy (koux@iupui.edu); *Jon Bergdoll, Indiana University Lilly Family School of Philanthropy (jbergdo@iupui.edu); *Kinga Horvath, Indiana University Lilly Family School of Philanthropy; Geneva Centre for Philanthropy (kinga.horvath@unige.ch)*

The increasingly central role of global philanthropy has led to numerous cross-national comparative studies, but one of the major challenges remaining is to develop coherent and appropriate measurements on cross-border giving applicable to different national contexts. This paper presents the available data on cross-border philanthropy from more than 50 countries and economies. The paper also provides suggestions to improve comprehensive data collection and analysis on the sources and magnitude of cross-border giving and advance mapping on private philanthropy contributions to the Sustainable Development Goals.

Cross-border tax and philanthropy: avoiding the icebergs in the sea of generosity

**Carolyn Cordery, Aston University (c.cordery@aston.ac.uk); *Oonagh Breen, Sutherland School of Law, University College Dublin (oonagh.breen@ucd.ie)*

Since the European Union was formally established in 1992, Member States have committed to free movement of capital, workers, goods and the freedom of establishment which requires adhering to the principle of non-discrimination. Since 2009 the European Court of Justice confirmed that philanthropic capital should also be included. This should facilitate cross-border fundraising, investment, and tax-effective giving. Nevertheless, structural and policy issues include: no common legal vehicle, differing regulators and taxation systems, and no agreed definition of 'foundations'. This article analyses the issues in this crowded regulatory space and highlights the challenges of navigating the European sea of generosity.

Cross-Sector Collaboration with Charitable Nonprofit Organization: Better or Worse?

**Saerim Kim, Columbus State University (kim_saerim@columbusstate.edu); *Andrew Sullivan, University of Kentucky (aasu225@uky.edu); *David Lee, University of Hawaii at Manoa (lee211@hawaii.edu)*

We explore whether having high density of nonprofits and government-funded service providers in a local planning body for homeless services decreases homelessness. Results indicate increased funding from both sectors increases services per homeless person and decreases chronic homelessness more than using one sector, using panel data combining information from IRS 990 forms and the Department of Housing and Urban Development and differences-in-

differences design. These findings provide empirical evidence that using both sectors can improve outcomes in local service provision, while expanding theory on density in the nonprofit sector to cross-sector collaboration with conflicting incentives for both competition and collaboration.

Cultural Foundations of Social Action: A Literature Review of Cross-Cultural Beliefs, Morality, and Values, 2010-2020

**Jamie Goodwin, Indiana University Purdue University Indianapolis (goodwinj@iu.edu); *Andrew Williams, Indiana University, Lilly Family School of Philanthropy (alw10@iu.edu); *Patricia Herzog, Indiana University, Lilly Family School of Philanthropy (psherzog@iupui.edu)*

Since 2010, quantitative, comparative studies have made major contributions to cross-cultural knowledge. This paper accounts for and organizes the state of knowledge in the field of cross-cultural quantitative studies of beliefs, morality, and values. It summarizes the modern history of cross-cultural studies, systematically reviews major existing studies since 2010, and organizes the literature into substantive and ecological constructs. Finally, the paper examines the geographic contexts of major studies, identifying areas which have been overlooked.

Dancing through Disruption: Can Arts & Culture Help Communities be Resilient?

**Leigh Hersey, University of Louisiana Monroe (hersey@ulm.edu)*

Lives around the world were disrupted in the spring of 2020 when the coronavirus reached pandemic levels. This research provides an initial overview of how arts and cultural organizations in northeast Louisiana responded to the pandemic and the impacts it had on the community and the organizations. The research uses social media scan and survey results to provide insight into the pandemic from this perspective. As many communities will face disasters in the future, the knowledge gained here can help leaders be better prepared for an arts-initiated response.

Decisions, decisions, decisions: community foundations and community well-being

**Salvatore Alaimo, Grand Valley State University (alaimos@gvsu.edu); *Joanne Carman, University of North Carolina – Charlotte (jgcarman@uncc.edu)*

Community foundations' philanthropic support directly and indirectly impacts dimensions of community well-being. The authors posit that to effectively do this, a funder must first identify and prioritize the community's needs in order to make effective decisions. This study will examine how U.S. community foundations prioritize their philanthropic support for the communities they serve and make their funding decisions. While this study is exploratory, we believe by beginning with an analysis of how needs are identified, prioritized and funded it can help inform a research agenda that further examines how the trajectory of community foundation support impacts community well-being.

Defining network effectiveness in climate advocacy coalitions

**Anne-Marie Singh, Northwestern University (annemarie@u.northwestern.edu)*

Network effectiveness of cross-sector organizations has been studied extensively for public service delivery networks. But we don't yet know how effectiveness is defined and measured in advocacy networks. This study examines an advocacy climate change coalition in three Midwestern states: Iowa,

Ohio, and Minnesota. Expected findings include a definition of effectiveness that can be applied to advocacy coalitions and an examination of how external state-level differences influence effectiveness and goal-alignment in these coalitions.

Democracy & The CDC System: Critical Analysis of How Funder-CBO Dynamic Shapes Local Democratic Norms, Values, and Practices

**Ashley Nickels, Kent University (anickel5@kent.edu); *Zachary Wood, Seattle University (zwood@seattleu.edu); *Kirk Leach, University of Arkansas-Little Rock (kaleach@ualr.edu)*

Community based organizations (CBOs) play an important role in urban revitalization by implementing place-based, anti-poverty strategies. CBOs are historically important sites of economic empowerment, political mobilization, and civic engagement often enhancing key principles of the community development movement including broad democratic participation and community voice. Yet, due to fiscal and operational constraints, CBOs typically reach beyond the boundaries of their communities to partner with private philanthropic organizations for support. In this way, CBOs are both "schools of democracy" and serve as intermediaries between the needs and desires of community residents--often marginalized communities-- and the goals and objectives of public and private sector. Out project examines the pathways through which private philanthropy shapes local democracy, vis a vis community development focused CBOs.

Determinants of Industry Engagement and Satisfaction at Higher Education Institutions

**Jessica Watts, University of North Texas (jessica.watts@unt.edu)*

This study analyzes elements of mutually beneficial industry-university collaborations and the impact on industry satisfaction. Companies collaborate with universities to recruit talent and access faculty expertise, while universities appreciate industry input on curriculum and research, and as philanthropic supporters. Through an industry survey, these elements are analyzed: a dedicated university manager, measurements of return on investment, a single university contact, company engagement goals, and university selection criteria. Author finds significant positive relationships between selected predictors and industry satisfaction. While scholars have examined corporate philanthropy, literature has not fully explored corporate-university collaboration. Results are informative to both scholars and practitioners.

Disciplinary Contributions to Nonprofit Studies: An Empirical Mapping of Theories, Data, Methods and Citations from Twenty Years of Nonprofit Research

**Megan LePere Schloop, Ohio State University (lepere-schloop.1@osu.edu); *Rebecca Nesbit, University of Georgia (nesbit7@uga.edu)*

Nonprofit scholars draw on theories from a variety of disciplines. Often, the research questions and methodological strategies of a theory's disciplinary home are imprinted on the theory and the empirical work it inspires. To understand the state of nonprofit research, it is therefore helpful to assess the theoretical and methodological contributions of different social science disciplines to the field over time. This study uses mixed methods to examine theory and data use, methodological approach, and disciplinary journal citations across 20 years of research published in the top nonprofit journals. Our analysis charts the evolution of disciplinary influence over nonprofit studies.

Divided Loyalties or Singular Focus: Examining the Role Complexity, Combined Programs and Organizational Size on Staff Turnover

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

This research examines the impact of institutional factors on turnover of staff in sexual violence prevention and intervention programs. The data was collected via a national survey of rape crisis centers in the United States. The study examines institutional support, compensation, role complexity, and advancement opportunities and their relationship to rate of turnover for direct service providers in the field. Our findings indicate the factors which impact turnover of frontline staff vary across the size of the organization and standalone (Rape Crisis Center programs) vs. combined programs (Dual domestic violence and sexual assault center programs).

Do Civil Society Organizations Cluster with Businesses? Analyzing Agglomeration Effects as a Location Factor for CSOs

**Dominik Karner, WU, Vienna University of Economics and Business (dominik.karner@wu.ac.at)*

For Civil Society Organizations (CSOs), the choice of location is just as important as for other organizations. Nevertheless, comparatively little is known about which location factors are favorable for them. Studies have found that CSOs tend to locate where demand for their services is high, but the availability of local resources – such as human resources or social capital – tends to be even more important. However, the role of clustering effects with other types of organizations has rarely been studied. This paper aims at addressing this research gap by analyzing agglomeration effects between CSOs and businesses at the neighborhood level. I hypothesize that CSOs seek economies of agglomeration and therefore tend to locate in areas with a high density of businesses. I examine this issue by using small-scale geographic data of the full population of CSOs and businesses in Vienna/Austria.

Do governments reward nonprofit performance?

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

Nonprofit performance theory suggests that donors are unlikely to base donation decisions on nonprofit production. But governments may prioritize performance in nonprofit funding decisions. Using internal production reports from the nonprofit housing sector and dynamic panel data analysis, this study compares the effects of performance on donor and government funding. We find that government funding is much more elastic to performance than donations. Governments are less sensitive than donors to problematic financial ratios and seem to be better at observing and rewarding nonprofit performance than donors. Findings indicate that governments should be theorized differently than donors in nonprofit performance literature.

Does Community Food Assistance Matter? A National Evaluation Using the County-Level Aggregated Data

**Baorong Guo, University of Missouri-St. Louis (guob@umsl.edu); *Jin Huang, Saint Louis University (jin.huang@slu.edu)*

This study examines the impact of community food assistance on food insecurity rates in the US. Community food assistance, provided by food banks, food pantries, soup kitchens and Meals on Wheels, is an important supplement to public food assistance programs. Despite a general consensus on its importance, it is not clear if community food assistance is effective in reducing food insecurity. The study is a national evaluation of community food

assistance using multi-year (2009-2017) aggregated data at the county level. Results show that community food assistance is effective in reducing food insecurity rates at the county level.

Does making compulsory donations crowd out voluntary charitable giving? Evidence from China Labor-force Dynamics Survey

**Yongzheng Yang, Indiana University Lilly Family School of Philanthropy (yangyon@iu.edu)*

Charitable giving is often seen as voluntary prosocial behavior. However, unlike western countries, making compulsory donations is not uncommon in China. It refers to the phenomenon that individuals are forced to donate by government or their units. This paper examines this understudied phenomenon by exploring the potential impact of making compulsory donations on voluntary charitable giving. Building upon the crowding-out/crowding-in debate in economics, we formulate two competing hypotheses. We will test our hypotheses using panel data from China Labor-force Dynamics Survey (CLDS, 2012, 2014). Logistic regression and Tobit model for panel data will be employed to make statistical analyses.

Does Nonprofit Organizational Legitimacy Matter for Government Grants under Authoritarianism? Evidence from Chinese Foundations

**Qun Wang, University of Toledo (August 2020--) (qunwang@indiana.edu)*

The literature on NGOs under authoritarian rule largely attributes NGOs' receipt of government grants to their political connections. This article investigates an alternative explanation by asking the question: Does nonprofit organizational legitimacy matter for government grants under authoritarianism? Applying the tobit regression to 2,021 Chinese foundations, this article finds that passing the nonprofit evaluation, which is one of the major legitimacy certification programs in the country's nonprofit sector, is positively associated with government grants. Further subsample analysis reveals that nonprofit evaluation is influential for government grants only among foundations formally affiliated with governmental agencies. This article for the first time provides evidence that contemporary authoritarian regimes may indeed appreciate nonprofit organizational legitimacy but still in a politicized manner.

Does overhead matter? A survey experiment exploring framing effects of nonprofit overhead information on donor decisions

**Ellie Heng Qu, Texas A&M University (hqu@tamu.edu); *Levine Daniel, IUPUI (jlevined@iupui.edu)*

Overhead is a catchall term for non-program expenses. Donors are found to negatively respond to charities with high overhead. Using a survey experiment, we explore whether information framing alleviates donor aversion. Specifically, we explore the effect on the amount of donations when presenting program/overhead costs versus direct/indirect costs, as well as presenting general versus specific donation impact information. This study has practical implications for nonprofits that rely on donations to achieve their missions.

Don't You Want My Help? Volunteer Involvement and Management in Local Government

**Jeffrey L. Brudney, University of North Carolina Wilmington (brudneyj@uncw.edu); *Nara Yoon, Syracuse University (nyoon@syr.edu)*

In this study we examine the factors that explain the use of volunteers in the delivery of services by local governments and further test whether the use of volunteers varies by local jurisdictions. We employ survey data on volunteer management practices drawn from the governments of all counties in one U.S. state. We incorporate data from the American Community Survey (ACS) to control for socio-demographic characteristics. We use the Heckman-type selection model to provide valid estimates by adjusting for selection biases in our study sample. The findings from our study offer contemporary estimates of volunteer involvement by local governments.

Donor Advised Funds as Philanthropic Projects: Implications of Differing Regulations in the US, Canada and Australia

**Susan Phillips, Carleton University (Susan.Phillips@carleton.ca); *Katherine Dalziel, Carleton University (kdalziel@sympatico.ca)*

While donor-advised funds (DAFs) are subject to vigorous debate over whether they are adequately regulated, the research has been conducted on the US model. DAFs are used by donors under differing scenarios and are regulated differently in Australia and Canada than in the US. We conceptualize DAFs as philanthropic ‘projects’ and compare the effects of the regulatory regimes across the three countries, explaining why Australia’s DAF market is much smaller on a per capita basis than its North American counterparts and why the regulation debate needs to consider implications under differing project scenarios and under different philanthropic cultures.

Donors, Distance, and the Influence of Accounting Information

**Julie Mercado, Boise State University (juliemercado@boisestate.edu)*

I test a practical intervention to a problematic occurrence in nonprofits (NFPs): the overemphasis of spending ratios when assessing performance. To address this, regulators recommend that NFPs provide explanatory information to aid donors in better understanding organizational performance. I present theoretical and experimental evidence to show that donations to an NFP with a “low” program ratio are higher if explanatory information is provided, and this effect is greater when the presentation of the information (concrete vs. abstract) is congruent with a donor’s distance (near vs. far). Additionally, I find that donors whose distance is far from an NFP are more likely to be influenced by favorable desirability information than those whose distance is near. If donors are provided with unfavorable desirability information, they tend not to further penalize an NFP with a low program ratio if they are also provided with favorable feasibility (e.g., explanatory) information.

Effect of Implicit Mindsets and Efficacy on Charitable Giving in Social Causes with Ambiguous Controllability

**Alice Labban, Business Administration Division, Seaver College, Pepperdine University (alice.labban@pepperdine.edu); *Corinne Novell, Business Administration Division, Seaver College, Pepperdine University (corinne.novell@pepperdine.edu); *Steven Bauer, Business Administration Division, Seaver College, Pepperdine University (steven.bauer@pepperdine.edu)*

The theory of implicit mindsets provides insight into consumer behavior but has not been extensively investigated in the charitable giving literature. We expanded on the literature in this area by investigating the relationship between implicit mindsets and charitable giving for a social cause and plight for which the victims are perceived to have ambiguous controllability by potential donors. Individuals with a growth mindset were significantly more likely to

donate, with perceived donation efficacy as a positive mediator. Results have practical implications for nonprofits, which can design messages and programs to encourage the adoption of a growth mindset.

Effects of COVID-19 volunteering on the willingness to volunteer long-term

**Georg von Schnurbein, Universität Basel (georg.vonschnurbein@unibas.ch); *Florian Liberatore, Zurich University of Applied Sciences (drev@zhaw.ch); *Jörg Lindenmeier, University of Freiburg (joerg.lindenmeier@icloud.com); *Stefan Trautwein University of Freiburg (stefan.trautwein@vwl.uni-freiburg.de); *Eva Hollenstein, Zurich University of Applied Sciences (eva.hollenstein@zhaw.ch)*

The COVID-19 pandemic has led to a huge wave of compassion and helpfulness. In many countries, people organized volunteer support for high-risk groups or volunteering in hospitals via online platforms. Often, the offer of volunteer help exceeded the actual need posted on these platforms. In this research, we analyze how the platforms helped to organize COVID-19 related volunteering and if this specific form of short-term volunteering has had an impact on the willingness to volunteer long-term.

Elite Consolidation Among Community-Based Organizations: Evidence from Interlocking Directorates

**Andrew Messamore, University of Texas at Austin (andrew.messamore@gmail.com)*

In U.S. cities, community-based organizations (CBOs) are the primary advocates and service providers for many social service domains. However, even as governments and neighborhoods continue to rely on CBOs, an emerging literature has documented the consolidation of a “civic elite” of asset-rich CBOs in communities who appear less likely to cooperate with grassroots activists and more likely to consolidate ties with funders and one another. This trend has so far been documented through case studies of particular organizations or neighborhoods. In this paper, administrative data on CBO boards of directors is leveraged to evaluate whether asset-rich organizations tend to form interlocking directorates with one another across multiple Texas cities, signaling the consolidation of information and resource flows. Social network analyses and Exponential Random Graph Models reveal that interlocking directorates are common and unevenly distributed in Texas cities, consolidating around wealth.

Employee Engagement in Nonprofits: The role of perception of HR & Organizational Culture

**Kunle Akingbola, Lakehead University (kakingbola@lakeheadu.ca)*

The research examines the multidimensional relationship between employees’ perception of HR practices and employee engagement in nonprofits. The findings suggest that perception of HR practices at individual and organizational levels are associated with employee engagement. It suggests that HR practices are antecedents of engagement and emphasizes how employees perceive HR practices individually through the process of shared sense-making which influence their behaviour and attitudes. Nonprofit engagement is influenced significantly by employees’ perception of HR practices that they find valuable individually and central to the public good in the mission and values that employees are able to actualize through nonprofits. Our findings are consistent with Kahn’s (1990; 1992) and Saks (2006) explanation that the individual perception of the value, relevance and importance of the work role and membership in the organization induce the investment of physical, cognitive and emotional energy.

Envisioning “Impact:” Strategic Philanthropy and Shifting Evaluation Practices In the Human Services

**Jennifer Mosley, University of Chicago (mosley@uchicago.edu); *Nicole Marwell, University of Chicago (nmarwell@uchicago.edu); *Emily Claypool, University of Chicago (eclaypool@uchicago.edu); *Cameron Day, University of Chicago (camkday23@uchicago.edu)*

Strategic philanthropy has become widely embedded in the standard practices of major foundations while at the same time being critiqued for minimizing the complexity of social problems and promoting formulaic responses. This study uses in-depth interviews with foundation leaders to demonstrate how different conceptions of impact and evidence—both central to a strategic philanthropy approach—are associated with different relational styles with grantees. Overall, we argue that how foundations frame “impact” can undermine, restrict, or foster nonprofits’ capacity to execute their stated missions and fully meet community needs.

Equitable Decision Making in Community Foundation Boardrooms

**Lauren Azevedo, Penn State Harrisburg (lla41@psu.edu); *Andrew Bell, Penn State Harrisburg (ajb7518@psu.edu)*

This paper explores the process of decision making on the board and considers what factors are involved in making funding decisions. Researchers hypothesize that cultivating diversity and inclusive practices in decision making, organizing decisions by mission and strategic goals, and using various data sources and policy tools, such as Census data, community needs assessments, and the National Equity Atlas for tracking and measuring community growth ensure equitable decisions are made and foundation resources are distributed equitably. This research has practical implications for equitable decision making in the nonprofit sector.

Estimate of philanthropic behaviors and attitudes in South Korea: Methodological consideration

**Sung Ju Kim, North Carolina State University (skim67@ncsu.edu); *Yoon-Joo Jahang, Beautiful Foundation (sam@beautifulfund.org)*

The growth of civil society in South Korea (hereafter Korea) has led to the growth of philanthropic giving and donor loyalty to charity. Since the Beautiful Foundation has investigated the charitable giving trends in 2000, several studies have initiated to estimate the patterns of philanthropic giving in Korea. However, the estimates of giving have faced the validity and accuracy challenges during the last decades. This study aims to summarize the estimated philanthropic trends in Korea during the last ten years based on the five identified philanthropic behavior studies in Korea. Additionally, this study investigates the methodological considerations of philanthropy studies.

Evaluating Collaborative Dynamics: A Performance Model Using the Resource-Based View

**Aline Santos, Fundação Getúlio Vargas (santosalineams@gmail.com); *Alketa Peci, Fundação Getúlio Vargas (alketa.peci@fgv.br)*

Prior research on collaborative governance has focused on contractual and relational conditions to explain the performance of government-nonprofit arrangements. However, the potential causal factors that make these arrangements more capable (or not) of achieving good performance compared with traditional arrangements is an area that demands further research. In this theoretical study, we propose to adapt the resource-based view (RBV) from the management literature to public administration research to place intangible resources and performance in a causal framework analysis. We believe that

understanding the mechanism which relates the antecedents of performance provides evidence to help the policymakers and practitioners who manage government-nonprofit arrangements to address social, economic, and political problems.

Evolving with the past: Optimizing one foundation's role in a homeless services stalemate

**Nancy Stutts, Virginia Commonwealth University (nbstutts@vcu.edu); *Ava Wagner, Virginia Commonwealth University (wagnera@vcu.edu); *Sarin Adhikari, Virginia Commonwealth University (sadhikari@vcu.edu)*

While homelessness is among the most complex social problems to address, historically the most consistent philanthropies are individuals and religious institutions that often employ one-on-one relationships to provide goods or small amounts of funds to reduce suffering. In a geographically and racially diverse, economically distressed region in the south, the area's only foundation sought a strategic, regional solution within the modern context of government-funded homeless services. Researchers employed a literature review, stakeholder interviews, cost-benefit analysis, and a comparative look at how two similarly sized regions address homelessness to propose a foundation-supported, cross-sector strategy that builds on current opportunities and strengthens reliable charitable forms of philanthropy that have consistently served the region.

Examining Donor Preference for Charity Religious Affiliation

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

This paper utilizes experimental methods to determine how religious affiliation of charities drives donor preference and giving. Subjects choose from one of eight charities, with each charity varying in religious affiliation. My results show that adding additional religious language decreases contributions on the extensive margin. Additionally, adding religious language decreases share of the donation distribution for Christian and Islamic charities, but increases share for secular charities. Subjects significantly prefer charity religious affiliation to match their own religious identity; however, strength of religiosity drives the effect. My results indicate that religiously affiliated charities have financial incentive to selectively display their affiliation.

Examining fundraiser and major donor philanthropic relationships in U.S. higher education

**Genevieve Shaker, IU Lilly Family School of Philanthropy (gshaker@iupui.edu); *Deanna Nelson, Avila University (deanna.richards.nelson@gmail.com)*

Nurturing relationships between fundraisers and major donors is a priority for nonprofit organizations seeking crucial funding support. This grounded theory study's purpose was to formulate a theoretical framework of the development process of philanthropic relationships. We interviewed 20 fundraiser and major donor pairs from higher education institutions across several U.S. Midwestern states. The resultant model includes five tiers of increasing depth: (1) establishing a basic connection, (2) forming a personalized association, (3) solidifying a confident relationship, (4) diversifying a purposeful partnership, and (5) actualizing a consequential bond. The model articulates a theoretically under-researched area, providing practical applications for fundraising.

Examining Government Agencies in Cross-Sector Partnerships: A Social Network Analysis

**Joshua-Paul Miles, Northwestern University (joshuamiles2022@u.northwestern.edu)*

Cross-sector partnerships are becoming a widely used tool to create social change. This increase in use and popularity has caused both scholars and practitioners to want to understand sector differences in network governance within cross-sector coalitions. Using social network analysis, the study examines 10 cross-sector education-focused networks comprised of 359 organizations to observe network measures, regarding collaboration relationships. From survey data on collaboration in networks among members, this study examines the impact that government agencies have when operating in the lead agency role. This analysis offers insight into the role government agencies play within interorganizational network governance.

Examining Health Outcomes among Muslim Migrants in Malta: Collaboration between Civil Society and the Government

**Simone Martin-Howard, Long Island University-Brooklyn (Simone.Martin@liu.edu)*

The main research questions of this qualitative case study that explored the perspectives of healthcare leaders and government officials in Malta were: (1) How did civil society organizations in Malta mobilize coalitions to define priorities and address goals to reduce the IMR among migrants? and (2) Why do you think Malta's IMR is higher than other EU countries? Three themes emerged from eight semi-structured interviews: (1) divergent perspectives on the effectiveness of civil society vs. the government; and both (2) language barriers and (3) the shortage of culturally competent healthcare professionals as challenges to improving health outcomes.

Examining the role of institutional relationships within and between PES intermediaries: A case study of Bolivian NGO and municipal actors

**Brooke McWherter, Purdue University (bmcwhert@purdue.edu); *Zhao Ma, Purdue University (zhaoma@purdue.edu); *Laura Zanotti, Purdue University (lzanotti@purdue.edu); *Meagan Rathjen, Purdue University (mrathjen@purdue.edu); *Will Munger, Utah State University (willmunger@gmail.com)*

Payment for ecosystem service schemes have been widely implemented globally with the intention to conserve the environment and improve local livelihoods. NGOs and municipalities are often important intermediaries in the development and implementation process, but their interactions are not well understood. My research will explore how a local NGO is engaging with five municipalities, the influence of their political and institutional structures in these relationships, and how local communities are perceiving the program. Preliminary interviews suggest there is a disconnect between the intermediary and community perceptions of these interactions.

Executive Turnover in The Nonprofit Sector: The Trend and Financial Impacts

**Shuyang Peng, University of New Mexico (speng@unm.edu); *Young Joo Park, School of Public Administration, University of New Mexico (park@unm.edu); *Xi Gong, University of New Mexico (xigong@unm.edu)*

Executive turnover is a largely overlooked topic in nonprofit research. Yet, executive turnover has profound impacts on almost every aspect of organizational operations and performance. This study employed a longitudinal dataset extracted from the IRS 990 forms that included information about

nonprofits from all subsectors between 2013 and 2018. The study aims to uncover the trend of nonprofit executive turnover in the six-year span. Most importantly, it examines the financial impacts that executive turnover has on the nonprofits. The findings have theoretical and practical implications for managing executive transitions in the nonprofit sector.

Expanding the scope of nonprofit-government relations theory: A longitudinal examination of interlocal collaborations

**Kate Albrecht, University of Illinois-Chicago (kalbrech@uic.edu); *Kelly LeRoux, University of Illinois-Chicago (kleroux@uic.edu); *Saman Shafiq, University of Illinois-Chicago (sshafi7@uic.edu)*

Nonprofit studies continue to deeply examine the scope and nature of interlocal governmental arrangements with third sector organizations. Past research highlights the prevalence, strength, performance, and drivers of these collaborations, yet these studies are limited by sample sizes, years of data, and the service areas analyzed. This research paper aims to address this gap by examining the engagement of nonprofit organizations in interlocal agreements using a longitudinal analysis that includes over 30 service areas and examine trends and variations within and across service areas, as well as within and across partner types (city, county, state, special district, etc.).

Experiential Philanthropy: A Systematic Review of Peer-Reviewed Literature

**Hanjin Mao, Rutgers University – Newark (hanjin.mao@rutgers.edu)*

Experiential philanthropy is an innovative service-learning pedagogy in nonprofit management education. This paper provides a systematic review of all the 17 experiential philanthropy studies published in peer-reviewed journals from 2005 through 2020. Bibliometric information of the publications is visualized. Four major research themes emerge in the literature, including the concept of experiential philanthropy, its root in service-learning, current practice, and the efficacy of experiential philanthropy. A variety of methodologies have been applied in previous experiential philanthropy studies. The author also addresses the limitations of current studies and points out the future direction of experiential philanthropy research.

Exploring Innovations in Nonprofit Advocacy Research Methods: A systematic review of the of the literature

**Kevin Ward, Seattle University (wardke@seattleu.edu); *Dyana Mason, University of Oregon (dmason@uoregon.edu); *Gowun Park, University of Washington (gwpark@uw.edu); *Rachel Fyall, University of Washington (fyall@uw.edu)*

While the knowledge base around nonprofit advocacy has grown, the methodologies used to examine advocacy have remained relatively stable. Advances in advocacy research methods have the potential to help researchers address currently unanswered research questions. The purpose of this paper is to systematically review and analyze over 250 scholarly articles relating to the different methodologies that have been employed to study nonprofit advocacy. To provide structure to our inquiry, we have developed a conceptual process framework of nonprofit advocacy that maps out research questions commonly asked at various stages of inquiry. Our review of the nonprofit advocacy research methods and their limitations, we then call on researchers to implement newer methodologies for advocacy research.

Exploring the Gendered Dimensions of Meaningful Nonprofit and Public Work in a Neoliberal Era

**Billie Sandberg, Portland State University (sandber2@pdx.edu); *Robbie Robichau, Texas A&M University (rrobichau@tamu.edu); *Andrew Russo, Portland State University (russo2@pdx.edu)*

Nonprofit and public workers face increasing pressure to conform to market-based values and logics of action. These workers are encouraged to manage themselves like a firm, whereby individuals are “entrepreneurial subjects” that totally commit to personal and organizational productivity. The purpose of this research is to examine the intersection of neoliberalized nonprofit and public workplaces with gender and meaningfulness-making processes. Interview data from 45 public and nonprofit workers are analyzed to explore how those who identify as men and as women narrate their experiences of meaningful work, work-life balance, and emotional labor considering a neoliberalized work environment.

Exploring the Intensity of Volunteering Across Rural and Urban Communities

**Rebecca Nesbit, University of Georgia (nesbit7@uga.edu); *Laurie Paarlberg, Indiana University - Lilly Family School of Philanthropy (lpaarlbe@indiana.edu)*

Evidence suggests that there are important differences in volunteering across rural and urban places. This article investigates differences in the predictors of volunteer intensity—hours volunteered—across rural and urban communities. In addition, we seek to understand how the characteristics of rural and urban communities affect hours volunteered. This is important because rural communities have fewer nonprofit organizations and a smaller pool of potential volunteers, so community leaders need to understand what drives hours volunteered in their communities.

External Support And Hijack Of Civil Society-Led Social Movements In Nigeria: Assessing The #Not-Too-Young-To-Run Movement

**Raymond Adibe, University of Nigeria (raymond.adibe@unn.edu.ng); *Chukwuemeka Ejiofor, University of Nigeria (chukwuemeka.ejiofor@unn.edu.ng)*

The social movement to engage more young Nigerians in elective political contest tagged #not-too-young-to-run is a campaign which sought to reduce the age limit for running for elected office in Nigeria. However, the process was hijacked indirectly by the government through some CSOs that later joined YIAGA (the CSO that pioneered the movement) and compromised on the movement’s original demands. Since resources available from funders and CSOs’ internal capacity are critical to their survival and effectiveness, this paper exposed the subtle approaches adopted by the government to infiltrate CSOs-led struggles in Nigeria using the #not-too-young-to-run movement as a case study.

Extreme Disruption: Examining the Dynamic Capabilities of Nonprofit Organizations for Resilience

**Shola Ajiboye, Case Western Reserve University (sxa505@case.edu)*

The nonprofit (NPOs) sector is indispensable as one of the principal interrelated institutions in societal structures. The sector is at the forefront of the common good, advocating, and mobilizing to prevent environmental, biological, technological, and humanitarian disasters. The sector also provides needed relief in peaceful and turbulent times. Using a qualitative research methodology, this study examines the dynamic capabilities of NPOs and how

these capabilities are deployed to address the impacts of Coronavirus 2019 (COVID-19) pandemic. The study provides a basis for future research on nonprofit organizational adaptation to extremely turbulent events and provides nonprofit leaders the tools for resilience and sustainability.

Federal Funding of Religious Nonprofits: A Study of International Affairs Organizations

**Thad Austin, Duke University (thad.austin@gmail.com); *David King, Indiana University (kingp@iupui.edu)*

During the COVID-19 crisis, congress took unprecedented measures to shore up America's small businesses through the CARES Act, including extending federal loans to religiously identified organizations (RIOs) such as congregations and faith-based nonprofits. Government funding of religious organizations has been debated throughout the history of the United States. To better understand this debate and its overall impact, we examine the size and scope of federal grants to RIOs focused in the international affairs subsector, specifically investigating the likelihood that RIOs receive federal funds, the size and scope of federally funded RIOs, and their variation by degree of religious expression.

Fields of Work as Focus: A Systematic Literature Review for Nonprofit Organizations in China

**KE LU, The University of Hong Kong (luke.2018@hku.hk); *YANRAN YAO, The University of Hong Kong (yaoyanran36@gmail.com); *XUNYU XIANG, The Chinese University of Hong Kong (xunyu@connect.hku.hk)*

This study intends to explore the fields of work for nonprofit organizations in China investigated in the current literature. It has been noted that nonprofit studies are dominated by developed contexts. There is also a pattern that current studies on nonprofit organizations in China focus on state-society relations, neglecting important areas like nonprofit management. Therefore, this study intends to explore the focus of current literature by fields of work and understand the mechanisms behind. We have identified 518 studies from 6,027 studies collected by systematic review. This study would contribute to understanding the knowledge production process for nonprofit literature.

Fighting Goliath: policy advocacy strategies of environmental nonprofits facing large corporate interests on climate change

**Sheldon Gen, San Francisco State University (sgen@sfsu.edu)*

In policy battles connected with the global climate change crisis, the adversaries sometimes appear to be David versus Goliath, with smaller environmental nonprofits fighting well-mobilized and well-resourced corporate opposition. What tactics and strategies do nonprofits employ in these situations to get their policy preferences, and how do their strategies align with established theories of policy change? We employed q-methodology with a sample of nonprofit policy advocates to uncover two distinct strategies employed in situations of David versus Goliath. Those strategies are illustrated in four case studies of highly contentious policy advocacy campaigns in which environmental nonprofits battled corporate giants.

Finding Faith: Religion and Multiple Institutional Logics

**Robert Ressler, Gonzaga University (rwress@utexas.edu); *Pamela Paxton, The University of Texas at Austin (ppaxton@prc.utexas.edu); *Brad Fulton, Indiana University (fulton@indiana.edu)*

Although religion has been an enduring and significant component of U.S. civic life, the scope and scale of religious organizations in the nonprofit sector is unknown. This study demonstrates how the importance of attention to multiple institutional logics and proposes a new method to categorize nonprofits based off of identity-logics rather than activity logics alone. Compared to secular organizations, religiously-identified organizations tend to be older, have more revenue, and volunteers, and are more likely to have a whistleblower policy. Religiously-identified organizations are prevalent across the nonprofit sector and underscore religion's enduring influence within organizations and civil society. Brad Fulton Indiana University

For-Benefit Education in Higher Education

**Sungil Chung, Mary Baldwin University (schung@marybaldwin.edu)*

For-Benefit and B-Corps concepts have been a growing phenomenon in business discipline, especially in social entrepreneurship. In spite of its growth within both business and academic worlds, limited education on this topic has been introduced in higher education. This study explores how social science and business instructors in higher education have embedded the for-benefit and B-Corps concepts into their disciplines, classes and program. This study investigates the for-benefit and B-Corp related syllabi that the participants of the B-Academics Roundtable for past three years have introduced. With the analyses, how for-benefit and B-Corps concepts can be embedded in different disciplines, classes or programs in higher education will be introduced. Suggestions of the education and trainings within the higher education setting will be provided.

Formal and informal volunteering behavior of first and second generation immigrants

**Itay Greenspan, Hebrew University of Jerusalem (itaygree@mail.huji.ac.il); *Marlene Walk, IUPUI (mwalk@iupui.edu)*

Volunteering offers immigrants multiple cultural, economic, and personal benefits and thus has positive implications for their social integration. Yet, knowledge on the more intricate mechanisms underlying volunteering by immigrants is at its infancy. In this paper, we critically examine two aspects of immigrant volunteering: who is an 'immigrant' and what is considered 'volunteering' for newcomers in a host country. Drawing on the 2014 wave of the German Survey on Volunteering, we empirically explore variation on 'migration status' between native-born individuals and 1st and 2nd generation immigrants, and variation on the volunteering construct to include both formal and informal volunteering

Fragmentation and Resilience: A Study of the Chinese Foundations between the Epidemic and the Authoritarian Regime

**Echo Wang, National University of Singapore (ariwl@nus.edu.sg); *Runya Qiaoan, Palacky University and Mendel University (runya.qiaoan@upol.cz); *Jiangang Zhu, Nankai University (zhujiangang@nankai.edu.cn)*

Under the state corporatist framework and the 'administrative absorption of society', the development of philanthropic foundations in China has been limited. However, the outbreak of COVID-19 in Wuhan has revealed an inherent fragmentation among foundations, resulting in signs of possible pluralization of Chinese society. Through multiple case studies, this article compares the role of different types of foundations in the COVID-19 epidemic to support this argument. This research contributes to the existing literature by pointing out that even under the authoritarian regime, there is still a chance for pluralization and the potential development of civil society.

From compulsory school-based volunteerism in adolescence to voluntary community-based volunteerism in young adulthood

**Jin Yao Kwan, University of California, Los Angeles (kwanjinyao@ucla.edu)*

Extant research has documented that early volunteerism in adolescence is associated with different personal and societal benefits later in life. However, there is growing interest in the links between early volunteerism and volunteerism in young adulthood, especially through sustained and high-quality youth volunteer programs. Guided by the life course perspective and a model of sustained volunteerism, this study of 50 young adult Singaporeans found that whether a young Singaporean moves from school-based volunteerism in adolescence (which is compulsory) to having the empathy and the intent to volunteer to community-based volunteerism in young adulthood (which is voluntary) is contingent upon his or her exposure to a high-quality community service experience. The findings have the potential of increasing the rate of volunteerism in Singapore and could increase knowledge of the processes involved in these transitions.

Frontline Healthcare Professionals and Inquiry

**Michael Cauley, DM Nonprofit Management Fellow, Weatherhead School of Management, Case Western Reserve University (mrc173@case.edu)*

In nonprofit healthcare, where service is presumed motivation, the Covid-19 pandemic is increasing attention toward the demands from the whole person (employee), yet the impact of the whole person on decision-making has not been empirically investigated. The Covid-19 pandemic presents problems that require all of the lived experiences and insights from frontline healthcare professionals. However, in a nonprofit environment the whole person is assumed fully present which potentially limits awareness. This research provides insight into the whole person using a phenomenological, grounded theory approach to discover areas of emergence for decision-making through a qualitative study of 30 frontline healthcare professionals.

Funding Disparities between Race-conscious and Race-neutral Nonprofits

**Shuyi Deng, University of Minnesota (dengx413@umn.edu)*

This paper examines the effects of race neutrality on revenues of nonprofit organizations. Using the IRS 990 E-filer Data, this paper develops an instrument based on automated text analysis of mission statements and program services descriptions to identify race-neutral nonprofits and race-conscious nonprofits. Then a two-way fixed effects model is adopted to estimate the effects of race neutrality on various types of revenues of nonprofits. Finally, Blinder-Oaxaca decomposition analysis is conducted to study how much of the observed funding disparities, if there is any, is due to the fact that a nonprofit is a race-neutral or a race-conscious one.

Fundraising in Library Districts: A Case Analysis Focusing on Revenue from the Private Sectors

**Issei Suzuki, Graduate School of Library, Information and Media Studies, University of Tsukuba (issei.s1218@gmail.com); *Masanori Koizumi, Faculty of Library, Information and Media Science, University of Tsukuba (koizumi@slis.tsukuba.ac.jp)*

The objective of this research is to clarify the actual situation of fundraising activities that are being conducted by library districts despite having a stable financial source based on the tax levy. Through the case analysis, we illustrated that library districts are aggressively raising funds from the private sectors

rather than relying on property taxes. The results of this research showed that Special-Purpose Governments such as library districts actively collect donations from private sectors by continuously running fundraising activities rather than the conventional view that Special-Purpose Governments depend on their own financial resources.

Gender in Nonprofit Graduate Curricula: A Pedagogical Approach to Fostering Inclusion

**Michelle Evans, Assistant Professor (michelle-evans@utc.edu); *Jose Luis Irizarry, Florida Atlantic University (jirizarry2014@fau.edu)*

This paper will examine evidence of pedagogical choices that impact, either negatively or positively, the conveyance of gender and inclusion of a broad spectrum of voices as communicated through course syllabi in nonprofit standalone graduate programs. Attention to gender differences in course syllabi within and between programs and schools is increasing throughout the social sciences in other fields (Atchison, 2017; Knepper, Scutelnicu & Tekula, 2020) but has so far received limited attention in nonprofit studies. Thus, we will also look at differences between courses, subject matters, within the same program, and across universities and schools.

Getting Rich but Not Giving: How to Understand the Giving Puzzle in China

**Qian Wei, The University of British Columbia (qian.wei@ubc.ca)*

Past decades have witnessed phenomenal economic growth in China. However, in sharp contrast to this wealth expansion is, many people are still unwilling to give and there is a lack of civic spirit in Chinese society. According to the World Giving Index (2019), which measures how charitable the general population is within a country, China is the world's least generous country over the last ten years (2009-2018). I call this the "giving puzzle", an interesting but under-explored question: in the soon-to-be largest economy in the world, why are people not willing to give even though they have better access to financial resources? Therefore, this paper is among the first to address this puzzle by examining the relationship between income and charitable giving in China, paying special attention to the mechanism that may moderate the positive impact of income on donations.

Giving Beyond 990s: The Embedded Philanthropic Practices Within Black and Native American Communities

**Amanda Bankston, School of Government and Public Policy, University of Arizona (apbankston@email.arizona.edu); *Cheryl Ellenwood, University of Arizona (cheryle@email.arizona.edu)*

Conventional nonprofit discourse paints communities of color as recipients of philanthropy, overlooking the embedded giving cultures that have upheld Black and Brown communities for centuries. As crowdfunding increases, social media provides one platform to examine longstanding philanthropic practices within underrepresented communities. Online giving practices reveal a more inclusive picture of American philanthropy. This paper examines the charitable practices of underrepresented communities that have largely existed beyond the reach of Forms 990. Using Twitter and Facebook, we trace demographic digital giving trends in Robeson County, North Carolina during early response to the coronavirus from March to May 2020.

Giving Ecosystem: Research on Declining US Donor Participation

**Sasha Zarins, Indiana University Lilly Family School of Philanthropy (szarins@iupui.edu); *Xiao Han, Indiana University Lilly Family School of Philanthropy (hanxia@iupui.edu); *Una Osili, Indiana University Lilly Family School of Philanthropy (uosili@iupui.edu)*

From 2000 to 2016, the percentage of American households giving to charity dropped from 66.2% to 53.1% according to Philanthropy Panel Study (PPS) data. Declines in the giving rate occurred among almost all socio-demographic groups, including by gender, race, age, income, and education level. Despite these declines, generosity is a shared human behavior that spans time, race, ethnic background, and geography. Therefore, this paper aims to answer the following overarching questions: (1) How the decline in participation in charitable giving differs across diverse donors, time, and geographic context; and (2) Why this decline may be occurring.

Government – nonprofit partnership under economic uncertainty: longitudinal study of privatization of public service delivery (2008-2012)

**Sungeun Kim, Oakland University (skim4@oakland.edu); *Youngsung Kim, Rockefeller College, University at Albany (ykim22@albany.edu)*

Why do local governments choose nonprofit organizations to deliver public services during the economic recession? This study examines how local governments choose privatization of service delivery as they respond to the community needs, pressure for cost-reduction, and resource availability in counties during the economic recession. Using 2012 survey data of US local governments, US Census data (2008-2012), and IRS 990, our analysis will help understand why local governments choose to deliver public services through collaboration with nonprofits and whether they respond to community needs to improve social equity in public service delivery during the economic recession.

Gratitude and fundraising: Does “putting the ‘you’ in thank you” promote giving?

**Patrick Dwyer, (Ph.D) Indiana University Lilly Family School of Philanthropy (pcdwyer@iupui.edu); *Audra Vaz, Appalachian State University (vazah@appstate.edu)*

This study investigated whether scripted forms of self-benefit or other-praising expressions of gratitude, as provided by university student callers, led to subsequent and/or increased giving. The study also examined whether the contact type of live conversations or voicemails had any impact on giving. Findings revealed that donors who received the other-praising script through a live conversation were more likely to give. Also, while neither type of script nor type of contact produced a significant main effect on whether donors gave again, the study showed that those who received voicemails, regardless of script, gave higher subsequent gifts.

Has liberalism lost ground against conservatism? Legitimacy of civil society in public media discourses in Austria

**Julia Litofcenko, WU Vienna University of Economics and Business, Institute for Nonprofit Management (julia.litofcenko@wu.ac.at)*

Individualistic, liberal values are increasingly under dispute. How does this development change the role of civil society in the socio-political landscape? By analyzing accounts on civil society in Austrian public media during an authoritarian shift, this paper traces how legitimate agency is constructed in reference to liberal vs. conservative moral principles. About one million articles from ideologically and regionally diverse newspapers and the most influential television channel are evaluated with the use of methods from corpus linguistics and natural language processing.

How CEOs Lead Values Based Financial Institutions

**Dwayne Naylor, Case Western Reserve University DM Candidate (kdn17@case.edu)*

The banking industry is ripe for disruption (Gomber, Kauffman, Parker, & Weber, 2018). A primary threat to the banking model is industry leadership not adapting to the paradigm shift in consumer and employee demands towards a collective good and businesses that make a difference (Bhattacharya & Sen, 2004). Banks and credit unions have an opportunity to grow their stakeholders' trust that can allow them to flourish, rather than being disintermediated, or removed from financial transactions, by fintechs (financial technology companies). Simply providing extrinsic value and offering competitive financial services may not be sufficient to produce a sustainable banking model of the future.

“Banking on Values,” or “Values-Based Banking” aspires to sustainability through involvement in the communities that are served. A shared vision towards Banking on Values, which focuses on people, planet, and prosperity, may increase the engagement of stakeholders and improve financial performance.

How do community media activities construct community identity? Comparative case studies from MapoFM in Seoul, Korea

**Jeonghwa Yang, Florida State University (jy19g@my.fsu.edu); *Ralph Brower, Florida State University (rbrower@fsu.edu)*

This study examines how community media activities construct community identity within the community building project initiated by Mayor Park in Seoul, Korea. We develop an analytic framework based on “agenda-setting theory” and apply case study methods to data that include broadcast programs and interviews. This study represents a unique effort to examine the relationship between community media and community identity. The study expands the research prospects for the role of community media activity, which is an often-overlooked vehicle for community development. Finally, we provide practitioners with guidance for ways to support and enrich community media activities.

How do management practices build sustainable nonprofits during challenging times?

**Jeongyoon Lee, University of Kentucky (julialejy@gmail.com); *Young Joo Park, School of Public Administration, University of New Mexico (park@unm.edu); *Sungeun Kim, Oakland University (skim4@oakland.edu)*

How well can nonprofits be ready themselves to respond to the economic downturn? How does nonprofits' management practice help their financial sustainability? This study examines how nonprofits' administrative-cost ratio, resource diversification, and self-generating income influence nonprofits' financial sustainability during the economic recession. Using IRS 990 and US Census data (2007-2015), our analysis will help pinpoint how management practices can best be deployed for preparing for economic recession while further providing implications for nonprofits' strategic planning and sustainability.

How Do Public Libraries Respond to Growing Community Needs for Services?: Creating Special-Purpose Governments

**Issei Suzuki, Graduate School of Library, Information and Media Studies, University of Tsukuba (issei.s1218@gmail.com); *Masanori Koizumi, Faculty of Library, Information and Media Science, University of Tsukuba (koizumi@slis.tsukuba.ac.jp)*

Currently, the legal basis for public libraries to obtain stable financial resources through the formation of library districts in the United States is attracting attention. Also, it has been pointed out that library districts are more flexible in management than public libraries run by General-Purpose Governments in theory. Therefore, we analyzed how library districts respond to the needs of the community in relation to the institutional characteristics of Special-Purpose Governments. In conclusion, we clarified that it is possible to manage and respond to the increased needs of the residents, such as digital demand by securing financial resources and increasing management flexibility.

How does economic inequality affect charitable giving? A cross-national perspective

**Yongzheng Yang, Indiana University Lilly Family School of Philanthropy (yangyon@iu.edu)*

Rising economic inequality is a global and concerning trend. Existing studies contribute to the understanding of the impact of economic inequality on philanthropy, but they do rarely pay attention to the mechanisms shaping this relationship. Building on sociological and psychological theories, we argue that both people's trust in others and their acceptance of economic inequality influence the relationship between economic inequality and charitable giving. We will analyze data from a cross-national level and test our hypotheses using Logistic Regression and Tobit model. This study will be preregistered before statistical analysis. Consequently, there are no preliminary results at present.

How does religion affect secular giving? A Systematic Literature Review

**Anita Graeser Adams, IUPUI Lilly School of Philanthropy (agraeser@iu.edu); *Kidist Yasin, IUPUI Lilly School of Philanthropy (kiyasi@iu.edu); *David P. King, Indiana University Purdue University at Indianapolis (kingdp@iupui.edu)*

Although religious giving represents the largest form of giving in the US, some scholars have questioned its overall impact on social welfare pointing the possibility that the benefit of funds might stay within the religious community. Yet, existing studies show mixed evidence on the effect of religion on secular giving. Using systematic literature review, our study will explore theories and empirical evidences to provide an integrative framework that identifies the mechanism through which religion affects secular giving. The study will also compare the effectiveness of the major five religious' traditions in encouraging members to internalize generosity towards secular organizations.

How Partnership Re-Shapes Organizations: A Longitudinal Study of a Large Public-Nonprofit Collaboration

**Renee Nank, University of Texas Rio Grande Valley (renee.nank@utrgv.edu)*

There are few research efforts that tell the story of public-nonprofit collaborations spans years, specifically from planning to the present day. The value of such research is in the findings, or the story, that such an up close" exploration of a partnership can tell. This research centers on a large-scale public-nonprofit partnership formed to address an intractable problem: the euthanasia of high numbers of public shelter pets at a large municipal Texas shelter.

These high euthanasia rates persisted despite political will and public investment, and so an alternative solution was implemented in the form of a public-nonprofit collaboration. Issues thought to be central to public-nonprofit collaborative success are investigated such as trust, innovation and sharing of resources. Also examined is how partners navigate divergence in the means to, or perceptions of, success, authority, and if and how interdependencies and learning re-shape organizational priorities and programs.

How Predictable is Predictable Giving? Why Donors Give Monthly

**Elizabeth Searing, University of Texas at Dallas (esearing@albany.edu); *Liam Duell, University at Albany, SUNY (lcduell@albany.edu); *Tim Sarrantonio, Neon One, LLC (tim@neonone.com)*

Though researchers in several disciplines have long been fascinated by philanthropy, little attention has been given to why some donors prefer to give on a monthly basis. Despite an increase in commercial subscription spending, there has been no matching surge of interest in why donors would choose a similar method to donate. Using theories from both economic psychology and e-commerce, we build and test a profile of the typical monthly giver using a new source of gift-level information on donations. We expect to find that younger, urban donors are monthly givers, despite lower levels of wealth compared to annual donors.

How sensitive are nonprofit labor markets to government spending? Estimates from of the American Recovery and Reinvestment Act

**Jeremy Thornton, Samford University (jpthornt@samford.edu)*

How much will federal spending stimulate nonprofit sector labor markets? We use the American Recovery and Reinvestment Act (ARRA) of 2009 to identify government funding shocks. We then use the BLS Quarterly Census of Employment and Wages (QCEW) to measure nonprofit labor supply. With this data, we identify nonprofit employment across states and industry classification at the two-digit level. Preliminary point estimates indicate that \$100,000 of fiscal stimulus to states results in an additional 4.5 nonprofit job-years. The nonprofit sector is, on average, eighteen percent more sensitive to variation in government funding than the US labor market as a whole.

How volunteers' proactivity translates HR practices into satisfaction: the mediating role of job crafting

**Marlene Walk, IUPUI (mwalk@iupui.edu); *Emily Peterson, IUPUI (evpeters@iu.edu)*

Volunteer satisfaction is an important concern, because volunteers “vote with their feet” and leave nonprofit organizations when they are dissatisfied. This study focuses on the relationship between volunteer satisfaction and how volunteers perceive human resource management practices. Moreover, we argue that how volunteers engage with their volunteer work environment matters. As such, we propose that volunteer proactivity acts as a mediator and can explain the relationship between perceptions of HR practices and satisfaction. We test and (partially) confirm our hypotheses using a sample of 678 volunteers in one youth-serving nonprofit organization in the Midwest of the United States.

Hybrid Organizations, Economic Distress, and the Imperative of Resilience

**Rasheda Weaver, Iona College (rweaver@iona.edu); *Chyanne Blakey, Iona College (cblakey1@gaels.iona.edu); *Zenobia Mojica-Turner, Iona College (zmojicaturner1@gaels.iona.edu)*

This research examines the experiences of hybrid organizations, also referred to as social enterprises, during the COVID-19 pandemic. Hybrid organizations are organizations that aim to address social problems using revenue-generating activities. This study uses data from Weaver's Social Enterprise Directory, an online directory and database with information on over 1,200 social enterprises to uncover answers to the questions: 1) How are hybrid organizations affected by the COVID-19 pandemic? 2) What factors make some hybrid organizations more resilient and others more susceptible to economic uncertainty? And 3) What can hybrid organizations do to better prepare for future economic crises?

Hybridity Issues Beyond Organizational Identity and Multiple Logics: A Study of a Joint Cooperative – Union Initiative

**James Mandiberg, Silberman School of Social Work at Hunter College (jm945@hunter.cuny.edu)*

Hybridity is often discussed through the lenses of multiple organizational identities and multiple logics. There is less discussion of hybridity through the lens of organizational form, or through the lens of unanticipated outcomes. This paper addresses both of the latter through interview-based research on the relationship between Cooperative Home Care Associates (CHCA), the largest worker cooperative in the U.S., and 1199SEIU, the largest union on the East Coast of the U.S. The paper discusses organizational form options and unanticipated outcomes.

Identifying Infrastructure Organizations Through Mission Statements

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

Infrastructure organizations (IOs) have become increasingly important in supporting the nonprofit sector, particularly in the areas of strengthening organizational capacity, mobilizing resources, supplying information, and building partnerships. In academia, however, we lack of the basic knowledge about them. This study aims to identify IOs, based on their mission statements. Using Python, we conduct dictionary-based text analysis on 237,740 mission statements and then proof-read them. The list of IOs generated with this method will be more accurate than the traditional NTEE approach. This study contributes to the scanty literature on IOs and lays the foundation for future studies on this topic.

Immigrant-Serving Organizations as Local Policy Advocates

**Apolonia Calderon, University of Maryland, College Park (apolonia@umd.edu); *Daniel Chand, Kent State University (dchand@kent.edu); *Daniel Hawes, Kent State University (dhawes2@kent.edu)*

Scholars have examined how nonprofits engage in policy advocacy to serve under-represented and low-power communities. Yet, little research examines how immigrant-serving organizations (ISOs) engage in formal policy advocacy on behalf of immigrants. We use responses from a nationwide survey and administrative data for all 1,079 ISOs operating in the continental U.S. to determine how effective groups are at shaping local policy implementation.

Results show that most groups do not engage in formal advocacy. However, those that do are effective at influencing interior enforcement decisions by government agencies to not comply or participate in ICE detainers and 287(g) enforcement programs.

In Nonprofits We Trust: Partisanship, Government Failure, and the Nonprofit Sector

**Samantha Zuhlke, Texas A&M University (szuhlke@tamu.edu)*

How does partisanship affect the size of the nonprofit sector? This paper advances a new, political theory of the nonprofit sector. I argue that individuals exit to the nonprofit sector when government fails, and individuals are unwilling to voice their concerns to government due to a lack of trust. Because partisanship is a visible cue about who the government is willing to listen to, the size of the nonprofit sector increases when constituents and representatives are not members of the same political party. I test my theoretical expectations using data on U.S. elections, environmental policy votes, and charitable donations.

Individual and Community Behavioral Responses to Natural Disasters

**Hanan Yonah, The Hebrew University of Jerusalem (hanan.yonah@mail.huji.ac.il); *Claude Berrebi, The Hebrew University of Jerusalem (claude.berrebi@gmail.com); *Ariel Karlinsky, The Hebrew University of Jerusalem (karlinsky@gmail.com)*

How do people and communities respond to catastrophes? A natural disaster is a type of external, quasi-random and unexpected catastrophic shock that generates psychological, social and economic implications. Using detailed county level administrative data of charitable contributions, crime and natural hazards in the U.S. in the recent decade, we empirically identify and quantify the causal effect of natural disasters on prosocial and antisocial behavioral reactions.

Our main finding is that while monetary contributions decline in the local affected community in the aftermath of natural disasters, the neighboring and more distant communities react by increasing their charitable giving. Additionally, we find that in the affected community, natural disasters effect crime negatively, dispelling popular conceptions regarding looting, and that while federal assistance crowds out charitable contributions, it does not change the residents' reaction to natural disasters.

Influence of Organizational Identity on Form of Post-disaster Philanthropy

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

Following disasters, organizations from every sector respond to provide assistance, including monetary donations, in-kind support, and volunteer labor. Despite complaints from disaster management experts about difficulty managing volunteers and supplies, these alternative forms of donation may exceed monetary gifts. This paper seeks to explore what aspects of identity lead organizations to provide cash, rather than in-kind, support following a disaster. Qualitative comparative analysis of survey responses from 170 donor organizations will identify clusters organizations sharing similar identity aspects, like fit with mission, sector, or geographic location, that tend to provide a particular form of assistance.

Influencing Charitable Giving Among Generation Z Consumers: Optimal Advertising Appeals

**Steven Bauer, Business Administration Division, Seaver College, Pepperdine University (); *Ronald Conlin, Pepperdine University (ronald.conlin@pepperdine.edu)*

Generation Z consumers are key for nonprofits, as they show a strong sense of social responsibility. However, little research on advertising appeals to engage Generation Z in charitable giving has been implemented. This study builds on research with the general population which shows the effectiveness of negative advertising appeals. We analyze the effect of appeals based on sympathy, guilt, and fear, and show that sympathy ads are particularly effective. Our research thereby provides insight on the key emotional levers nonprofits can use to encourage giving among the Generation Z cohort.

Influencing Policy and Politics: The Structure, Capacity, and Outcomes of Politically Active 501(c)(3)/ 501(c)(4) Hybrid Organizations

**Margaret Post, Clark University (mpost@clarku.edu); *Elizabeth Boris, Urban Institute (eboris@urban.org)*

Politically active 501(c)(4) social welfare organizations support a nonprofit infrastructure that strengthens democracy by facilitating direct engagement in politics and policy. Through a hybrid structure with 501(c)(3) organizations, grassroots 501(c)(4) organizations function as a bridge between diverse constituencies and the public and private institutions that govern society. This paper explores the structure, capacity, and outcomes of these organizations with a focus on how the organizational form influences politics and policy. Using case description and comparative analysis, we examine organizations in five states to explain how politically active hybrid organizations function within ecosystems of other civic and political organizations.

Informal volunteering, wellbeing and chronic stress: A longitudinal analysis in the UK

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

This paper uses longitudinal health and blood sample from 409,031 person-wave observations (adults over time) from 1993-2017 in the British Household Panel Survey and the UK Household Longitudinal Study and explores how informal volunteering is related to subjective health and chronic stress. We explore how the instance and intensity of informal volunteering is associated with chronic stress and wellbeing. We also test for differences in stress and wellbeing for people who have informal volunteering responsibilities within the home compared to outside of the home, and whether there are differences between who is the recipient of informal care e.g. a spouse, parent, child or extended family member.

Information Asymmetry, Organizational Performance, and Private Giving: Can Performance Ratings Restore Trust in Nonprofits?

**Yuriy Davydenko, Georgia State University (ygdavydenko@gmail.com)*

Performance monitoring services (charity ratings) have evolved within the third sector as a tool for advising donors and addressing accountability concerns. Research, however, has frequently questioned this tool's efficacy. Using an experimental design, this study examines how metrics embedded in nonprofit performance report cards, particularly composite ratings and overhead ratios, influence perceived performance, trust, and giving of individual donors. The results show that individuals consider both ratings and overhead ratios when making decisions but give ratings more weight. The study also reveals complex patterns in donor reactions to those measures, interactions between them, and a moderating role of individual characteristics.

Infrastructure-oriented grantmaking on the rise? An experimental investigation of foundation managers' grantmaking preferences

**Peter Schubert, University of Hamburg (peter.schubert@uni-hamburg.de)*

Resource providers of nonprofit organizations predominantly fund specific projects to the neglect of general infrastructure. Yet, discourses in the foundation sector hint at an increased awareness regarding the importance of supporting grantee infrastructure to achieve effectiveness. This study offers a new approach to examine foundation managers' contemporary attitudes towards infrastructure-oriented grantmaking. Based on a sample of 269 German foundation managers, a choice experiment was conducted to test foundation managers' inclination to allocate funds to infrastructure grant requests as opposed to project grant requests. Results show that while foundation managers strongly oppose covering expenses for professionalization, they appear more open to support expenses for general operations.

Institutional Complexity and Organizational Hybridity in the Dynamics of Government-CSO Partnerships: The Case of Seoul Metropolitan Community Development

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

Extensive literature about public administration and nonprofits has recently drawn attention to various perspectives on organizational hybridity. From the case of Seoul Metropolitan government, we extend extant theory by illuminating characteristics of hybridity that emerge from dynamic interactions between city government and civil society organizations (CSO). Our analysis is based on 31 interviews with leaders of hybrid organizations, government officials, and community participants. We focus especially on the unique but rich perspective of government-CSO governance relations and organizational hybridity from the Korean context.

Institutional diversity demographics in environmental nonprofits: A strategy for enhancing coastal sustainability in vulnerable communities

**Taiwo Oguntuyo, Old Dominion University (togun001@odu.edu)*

This qualitative study seeks to examine the level of institutional diversity and inclusion practices in Virginia's environmental nonprofits' board and staff composition, using Virginia's land conservation environmental nonprofits as a case study. The research will employ a post-positivist research methodology and content analysis research tradition. The study will also explore three main research questions: What is the diversity and inclusion level of Virginia environmental nonprofits? To what extent do Virginia environmental nonprofits incorporate diversity and inclusion in their board demographics? To what extent do Virginia environmental nonprofits incorporate diversity and inclusion in their staff demographics? The study will explore these research questions and articulate conclusions and recommendations for environmental nonprofits and the field of philanthropy in general, based on the findings.

Institutionalism, Professionalization and the Evolution of a Nonprofit Sector

**Dyana Mason, University of Oregon (dmason@uoregon.edu); *Rich Margerum, University of Oregon (rdm@uoregon.edu); Stacy Rosenberg, Oregon State University (stacyr@uoregon.edu); *Samuel Ault, University of Oregon (sault@uoregon.edu)*

Organizations are known to evolve and adapt over time. Institutional theories that seek to explain patterns of change often engage with the frameworks of isomorphism, rationalization and professionalization, where professionalization refers to the use of management best-practices. What is less understood is how external pressures may impact stakeholder relationships and organizational decision-making, particularly as organizations become more professional. This study makes use of a unique dataset that offers the opportunity to study the development of a subsector of nonprofit organizations, watershed councils, as they have evolved over the last two and half decades in the state of Oregon.

International Humanitarian Aid Volunteers, Emotional Labor and Burnout: A Qualitative Exploratory Study

**Holly Richardson, University of Utah (hollyonthehill@gmail.com)*

This paper seeks to understand emotional labor and burnout as they relate to international humanitarian aid volunteers. While there is existing literature on INGO volunteers, emotional labor, and burnout, there is little to no research that connects the three bodies of literature. This paper explores this issue through a qualitative exploratory study of nonprofit leaders who take humanitarian aid volunteers into developing countries for relief and development work. Preliminary results indicate that INGO leaders knowingly engage in emotional labor, are aware of, and have experienced burnout. They also are aware of potential emotional difficulties for the short-term volunteers.

Internationalization of Nonprofit Education Program: Opportunities and Challenges in Transforming Nonprofit Education Curricula worldwide

**Matthew Ma, St. Louis University (iordyem.ma@slu.edu)*

The fast-global expansion of nonprofit organizations in the twentieth century has been accompanied by the growth of nonprofit education initiatives around the world (Hvenmark, 2012; Mirabella, Gemelli, Malcolm & Berger, 2007). With that growth comes a need to infuse greater global knowledge, awareness, and competency across programs and curricula (de Wit & Leask, 2017). This presentation examines the opportunities and challenges in two cases of curricular development: the internationalization of the curriculum of a comprehensive master's degree in nonprofit leadership worldwide, and the expansion of nonprofit management education worldwide. We propose strategies that go beyond the addition of a single course or intervention to embrace more comprehensive, diverse and innovative approaches to internationalizing nonprofit education.

Interorganizational Partnerships Formed Under Stress by Arts and Culture Organizations in Metropolitan Detroit

**Sara Ismail, Wayne State University (cj5692@wayne.edu); *Alisa V. Moldavanova, Wayne State University, Detroit (alisam@wayne.edu)*

Arts and culture organizations are important community actors. However, many of these organizations are vulnerable to the effects of economic recessions, the most recent one of which is the Great Recession of 2007-2012. Many arts and culture organizations in Metropolitan Detroit engaged in creating partnerships with other to actors alleviate their financial burden caused by the recession. In this paper we investigate such partnerships by asking the following question: What role do interorganizational partnerships play as a stress coping strategy for high, medium, and low stressed arts and culture organizations?

Is governance enough? Assessing municipal capacity for complex service delivery

**Renzo de la Riva Aguero, Indiana University – Bloomington (rdelariv@indiana.edu)*

Municipalities in the Global South are at the forefront of climate action. They suffer severe weather hazards that have increased their vulnerability and exposed their populations, infrastructure, and operations to unprecedented risk. These impacts are surpassing the local capacity to address them effectively via service provision. However, service performance seems to vary depending on the complexity level of the service itself. Given the implications of waste management for climate change mitigation and adaptation, this paper uses a panel dataset of Peruvian municipalities to examine whether local governance factors explain the differential performance of two of its services ranging in complexity.

Is Policy Advocacy Harmful? The Impact of Lobbying Engagement on Nonprofits' Financial Performance

**Qingqing Sun, School of Public Policy, University of Maryland- College Park (qsun123@umd.edu); *Jiahuan Lu, Rutgers University- Newark (jl2129@newark.rutgers.edu)*

The association between lobbying activities and nonprofit human service organizations (NHSOs)' financial health and capacity remain unclear. Some scholars argue lobbying, which can be perceived as a confrontation with the government, endanger NHSOs' ability to receive government funding (Leech, 2006; Onyx et al., 2010) while other scholars claim that lobbying contributes to NHSOs' financial performance through advocating for policies that protect NHSOs' financial interests (Almog-Bar & Schmid, 2013; Mosley, 2011; Suárez & Hwang, 2008). To answer this question, the authors test the effect of lobbying engagement on NHSOs' financial performance, including revenue growth, financial vulnerability, and revenue volatility, using propensity score matching, weighted least-squares regression, as well as 2009-2016 IRS tax return data.

Isomorphic Process or Not? An Analysis of Social Enterprise Accreditation Policies in China

**Meng Ye, Ph. D. student at Andrew Young School of Policy Studies at Georgia State University (mye2@student.gsu.edu)*

This article discusses China's most recent social enterprise-related laws in a systematic fashion and examines from an institutional isomorphic perspective on how they influence the emergence of social enterprise (SEs) in China. It first analyzes general laws applicable to SEs at the national level, including laws regulating three organizational forms that can house SEs as well as tax and social investment policies impacting SEs' operation. Then at the local level, the article analyzes policy specifically designed for SEs – three different models of SEs accreditation policies emerging in various regions of China. Based on such systematic review of SE law and policy in China, the article assesses, applying the institutional isomorphism theory, whether current legal environment for SEs exerts isomorphic pressure on organizations trying to innovate from the traditional for-profit and nonprofit organizational structures to become SEs.

Leaders of color and nonprofit financial outcomes: A study in Atlanta, Georgia

**Bo Li, Georgia State University (bli10@student.gsu.edu)*

Racial/ethnic diversity of nonprofits has attracted more attention and systematic analysis of its impact is needed. Based on Upper Echelon Theory, I focus on the top management team that comprises both the executive directors and board members, and check its racial/ethnic composition's impact on organizational finance in terms of strategic choices and financial health outcomes. The data comes from a combination of Form 990 data for 501c3

nonprofits in Atlanta and leaders' race/ethnicity information identified by the author. The results will improve our understanding of racial/ethnic diversity in nonprofit management and offer implications for nonprofit leader selection.

Leadership During Crisis: Understanding Muslim-American Nonprofit Leaders' Response to Covid-19

**Rafeel Wasif, University of Washington (rafeel@uw.edu); *Shariq Siddiqui, Lilly Family School of Philanthropy Muslim Philanthropy Initiative (ssiddiqui@iu.edu); *Zeeshan Noor, The University of Texas at Dallas (zeeshan.noor@utdallas.edu); *Sabith Khan, California Lutheran University (sabkhan@callutheran.edu)*

Crises can severely affect nonprofits by reducing their funding while increasing demands for their services. Nonprofits working on minority issues like Muslims face further challenges as they often operate with small budgets and financial reserves. At the same time, they also provide services to a diverse audience as they work with Muslims working from several ethnic and socioeconomic backgrounds. These issues raise dilemmas for the nonprofit leadership about optimizing their work and outreach. This survey aims to understand how minority groups navigate crises by studying how Muslim-American nonprofit leadership is trying to navigate the COVID-19 crisis.

Let Me Count the Ways: Understanding the Benefits of Volunteer Involvement for Nonprofit Organizations

**Tania Lizzeth Hernandez Ortiz, Arizona State University (therna23@asu.edu); *Jeffrey L. Brudney, University of North Carolina Wilmington (brudneyj@uncw.edu); *Mark Hager, Arizona State University (mark.hager@asu.edu)*

Our study focuses on identifying and explaining the types of benefits that volunteers bring to nonprofits by measuring and assessing the benefits of volunteers at the organizational level. We propose three types of benefits—financial, program, and expressive—which we explain based on duration of volunteer work (long-term vs. short-term), volunteer intensiveness (number of volunteers and volunteer hours), and organizational characteristics. We use an Exploratory Structural Equation Modeling (ESEM) to explore the relationships that explain the different types of benefits. Results include a characterization of the types of benefits of volunteer involvement and preliminary explanations.

Liberating the Philanthropic Archive: Navigating Historical “Silences” and “Absences” when Researching Philanthropy in Marginalized Communities

**Tyrone Freeman, IUPUI (tyfreema@iupui.edu); *Kim Williams-Pulfer, Indiana University Lilly Family School of Philanthropy (kpulfer@iu.edu)*

Historical analysis of civil society provides useful assessments of its development over time. However, the marginalized status of underrepresented populations in historical archives often leads to their philanthropy being neglected. In this paper, we examine the philanthropic experiences of Afro-Caribbean and African American communities in the early twentieth century, and the critical historical research methods we used to create an inclusive lens for recognizing and interpreting their voluntary actions in the archival record. This paper contributes knowledge by articulating critical approaches for navigating the silences and absences of the archive that have obscured the philanthropic agency of black communities.

Long-term Crisis Recovery Response: Examining the Network Capacity of Nonprofit and Local Government Emergency Management Network Structures

**Teshanee T Williams, University of North Carolina – Chapel Hill, School of Government (); *Maureen Berner, University of North Carolina – Chapel Hill, School of Government (mberner@sog.unc.edu)*

During the recovery phase of a disaster, effective long-term recovery response efforts orchestrated by local governments and nonprofit organizations are dependent on the capacity of network structures. To explore this issue, we examine inter-organizational recovery efforts for counties affected by Hurricane Florence in North Carolina. Initial results of our research indicate that during the recovery phase of a disaster, long term recovery efforts are often hampered by changing economic and political factors. Our research examines the carrying capacity of these inter-organizational collaborations used for supporting long-term recovery efforts, like those needed for large economic disasters.

Mapping Select U. S. Community Foundations and COVID 19 Responsive Community Philanthropy

**Patsy Kraeger, Georgia Southern University (pkraeger@georgiasouthern.edu); *Rhonda Phillips, Purdue University (rphillips@purdue.edu); *Kerry Kuenzi, University of Wisconsin-Green Bay (kuenzik@uwgb.edu); *Imonkhae Ugboya, Georgia Southern University (iu00200@georgiasouthern.edu)*

Community foundations are perceived as pivotal to advancing well-being and local solutions to local problems (Graddy, Morgan, 2006). Community foundations are place-based organizations for community development (Carman, 2001).

Motivating volunteer turnout during natural hazards in Japan

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

Volunteers serve a crucial role in post-disaster situations, providing resources, emotional support, and labor at a time when local and national government capacity may be diminished. Yet little is known about the broader conditions - geographic, environmental, and otherwise - that drive more or fewer volunteers to disaster sites. Using a new dataset of nearly 60 Japanese disasters between 1995 and 2019, this study analyzes the factors that drove volunteer turnout. Controlling for some factors, including media coverage, regional variation, time period, this study found two that correlate most strongly with turnout: dead/missing and the number of houses destroyed.

Multilevel Feedback Effects: The Role of Nonprofits in Shaping Public Values

**Juniper Katz, School of Public Policy, University of Massachusetts Amherst (juniperkatz@umass.edu)*

Nonprofits are incubators of civil society. This role is attributed to traits of the organization such as its expressive or instrumental purpose or its civic or market orientation. Policy and related feedback effects have been understudied as explanations for nonprofits' role as engines of civic participation. Data reported in this paper show that even instrumental, market driven nonprofits mediate and influence the policy perceptions of beneficiaries. Such influence shapes and advances public values. Using original research, this paper demonstrates that citizens who engage in conservation policy with land trusts report increased awareness and promotion of the public values of conservation policy.

Multiple Embedded Institutional Logics: The Mechanisms of Networked Community Governance in Rural China

**Zhaonan Zhu, RGK Center, Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin (zznan@utexas.edu); *Ji Ma, RGK Center, Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin (maji@austin.utexas.edu)*

Networked governance is becoming a new paradigm of community development in rural China. This research employs ethnographic method and grounded theory to study the mechanism of networked governance in two villages in southern China. Our study proposed a multiple embedded institutional logics model to understand the mechanism of networked community governance in rural China. Three major institutional logics emerge from our fieldwork: bureaucratic state logic, civil society logic, and lineage logic. The three logics complement and conflict with each other regarding resource acquisition, participation and accountability in network community governance.

National Culture and Nonprofit Entrepreneurial Climate: An Exploratory Study

**Fredrik O. Andersson, O'Neill School of Public and Environmental Affairs IUPUI (fanders@iu.edu); *Madeline Venable, O'Neill School of Public and Environmental Affairs IUPUI (mcvenabl@iu.edu)*

New nonprofits do not just emerge out of thin air, they are created by nonprofit entrepreneurs in a process shaped by multiple factors. This study centers on the environment in which nonprofit entrepreneurs initiate new nonprofit activity. Using existing data from Hofstede's (1980) seminal research on national culture, and the IU Lilly School of Philanthropy's Global Philanthropy Environment Index, the study explores the relationship between national culture and nonprofit entrepreneurial climate in 25+ countries.

Neoliberal Discourses in Environmental Justice: Case Studies of Environmental Nonprofit Organizations in China

**Ming Xie, University of Nebraska at Omaha (mxie@wtamu.edu)*

This research focuses on how environmental nonprofit organizations are navigating the narrative and mechanisms of neoliberalism in China. Through qualitative case studies with the methods of observation and in-depth interview, this research aims to gain a comprehensive understanding regarding how environmental nonprofit organizations' missions, structures, and activities have changed since the neoliberal reform in the late 1970s in China. The examination offers a valuable perspective regarding the role that nonprofit organizations play in the formation and development of environmental justice and civil society at the intersection of neoliberalism and socio-political context of China.

Network Adaptation as Local Response to the COVID-19 Pandemic

**Jin Ai, IU Lilly Family School of Philanthropy (ail@iu.edu)*

This paper examines determinants of the functions and structure of interorganizational networks and the evolution of functions and structures in response to crisis. Using the cases of United Ways and community foundations and drawing upon the longitudinal data derived from their Twitter accounts and websites, I examine the function and structure of their networks before and during the COVID-19 crisis, how their networks change and the organizational

and community characteristics associated with these network features between March 2020 and September 2020. This research contributes to the growing body of literature about interorganizational networks evolution and change, particularly in the nonprofit field.

New Roles of Advocacy Organizations in Collective Action in Digital Age: Some Evidence from South Korea

**Seongho An, University of Central Florida (Seongho.An@ucf.edu); *Nara Yoon, Syracuse University (nyoon@syr.edu); *Jihyeon Song, Yonsei University (belovedjh@naver.com); *Solomon Park, Lake Highland Preparatory School (solomonpark@me.com)*

While a number of studies have emphasized the change of nature of collective action in the digital era, few have considered the relevance and roles of nonprofits that traditionally organized and managed collective actions. Building upon collective action network theories, this study examines a Twitter network of the pro- and anti-protests in South Korea to evaluate the role of nonprofit organizations in the collective action networks on social media. Our findings will provide evidence on the roles of nonprofits in collective action. We will use these findings to assess recent theoretical claims about collective actions in the digital age.

NGO as Sympathy Vendor in Internet Fundraising Campaign: the Realignment of Market, State, and Civil Society in China

**Shixin Huang, University of Washington (huangsxnl@gmail.com)*

Using an institutionalist approach, this paper examines the ways in which market actors constitute the institutional ecology that shapes and restructures NGOs' social role and repertoire of strategies. This paper draws on an ethnographic study of a disability NGO's participation in China's largest Internet fundraising campaign initiated by Tencent, an Internet giant. It is argued that market actors transform the institutional environments of NGOs in China, reshaping NGOs as "sympathy vendors" and generating a new repertoire of strategies that favor the market logic of publicity over their traditional role as rights advocate and service provider. This trend coincides with the authoritarian state's new initiative of social governance and realigns the relationships between market, state and civil society in China.

NGO Collaboration at the UN Climate Change Summits

**Bi Zhao, Whitworth University (zhaobi0803@gmail.com)*

Why and how do transnational nongovernmental organizations (NGOs) collaborate when they join global climate change governance? This paper presents evidence of a variety of NGO collaborative strategies, as they operate inside the United Nations Framework Convention on Climate Change (UNFCCC). NGOs share important common grounds upon which they build collective identity. Nevertheless, their geographic origins, the primary tasks, and the fundamental understanding of their function in global governance drive NGOs to develop diverse strategies. I collected data on NGOs collaborating at the UNFCCC from 2003 to 2016. I employ network analysis as well as in-depth interviews with NGO representatives to illustrate the findings. By highlighting the diverse relationship-building strategies of NGOs, this paper contributes to the understanding of the interaction dynamics within the NGO community, and the important roles these actors play in global governance.

NGO, Private, and Government Service Provision: Relationships between Provider Type and Views of State Legitimacy

**Jennifer Brass, Indiana University, Bloomington (brassj@indiana.edu); *Janet Jock, Indiana University, Bloomington (jjock@iu.edu)*

Much existing research has focused on the reasons for non-state service provision in developing countries, but less is understood about the link between citizens' use of these services, the quality of the services received, and views of government legitimacy. We use data collected from a survey conducted in Kenya to explore citizen satisfaction, the use of nonprofit, private and government services, and the effect this has on views of state legitimacy. This study holds important implications for how nonstate actors might influence the relationship between governments and citizens and considers important factors like sector and quality of program implementation.

Nonprofit Advocacy and Political Activity

**Kirsten Gronbjerg, Indiana University Bloomington (kgronbj@indiana.edu); *Noah Betman, Indiana University (njbetman@iu.edu)*

In this paper, we examine to what extent nonprofits engage in advocacy and political activity, using a recent large (n=1,036) survey of Indiana nonprofits of all types. We consider (1) whether Indiana nonprofits have been impacted by policy changes in the past 3 years to determine political engagement motivation. We then explore whether nonprofits say they engage in (2) advocacy activities, including using a registered lobbyist or having filed for 501(h) election status; (3) the issues or groups they focus on (4) the types of advocacy activities they participate in; and (5) the extent to which they devote resources to political activities.

Nonprofit advocacy coalitions in times of COVID-19: brokerage, crowdfunding and advocacy roles

**Peter Raeymaeckers, University of Antwerp (peter.raeymaeckers@uantwerpen.be); *Stijn van Puyvelde, University of Brussels (VUB) Applied Economics (Stijn.Van.Puyvelde@vub.be)*

We analyze the role of nonprofit advocacy coalitions in a context where nonprofit organizations are confronted with state-imposed regulations to create social distance to counter the spread of the COVID-19 disease. Since literature on the role of nonprofit advocacy coalitions confronted with the spread of a contagious disease epidemic is scarce, this paper aims to fill this gap by providing a descriptive analysis of a nonprofit advocacy coalition in the city of Antwerp, Belgium. We show that the coalition is forced by its members to diversify its activities while being confronted with strict lockdown measures. The paper argues that non-profit coalitions can support their member organizations by taking on three roles: a brokerage role, a crowdfunding role and an advocacy role. We illustrate the importance of these three roles and identify pathways for further research.

Nonprofit and Voluntary Sector Responses to Environmental Issues: Blazing a Trail for Scholarship

**Jennifer Kagan, University of Hawaii at Manoa (jkagan@hawaii.edu); *Jennifer Dodge, University at Albany, SUNY (jdodge@albany.edu)*

This paper presents a literature review and proposed research agenda regarding how nonprofit and civil society organizations are addressing critical environmental issues, including climate change. While nonprofits are increasingly expected to advocate against environmental degradation and support affected communities, nonprofit scholars have devoted only limited attention to these areas. This research begins with a systematic review of the literature on environmental nonprofits across four nonprofit journals. We then compare our findings to major developments in related fields. The paper concludes with a proposed research agenda on nonprofit organizations and environmentalism, including suggestions for how scholars can better support environmental nonprofits.

Nonprofit arts adaptation to COVID-19. Initial evidence and emerging scenarios

**Roland Kushner, Muhlenberg College (rolandkushner@muhlenberg.edu); *Randy Cohen, Americans for the Arts (rcohen@artsusa.org)*

After initial sharp declines, arts organizations are going through substantial periods of adaptation to new and emerging market scenarios. Americans for the Arts gathers survey data from thousands of nonprofit arts organizations. The ARNOVA paper will present up-to-date information on their adaptation, compare the state of the arts in late 2020 to historic norms and trends, and identify some data-based scenarios for 2021, 2022, and beyond.

Nonprofit change-makers? Looking beyond the narrow conceptualization of advocacy

**Björn Carré, University of Antwerp (Bjorn.Carre@uantwerpen.be); *Stijn Oosterlynck, University of Antwerp (stijn.oosterlynck@uantwerpen.be); *Bram Verschuere, Ghent University (bram.verschuere@ugent.be); *Peter Raeymaeckers, University of Antwerp (peter.raeymaeckers@uantwerpen.be)*

In nonprofit literature, there is a debate going on whether and how nonprofit organizations (NPOs) behave politically. Most researchers address this question from the viewpoint of advocacy literature. However, this is a rather narrow conceptualization of the political role uptake of NPOs. In this paper, we examine other interpretations beyond (a) typical nonprofit management literature and (b) the concept of advocacy. We use a two-wave survey directed to NPO-managers in Flanders, Belgium. These results can contribute to both NPO-practitioners struggling to implement a political strategy and academics trying to broaden their scope beyond advocacy literature.

Nonprofit Misconduct: A Comprehensive Approach to the Study of Financial Fraud and Other Misbehaviors

**Meeyoung Lamothe, University of Oklahoma (mlamothe@ou.edu); *Ani Ter-Mkrtchyan, University of Oklahoma (aterm@nmsu.edu); *Travis Ruddle, University of Oklahoma (truddle@ou.edu); *Kayleigh Kuyon, University of California-Berkeley (kayleigh.kuyon@berkeley.edu)*

Studying misconduct in the nonprofit sector has been heavily focused on financial fraud, leaving other types of nonprofit misbehavior, that might raise accountability concerns, understudied. The existing fraud literature is also limited in exploring the role of organizational accountability structure by incorporating the topic only as retrospective prescriptions to prevent future fraud. The purpose of our study is to identify misconduct much more broadly to include cases that might be neither financial nor obviously corruptive, as well as to systematically compare accountability structures of “problematic” and exemplary organizations by utilizing Charity Navigator’s advisory and overall rating systems.

Nonprofit subfield structuring and variation: have pressures shaping U.S. historic preservation changed the subsector?

**Anne-Lise Velez, Virginia Tech (aknox@vt.edu); *Joseph Daniel, Virginia Tech (josed86@vt.edu)*

This research contributes to our understanding of levers for shaping nonprofit advocacy, decision-making, and organizational capacity in non-homogenous subsectors in the U.S., focusing on historic preservation nonprofits. This study uses survey data from historic preservation nonprofit organizations across the U.S. to examine changes in ecological influences at the national and regional level. We assess changes that have taken place in organizational structure, governance structure, and professional approach to preservation in nonprofit subsector over the last decade. This study builds on previous research on the scope and capacity within the U.S. nonprofit historic preservation subsector, including engagement in disaster planning.

Nonprofits and Worker Cooperative Development

**Michael Palmieri, Kent State University (mpalmie2@kent.edu)*

The number of worker cooperatives (WCs) in the US had nearly doubled since 2009 and governments at the local, state and federal level have passed legislation supporting their further development. Despite this increased growth and policy attention, little is known about the geographic location of WCs in the US at the county level nor what factors are associated with their location patterns. This paper addresses this gap in two ways. First, it provides first of its kind county level descriptive statistics for the location of WCs in the US finding extremely uneven concentrations; approximately 45% of the total are in 16 counties. Second, drawing on theories that emphasize the importance of external environments, it assesses what factors help make sense of these concentrations finding that the existence and total number of WCs at the county level are strongly associated with the presence of cooperative support institutions, many of whom are nonprofit organizations themselves.

Nonprofits' Strategies and Financial Sustainability in Authoritarian Regimes

**Marcelo Marchesini da Costa, Insper (marcelomc5@insper.edu.br)*

How the uprising of authoritarian regimes affects the strategies and funding structures of nonprofits committed to strengthening democracy? In Brazil, after decades of collaborations with the public sector, politically active nonprofits faced a reduction in government funding after 2016. The federal government ended collaborations and adopted an adversarial discourse towards the third sector. Using administrative data from an association of nonprofits engaged in promoting democracy and interviews with leaders of its affiliated organizations, this research discusses the impact of these changes and the strategies adopted by nonprofits in this context.

Not only in the public sector: Coproduction theory and nonprofit sector

**Sunggeun (Ethan) Park, University of Michigan (sunggeun@umich.edu); *Jeffrey L. Brudney, University of North Carolina Wilmington (brudneyj@uncw.edu)*

Despite the growing importance of the nonprofit sector in producing public-value adding services, the coproduction concept remains firmly grounded in Public Administration, with limited understanding of how nonprofits engage service users in the service production process and the results and implications. In this conceptual paper we demonstrate the applicability and distinctiveness of coproduction in nonprofit organizations and develop theoretical propositions concerning the operation and unique features of coproduction in nonprofits compared to public or for-profit organizations. Finally, we develop propositions linking organizational characteristics of nonprofits to the use of various coproduction modes and the expected results for users and organizations.

NPO strategies toward companies and their effects on households' willingness to buy and donate

**Nicholas Arnold, Center for Philanthropy Studies, University of Basel, Switzerland (n.arnold@unibas.ch)*

In their attempt to influence CSR, NPOs increasingly attempt to borrow consumers' purchasing power. In this context, while some NPOs pursue confrontational activities directed at companies, such as calls for boycotts, others engage in collaborative activities, for example by supporting buycotts.

By pursuing a specific strategy, NPOs not only attempt to influence CSR, but also try to attract supporters to their cause. In this paper, we experimentally investigate, how NPOs' confrontational and collaborative consumer-oriented approaches affect the consumer/donor's willingness to purchase and willingness to donate. This shall offer a clearer picture of the effectiveness of differing approaches from the viewpoint of NPOs.

Organizational action amid crisis, or how a network of health centers responded to COVID-19

**Jade Wong, University of Chicago (jcwong@uchicago.edu)*

In the weeks following WHO's declaration that COVID-19 is a pandemic, the network of community health centers I was ethnographically studying rushed to action. The network is a world of order and control, yet COVID-19 presents disorder and uncertainty. Employing ethnographic methods, I ask, how does – and can – an organization respond to the disorder posed by a pandemic? How can it ensure the provision of quality care given the scientific facts about the virus is unknown? And what can this teach us about the pursuit of organizational mission under uncertainty?

Organizational Change in the Nonprofit Context - A Systematic Literature Review

**Marlene Walk, IUPUI (mwalk@iupui.edu); *Emily Peterson, IUPUI (evpeters@iu.edu); *Lindsay Turner, IUPUI (lindturn@iu.edu)*

Organizational change is not new for nonprofits, however, the external environment and increasing volatility impact nonprofits now even more so than in the past. This systematic literature review will take stock of the landscape of organizational change research in the nonprofit context. Focusing on research published in leading peer-reviewed journals in nonprofit and civil society studies, this study aims to provide a comprehensive overview of the field capturing organizational level responses to external change as well as individual level responses (both employees and volunteers) to organizational change.

Organizational Commitment and the Underlying Impact of Organizational Processes

**Rong Wang, University of Kentucky (rong.wang@uky.edu)*

This study addresses a major challenge in the nonprofit sector: employees' low organizational commitment. Drawing from the Stakeholder Theory and the Organizational Support Theory, it investigates how internal and external organizational processes influence three aspects of organizational commitment: loyalty, identification, and involvement. The literature has primarily viewed organizational commitment as a multi-dimensional secondary-order concept. This study examines the three dimensions of concern separately and demonstrates differential pathways leading to each dimension with empirical data. Results suggest that relationship with external stakeholders, and perceived tangible and intangible support could all contribute to workforce stability.

Organizational Culture and NGO mergers and acquisitions

**Hans Schmitz, University of San Diego (schmitz@sandiego.edu); *George Mitchell, Baruch college (George.Mitchell@baruch.cuny.edu); *Tosca Bruno-van Vijfeijken, Five Oaks Consulting (tosca@5oaksconsulting.org)*

Mergers and acquisitions (M&A) in the NGO sector represent a challenging terrain for leaders and staff. M&A are supposed to help NGOs to scale up their interventions and become more effective at what they do. However, most M&A activities are driven by financial crisis of at least one party and they

face substantial internal challenges as leaders and staff fear the loss of autonomy and unique missions. In this paper, we present M&A case studies to add to the literature on ‘best practices’ by offering a theoretically informed analysis of how M&A processes unfold, and why they succeed or fail.

Organizational Slack in CSOs During Unexpected External Shocks: The Case of Refugee Emergency Reception

**Ebba Henrekson, Ersta Sköndal Bräcke University College (ebba.henrekson@esh.se); *Marta Reuter, Stockholm University (marta.reuter@statsvet.su.se); *Filip Wijkström Stockholm School of Economics (filip.wijkstrom@hhs.se)*

This article addresses the question of the organizational factors that shape the ability of civil society organizations (CSOs) to respond to large-scale unexpected events in the surrounding society. In particular, it explores the role of organizational slack, and the relationship between organizational slack and organizational learning, in the context of organizational responses to unexpected external shocks. The discussion is based on a comprehensive case study of the Church of Sweden and its approximately 1400 parishes – the by far largest nonprofit provider of welfare services in Sweden – to the 2015–2016 wave of refugees from Syria as it unfolded in Sweden.

Organizational Social Connectedness and Arts and Culture Nonprofits’ Engagement in Local Sustainable Development

**Alisa V. Moldavanova, Wayne State University, Detroit (alisam@wayne.edu); *Nathaniel Wright, Texas Tech University (nathaniel.wright@ttu.edu)*

The paper investigates the relationship that exists between organizational social connectedness and arts and culture nonprofits’ engagement in community sustainability. It asks the following research question: What impact does the social connectedness of arts and culture nonprofits have on their perceived engagement in community sustainability? Drawing on data collected from a national survey of over 500 cultural nonprofits operating in ten major metropolitan areas in the U.S., the article reports findings about arts and culture organizations’ perceived engagement in community sustainability and factors that may foster or inhibit such engagement.

Organizing for Open-Endedness: The Logic and Efficiency of Prosocial Exchange and Public Value Creation

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

Nonprofit organizations remain undertheorized as to why they arise and what distinctive value they create. This paper uses an interdisciplinary approach to explain prosocial organizing. Its conceptual framework integrates principles from ecology, computer science, and developmental systems theory to consider prosocial organizing as a process of energy exchange across multiple levels (individual, organization, network, community). It hypothesizes nonprofit organizations as process architectures that promote autonomy, self-organization, and communicative rationality. This network topology prevents premature closure, enabling the emergence of macro properties like evolvability, open-endedness (ongoing production of novelty), and antifragility (the ability to leverage shocks and noise into beneficial resources).

Parachurch: Faith Based Fundraising

**Holly Miori, The University of Texas at Dallas (hmiori@utdallas.edu)*

Parachurch organizations are a subset of faith-based organizations. These type of organizations are "birthed" out of churches or congregations.

Patterns in Student-Giving through Experiential Philanthropy Programs

**Apoorva Gupta, School of Public Affairs and Administration (SPAA), Rutgers-Newark (ag1566@scarletmail.rutgers.edu)*

Experiential philanthropy is a service-learning pedagogy where foundations provide funds to nonprofit management classrooms, letting students invest funds into nonprofits they believe best solve a social problem. This paper examines organizational characteristics of NPOs that win student philanthropy grants, and analyzes how different types of online information influences the volume of grants. It also analyses how these NPOs use online communication strategies. It will conduct a regression analysis to understand the influence of organizational characteristics, social media, and media coverage on the volume of student philanthropy grants, and a quantitative content analysis to understand successful social media strategies employed.

Performance Under Pressure: The Effect of Donor-Imposed Financial Restrictions

**ChiaKo Hung, University of Hawaii at Manoa (chung35@hawaii.edu); *Jessica Berrett, North Carolina State University (jberrett@uccs.edu)*

Nonprofits continue to be faced with the pressure to perform under financial restrictions. While donors assert that financial restrictions help nonprofit performance, nonprofit professionals claim that financial restrictions hinder organizational performance. Applying both principal-agent and resource dependence theories, this study tests competing hypotheses to understand whether donor-imposed financial restrictions help or hinder nonprofit performance. We find that donor-imposed financial restrictions hinder nonprofit performance. We also find that both temporarily and permanently restricted donations have a negative effect on performance, but that permanently restricted donations have a greater effect.

Philanthropic Innovations: How Program-Related Investments Expanded Grantmaking Strategies

**Peter Weber, Auburn University (pcw0015@auburn.edu)*

Government deregulation and growing social needs have pressured philanthropic foundations to experiment with practice models beyond traditional grantmaking. Drawing on social transition theory, the study identifies three scales (niche, regime, and landscape) of the philanthropic innovation process and explores how innovations within organized philanthropy are developed, transmitted from the niche-level to the macro-level, and affect system change. The development of program-related investment initiatives by the Ford Foundation, Taconic Foundation, and the Cooperative Assistance Fund in the 1960s allows for an understanding of how and why philanthropic innovations developed and what factors hindered their widespread adoption in the following years.

‘Pipeline Philanthropy’: understanding corporate philanthropic action in education during the COVID-19 era

**Nora Reikosky, University of Pennsylvania (reikosky@upenn.edu)*

In response to the COVID-19 crisis many companies, particularly technology companies, have voluntarily responded to strains in the education sector by temporarily donating or discounting their core products, generating public support and gratitude. I analyze this type of contribution as ‘pipeline

philanthropy,' which offers a novel frame through which to evaluate the burgeoning philanthropic action of corporations in education during the COVID-19 era. This paper explores how the 'pipeline philanthropy' model of corporate giving differs from existing models of philanthropy in education. I evaluate the implications of this framework to understand this important and expanding type of giving in education.

Policy and Remittances: Human Needs and the Shaping of Practice with Policy

**Daisha Merritt, Embry-Riddle Aeronautical University, Worldwide (merritd4@erau.edu); *Sabith Khan, California Lutheran University (sabkhan@callutheran.edu)*

Even with the increase of technological investments and know-how, concerns of security risks and costs have risen to become prevalent concerns for many migrants sending money transfers. These issues and concerns also bring into question public policy and the construction of policy around remittances. In this paper, we take a domestic, United States, view of policy initiatives, public good, and delve into implications for foreign receivers where information is available.

Politics and Fundraising in Religious Congregations: Principled or Pragmatic

**Andrew Williams, Indiana University Lilly Family School of Philanthropy (andywilliams@gmail.com); *David King, Indiana University Lilly Family School of Philanthropy (king.dp@iupui.edu); *Brad Fulton, Indiana University (fulton@indiana.edu)*

Nonprofits are vehicles for citizen-building in a variety of ways; and congregations are the most common nonprofit organizational type in the U.S. Moreover, as 45% of the population attends religious services at least monthly, we analyze how leaders decide about preaching with regards to political and cultural issues; and the impact of this discourse on giving. Interviews with nearly 100 congregational leaders across the religious and geographic landscape reveal principled and pragmatic mechanisms that lead to political and apolitical discourse. We hope that better understanding of the mechanisms behind congregational political thought will foster more informed and empathetic citizenships.

Predictors Of Organizational Diversity: Examining Community Demographics & Political Ideology

**Skylar Rolf, University of Houston - Clear Lake (skylar.rolf@gmail.com); *Steven Schlachter, University of Central Arkansas (sschlachter1@uca.edu); *Chris Tuggle, University of Central Arkansas (ctuggle@uca.edu); *Ruth Bernstein, Pepperdine University (ruth.bernstein@pepperdine.edu)*

Using survey data from 935 nonprofit organizations (Candid, the MIT Election Data and Science Lab, and the U.S. Census) and hierarchical regression, we investigate how ethno-racial diversity and political ideology of a nonprofit organization's community relates to the ethno-racial diversity of the organization's board, executive team, and full-time staff. Results indicate a positive association between the ethno-racial diversity of the community and ethno-racial diversity of the organization's members. Political liberalism of the community partially mediates the positive relationship between the ethno-racial diversity of the organization's community and the board's ethno-racial diversity. This study expands our knowledge of the predictors of organizational diversity.

Predictors of youths' roles in co-producing their transitional independent living plans at age 19

**Sunggeun (Ethan) Park, University of Michigan (sunggeun@umich.edu); *Jenna Powers, University of Connecticut (jenna.powers@uconn.edu); *Nathanael Okpych, University of Connecticut (nathanael.okpych@uconn.edu); *Mark Courtney, University of Chicago (mark@uchicago.edu)*

Foster youths' participation in their transitional independent living plan (TILP) is a legally-mandated process intended to prepare them for independence. However, little is known about the extent that youth are being involved in TILP planning and the factors that promote or constrain their involvement. Using a representative sample of California foster youth (n=423), this study finds considerable variation in youths' involvement in TILP planning, ranging from leading the process to being uninvolved. Moreover, youths' opportunities to influence their TILP were shaped by not only their individual characteristics but by relational and contextual factors. Implications for practice and research are discussed.

Preparing Graduate Students for Careers in the Third Sector, Through Community-Engaged Course Models

**Mary Beth Collins, UW-Madison Center for Community and Nonprofit Studies (mecollins@wisc.edu); *Garret Zastoupil, UW-Madison Center for Community and Nonprofit Studies (gzastoupil@wisc.edu); *Amy Hilgendorf, UW-Madison Center for Community and Nonprofit Studies (ahilgendorf@wisc.edu)*

In the expanding graduate programs in community and nonprofit studies at a public university, faculty, staff, and graduate student assistants have rapidly adopted, designed, and delivered several novel course models relying on principles of community-informed and applied learning. This paper will explore the way that several of the program course models -- including virtual service learning and a direct-service board leadership course -- align with critical pedagogical theory and community-engagement best practices, and through course evaluations, and interviews of student and community partner participants, obtain initial findings on impact of the courses on learners and community partners alike.

Prepping for the 'new normal': A needs-assessment of skills and competencies for a transforming sector

**Matthew Leight, North Carolina State University (mdleight@ncsu.edu); *Kara Lawrence, North Carolina State University (KLLawre3@NCSU.edu); *Brad Johnson, North Carolina State University (BAJohn22@NCSU.edu); *Amanda Janis Stewart, NC State (ajstewa5@ncsu.edu)*

The nonprofit sector faces new imperatives in light of COVID-19 to meet demands for services and address evolving workforce dynamics. Accordingly, we need to update our understanding of the skills and competencies that nonprofit professionals need to thrive within the sector. Applying a survey design, we identify the abilities that nonprofit professionals rely upon to be successful in their work, and how professionals acquire such proficiencies, relative to nonprofit curricular standards. Our assessment supplies fresh insight into nonprofit education and contributes to nonprofit literature at a time when practitioners assume a unique role in the fulfillment of goods and services.

Principals, Stakeholders and Stewards in the Governance of Church Kindergartens

**Filip Wijkström, Stockholm School of Economics (filip.wijkstrom@hhs.se); *Erik Sjöstrand, Stockholm School of Economics (erik.sjostrand@hhs.se); *Marta Reuter, Stockholm University (marta.reuter@statsvet.su.se)*

A study of the mechanisms through which the Church of Sweden govern its kindergarten provision. Empirics: qualitative (interview) study of the governance of welfare operations in the parishes of the Church of Sweden. Aims to theory development. Takes as theoretical point of departure the governance chain as understood in the classical Principal-Agent model. Seeks to explore the power and limitations of this model by contrasting it with the Stewardship model and the Stakeholder model. We find governance configuration involving elements from all three models, but both Principal-Agent and Stewardship elements are limited in material, while much stronger support for the Stakeholder model.

Private Foundation Transparency

**Jihye Jung, University of Colorado School of Public Affairs (jihye.jung@ucdenver.edu)*

This paper examines foundation transparency by using publicly available websites and tax filings. Despite growing interest in transparency among academics and practitioners, the difficulty faced by researchers in gaining access to foundation information limits studies of foundation transparency. This paper contributes to a better understanding of transparency by investigating multiple dimensions of transparency, including public visibility, information disclosure, external relations, reporting quality and the timeliness of information. Also, this research advances knowledge of the determinants of transparency identified in the literature. IRS Form 990PF e-file datasets from 2011 to 2016 are used in conjunction with information collected from foundation websites.

Privatization in Public Service Delivery and Coproduction: Threat or Opportunity?

** Yuan Cheng, Humphrey School of Public Affairs, University of Minnesota (cheng838@umn.edu); *Lucas Meijs, Rotterdam School of Management, Erasmus Universiteit (lmeijs@rsm.nl); *Jeffrey L. Brudney, University of North Carolina Wilmington (brudneyj@uncw.edu)*

Will the presence of nonprofit organizations stimulate or suppress citizen participation in coproduction? Based on a unique dataset combining the 2017 ICMA Alternative Service Delivery survey of U.S. cities and counties (N = 2,344) and IRS business master files, this study aims to contribute to the existing literature by testing the relationship between the presence of nonprofit service providers in a jurisdiction and the achievement of coproduction in local governments. As governments cross-nationally look for new ways of providing public services, our study has considerable potential to contribute to the understanding of coproduction, especially as related to nonprofit organizations.

Producing Social Value: The Role of Sector and Identity

**Julie Langer, Northern Illinois University (jlanger@niu.edu)*

Organizations across sectors overlap and interrelate in a number of ways. However, sector identity still informs the decisions of practitioners and is a symbol of differentiated value creation. This research uses qualitative and quantitative data to explore the interaction between sector, identity orientation and the type of value organizations create. Results indicate that sectors create distinct types of value. However, this value is influenced by identity orientation. In other words, organizations with similar identity orientations are more likely to produce similar value, regardless of sector. The importance of these findings for sector theory, organizational strategy and decision making are discussed.

Project-Think: Impacts on Civil Society, Social Justice, and Democracy in the Middle East

**Catherine Herrold, Indiana University (cherrold@iu.edu); *Gizem Zencirci, Providence College (fzencirc@providence.edu)*

Drawing upon ethnographic fieldwork in Turkey, Egypt, and Palestine, this paper examines the rise of project-think among NGOs. Project-think has four components: 1) prioritization of discrete needs and groups; 2) funding orientation; 3) focus on short term and measurable results; and 4) positioning NGOs as career ladders. Project-think transforms civil society by fragmenting social issues, the NGO sector, organizational energy, and relations between social change actors. Additionally, social change actors work to avoid, negotiate, and circumvent fragmentation. This paper contributes to debates concerning the role of civil society as a force for social justice and democracy in the Middle East.

Public banks: Meeting the financing needs of the nonprofit sector?

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

Nonprofit organizations face multiple financial instabilities such as cash flow and liquidity problems that affect the performance and long-term viability of the organization. Nonprofits often do not have access to loans from traditional lending intermediaries to finance operations. California recently approved legislation for the creation of public banks and the City of Los Angeles formally approved the creation of a public bank with other cities following suit. Public banks may potentially fill financing gaps for nonprofits. Using interviews and archival documents the purpose of this paper is to examine the current state of public banks in California and examine its potential as a source of financing for the nonprofit sector.

Public Interest Law Management—So White

**Atinuke Adediran, Boston College Law School (atinuke.adediran@bc.edu)*

There is robust literature on racial diversity in the legal profession. However, most scholarship focuses on large law firms as sites of research. This article examines the lack of racial diversity in public interest law management. Public Interest Law Management is broad and encompasses both the nonprofit and for-profit sectors of the legal profession—nonprofit legal services organizations (NLSOs), NLSO boards, and law firm pro bono professionals. NLSO boardrooms are filled with mostly white lawyers, law firm pro bono professionals are mostly white, and even the Legal Services Corporation—the organization taxed with providing funding for nonprofit legal services organizations—is overseen by mostly white lawyers. In an age where implicit bias and micro aggressions are in academic and popular discourse, research on the lack of diversity among those who manage the provision of legal services to poor, mostly racial minority clients is ripe.

Public Policy toward Social Enterprise in the U.S. and Around the World

**Alan Abramson, George Mason University (aabramso@gmu.edu)*

While social enterprise activity has increased significantly in recent years, there has been little systematic attention to what is appropriate public policy toward this emerging sector, except for studies focusing on the most suitable legal forms for social enterprise. This paper will build on and go beyond

existing studies by examining a broad range of policies shaping social enterprise in the U.S. and around the world, and developing policy recommendations specifically for the social enterprise sector in the U.S.

Public-private partnership in higher education: A case study of the Geneva Centre for Philanthropy

**Kinga Zsofia Horvath, Geneva Centre for Philanthropy, University of Geneva (kinga.horvath@unige.ch); *Henry Peter, Geneva Centre for Philanthropy, University of Geneva (Henry.Peter@unige.ch)*

Philanthropy is rapidly evolving in Europe, but the number of university-based educational programs in philanthropy is scarce and concentrated in Europe. Centers for philanthropy, however, could serve as examples of innovative public-private partnerships in higher education while supporting the professionalization and growth of the philanthropic sector. As a distinctive example for public-private partnership in philanthropy education in Europe, the authors develop a case study of the Geneva Centre for Philanthropy. Preliminary findings suggest that philanthropy education and research are crucial to further develop the philanthropic sector, and public-private partnerships could increase credibility and support knowledge transfer between researchers and practitioners.

Pushing the Methodological Rigors of Nonprofit Research: Revisiting the Effect of Revenue Concentration on Nonprofit Efficiency

**Jessica Berrett, North Carolina State University (jberrett@uccs.edu)*

Prior research asserts that revenue concentration is associated with greater organizational efficiency. However, the inappropriate use of expense ratios as a measure for efficiency, and the violation of assumptions in methods applied, raises questions. Using a sample of housing nonprofits, a replication study is conducted and extended by applying Data Envelopment Analysis as a more appropriate measure of efficiency and fixed effects regression as a better method to test the effect of revenue concentration on organizational efficiency. Findings show that revenue concentration is not associated with organizational efficiency. In conclusion, we need to push the methodological rigors of nonprofit research.

Reasons to Leave, Commitment to Stay: Relational Job Design Factors on AmeriCorps Volunteers' Persistence

**Yinglin Ma, The Ohio State University (ma.1479@osu.edu)*

The opportunities to build meaningful relationships may be an important mechanism through which volunteers fulfill their social goals. The abundance or the lack of organizations' efforts in providing opportunities for volunteers to connect with clients and peers may impact volunteers' decisions to persevere or leave volunteering. However, there is limited research on the influence of relational job design on volunteers' persistence. Analyses use longitudinal survey data and administrative data of 218 AmeriCorps volunteers in 2018 and 2019. The study has both theoretical and practical implications.

Recasting Three-Failures Theory

**Richard Steinberg, IUPUI - Lilly Family School of Philanthropy (rsteinbe@iupui.edu); *Liza L. Taylor, IUPUI (lltaylor22@gmail.com); *Eleanor Brown, Pomona College (EPB04747@pomona.edu)*

Three-failures theory considers three sectors: government, for-profit, and nonprofit; the comparative advantages of each sector; and the political, economic, and selected other determinants of which activities emerge in which sectors (e.g., Steinberg 2006). The theory remains woefully incomplete, and we propose revisions and additions to the theory that address some three gaps: the family sector, cross-sectoral partnerships and competition, and government failure in autocratic and failed states.

Reconsidering data analysis choices for revenue diversification studies

**William Cleveland, University of Wisconsin Milwaukee (willclev@uwm.edu)*

Nonprofit organization revenue diversification has been examined in dozens of studies. Two recent meta-analysis studies found inconsistent results among these studies (Hung & Hager, 2018; Lu, Lin, & Wang, 2019). A majority of these studies use Form 990 data analyzed using National Taxonomy of Exempt Organizations (NTEE) major group clusters. Given differences in mission and size within NTEE major groups, organizations within major groups may inherently approach revenue diversification differently. This study analyzes differences in NTEE major group B (Education) to test if analysis of revenue diversification data should be more granular than many of the preceding studies.

Relational Fitness: A Model for Sector Differences

**Chengxin Xu, Seattle University (cxu1@seattleu.edu)*

Whether the public, nonprofit, and the private sectors are unique from each other in social service delivery is a fundamental question defining the field of public and nonprofit management. However, given theoretical differences, increasing numbers of evidence have showed that service providers in those three sectors are similar in multiple perspectives. The current study proposes and tests a new theoretical model, the relational fitness model, from the demand side on a micro level. In a word, we test a model on how interactions between the sector and the service area predict people's preferences toward public, nonprofit, or for-profit service providers.

Representative bureaucracy through staff with lived experience: peer co-production in the U.S. substance use disorder treatment field

**Sunggeun (Ethan) Park, University of Michigan (sunggeun@umich.edu)*

This study extends the representative bureaucracy literature by theorizing and empirically testing how staff sharing lived experience with service users can serve as user representatives in service provision processes (i.e., the peer co-production mechanism). Using survey data from a representative sample of substance use disorder treatment clinics in the United States, we explore factors associated with descriptive representation (presence of staff with firsthand substance use disorder experience in both frontline treatment and senior positions) and directors' perceptions of recovering staff's potential to serve as user representatives in individual care and organizational decision-making processes. Multiple research and practice implications are discussed.

Reshaping State-Local-Nonprofit Relationships through Collaborative Governance: Building Trust in the Minnesota Two-Generation Policy Network

**Yuan Cheng, Humphrey School of Public Affairs, University of Minnesota (cheng838@umn.edu); *Jodi Sandfort, University of Minnesota (sandf002@umn.edu)*

Trust is considered a key to the success of partnerships. However, the current human and social service delivery system is largely built upon management practices that are based distrust and control. How can we transform a system based on distrust to a system based on trust? Situated in the context of the Minnesota Two-Generation Policy Network and built on interview with key state government and nonprofit leaders who initiated the reform, this study examines the level of trust between government and nonprofit organizations and identify the major barriers for initial trust formation during a system transformation towards collaborative governance.

Resisting gentrification of philanthropy – identifying communities that remain generous despite concentrating wealth and demographic change

**Francisco Santamarina, University of Washington (fjsantam@uw.edu); *Jesse Lecy, Arizona State University (jlecy@asu.edu); *Eric van Holm, The University of New Orleans (evanholm@uno.edu)*

The concentration of benefits provided by nonprofits is resulting in a growing distinction between nonprofit success and the production of social capital. This phenomenon is captured in the notion of nonprofit gentrification, the economic segregation of board members by community wealth and the related distribution of nonprofit activities in ways that shrink, not expand, opportunity. We explore this phenomenon using a novel dataset of 200,000 nonprofit start-ups and their 800,000 board members, geographically linking them to census tracts to create custom demographic profiles for the communities in which nonprofits are situated.

Resourcing for Open-Endedness: Resolving the Nonprofit Starvation Cycle through Dynamic Efficiency

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

Nonprofit organizations are urged to operate efficiently, yet such leanness over time can reduce capacity, weaken mission effectiveness, and jeopardize long-term viability. To resolve this dilemma, this study investigated a nonprofit organization to understand how it was able to increase its revenue from \$100,000 to \$5 million annually. It found the organization employed dynamic rather than static efficiency to develop capabilities across multiple levels (individual, organizational, community) and generate increasing returns. These dynamics enabled open-endedness, the capacity to produce continuous novelty. This interdisciplinary framework illuminates resourcing dynamics of sustainable public value creation, suggesting a potential remedy to the nonprofit starvation cycle.

Responding to COVID-19: The Role of the Board

**Michelle Wooddell, Grand Valley State University (wooddelm@gvsu.edu)*

As the novel coronavirus spread throughout the United States, nonprofits everywhere were confronted with unprecedented challenges in their funding, program delivery and governance. This study looks at the role that board members played in helping more than 100 nonprofits throughout the Midwest confront these challenges.

Responsible Leadership: Non-Profit Governance for Sustainability

**Kemi Ogunyemi, Lagos Business School, Pan-Atlantic University, Nigeria (kogunyemi@lbs.edu.ng); *Ijeoma Nwagwu, Lagos Business School, Pan-Atlantic University (inwagwu@lbs.edu.ng)*

According to an African non-profit sector leader, "leaders help themselves and others to do the right things. They...build an inspiring vision and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organisation". This description can apply to any leader. Yet, expectations from NGO leaders are higher than from others. They must combine ethical and technical competence to achieve sustainable development goals for the society. This paper explores the ingredients for responsible non-profit leadership and the governance structures they require, using semi-structured interviews, focus group discussions and archival data.

Restoring Public Trust in Charitable Organizations: An omnibus experiment strategy to test inter-organizational spillover effects

**Minjung Kim, American University (alswjd8810@gmail.com); *Lewis Faulk, American University (faulk@american.edu); *Jurgen Willems, Vienna University of Economics and Business (willems.jurgen@gmail.com)*

This study examines ways to restore declined public trust in nonprofit organizations. Signaling theory suggests signals of trust can help overcome information gaps for citizens in evaluating organizations. In this study, we test how signals related to one organization produce spillover effects on individuals' perceptions of nonprofits more generally. We conduct an experiment embedded in an omnibus survey of multiple surveys fielded sequentially to the same individuals to test how signals of trustworthiness for one organization in an early survey in the series affect respondents' levels of trust in nonprofits more generally in a later survey in the sequence.

Schools of Democracy? The Contributions of Civic Engagement Organizations to Municipal Governance

**Melissa Mathews, California State University, Long Beach (Melissa.Mathews@csulb.edu)*

Civic engagement and neighborhood organizations are positioned to mediate public participation in municipal governance. However, it is not clearly understood to what extent they engage a more active populace and contribute to democratic outcomes. This manuscript presents the findings of a multiple case study of two municipalities within the United States, which includes interview data from organizational leaders, elected officials, and city staff. The cases compare one municipal civic participation system of 17 nonprofit organizations to a city that recognized approximately 82 neighborhood organizations. The results of this study illustrate directions to more effectively facilitate participatory processes in municipal governance.

Shedding New Light on Old Data

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

In this study, we discuss the process of collecting, cleaning, and reporting of old data and showcase how researchers can utilize these data. Making secondary data available can improve research accountability and transparency and benefit answering new research questions. Scholars can use other researchers' unused and "leftover" data to confirm and strengthen existing studies or develop new studies. When we cannot employ computer programs to collect administrative data, crowdsourcing can be helpful. We can also use computer-assisted methods to collect and analyze big data. We conclude that old data can improve existing studies and inspire new ones.

Social Justice Philanthropy meet Indigenous Data Sovereignty: Combatting Oppressive Research and Evaluation Practices

**Cheryl Ellenwood, University of Arizona (cheryle@email.arizona.edu); *Raymond Foxworth, First Nations Development Institute (rfoxworth@firstnations.org)*

Indigenous data sovereignty is the right of Indigenous Peoples to govern collection, ownership, and application of its own data. Unfortunately, research and evaluation methods on Indigenous communities has been extractive and predatory and remain consistent within the third sector. In this paper we discuss research practices and methods that advance Indigenous data sovereignty in both policy and practice. We conclude with practical and ethical considerations for more inclusive research practices.

Social origins of nongovernmental organizations: The making of Seniors Associations in rural China

**Ji Ma, RGK Center, Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin (maji@austin.utexas.edu); *Zhaonan Zhu, RGK Center, Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin (zznan@utexas.edu)*

The seniors associations (laoren xiehui; SAs) serve as important civil society organizations in rural China. What are the factors influencing their existence? This mixed-methods study examines four types of influencers: historical and cultural context, social capital, state capacity, and market economy. Single-family and lineage traditions are essential historical and cultural contexts. Social capital generated in public spheres is also crucial. State capacity can have mixed effects on SAs: institutions of democratic governance can serve as substitutes, while those of authoritarian governance stimulate SAs' development. Unlike the conventional theories which deem nongovernmental organizations (NGOs) as responses to market failure and the governance of the commons, the development of market economy in rural China call for the existence of SAs.

Staffing the Mission: Compensation Unfairness and Values Incongruity in Nonprofits

**Laurie Goldman, Tufts University, Urban & Environmental Policy & Planning (laurie.goldman@tufts.edu); *Betsy Leondar-Wright, Lasell University (BLEondar-Wright@lasell.edu)*

This paper explores dissonance between nonprofits' compensation practices and the values that drive their missions. It draws on a pilot survey of nonprofit staff's perceptions of fairness and unfairness in compensation policies. While there were bright spots, most ratings were lower than "fair." Surprisingly, the process of deciding on pay levels was rated more unfair than the pay levels themselves. Follow-up interviews with "high road" nonprofits illuminate the potential for more nonprofits to choose to staff their missions. The paper raises questions for further research about possibilities and obstacles to scaling high road practices among nonprofits.

Stakeholder relationships and the financial outcomes of nonprofit performing arts organizations

**Ettie Tevel, Department of Business Administration, Guilford Glazer Faculty of Business and Management, BGU (ettiet@walla.co.il); *Hagai Katz, Department of Business Administration, Guilford Glazer Faculty of Business and Management, BGU (hagaikatz@gmail.com); *David Brock, Department of Business Administration, Guilford Glazer Faculty of Business and Management, BGU (DmB@som.bgu.ac.il)*

Based on Agency Theory, this paper examines how financial parameters are affected by agency relations. The aim of this paper is to explore agency theory among nonprofits, whose uniqueness is expressed in multiple principals and conflicts of interest between them, dual management including executive director and artistic director, moral commitment of the agent, agent reward difficulties and performance measurement issues, leading to theoretical arguments about the influences of board, funders and artistic director's level of involvement on the three financial indicators that affect the financial vulnerability of the organization: revenue concentration, administrative expenses and assets accumulation.

Stakeholders, Power, and the Impact of Dominant Coalitions in Nonprofit Governance

**David Renz, Midwest Center for Nonprofit Leadership, University of Missouri-Kansas City (RenzD@umkc.edu); *Fredrik Andersson, O'Neill School Public and Environmental Affairs, Indiana University Purdue University Indianapolis (fanders@iupui.edu)*

Growing appreciation for the significance of stakeholders – the actors who have a stake in nonprofit performance – has led researchers to employ stakeholder theory to study of nonprofit governance. This conceptual paper integrates three bodies of literature -- that on nonprofit boards and governance, on stakeholder theory and its nonprofit application, and on stakeholder salience and types -- to develop a framework to explain how and why dominant coalitions emerge in nonprofit governance, and to explore when and how salient nonprofit stakeholders may coalesce to become a dominant coalition with a significant impact on how a nonprofit organization is governed.

Stakeholders' Involvement in Nonprofit Governance: Evidence from Community Development Associations in Taiwan

**ChiaKo Hung, University of Hawaii at Manoa (); *Chin-Chang Tsai, National San Yat-Sen University (cctsai0624@mail.nsysu.edu.tw); *Wei-Ning Wu, National San Yat-Sen University (weiningwu@mail.nsysu.edu.tw)*

In prior nonprofit studies, the focus of governance has been mainly on boards of directors. Nevertheless, nonprofit governance practices go beyond the realm of boards of directors, and various stakeholder groups may influence boards of directors' decision-making. This study draws on stakeholder theory to examine the impact of stakeholders on boards of directors' roles and responsibilities in nonprofit governance in the context of community development associations in Taiwan. This study will contribute to the growing interests among researchers in understanding governance structure in nonprofit organizations. It will also help nonprofits develop governance practices strategically.

Sticking Together: Insights from Membership Associations responding to Policy Decisions

**Amanda Janis Stewart, NC State (ajstewa5@ncsu.edu); *Hailey Post, North Carolina State University (hapost@ncsu.edu); *Whitney Knollenberg, North Carolina State University (wgknolle@ncsu.edu); *Ashley Schroeder, Penn State University (als1167@psu.edu)*

Membership associations are increasingly engaging advocacy, responding to policy decisions that affect their member's businesses and industries. For tourism associations, these policy decisions include, but are not limited to, changes in funding models and implementation of social or environmental policies that may negatively impact destination image and visitation. To date, we have had limited research into how membership associations plan for and engage in advocacy that looks out for the member's interests. This presentation provides initial findings from an interview study asking how do tourism associations approach advocacy and what efforts do they engage in.

Supervision versus Communication in Retention of Volunteers

**Mark Hager, Arizona State University (mark.hager@asu.edu); *Jeffrey Brudney, University of North Carolina Wilmington Department of Public & International Affairs (jbrudney@gmail.com)*

A canon of volunteer administration encourages communication with and appropriate supervision of volunteers. Adoption of prescribed practices is thought to lead to more satisfied, effective volunteers who are less likely to leave the organization. The assumption that such universal management prescriptions can be applied uniformly are challenged by Hager and Brudney's (2008, 2015, 2016) empirical conundrum: supervision and communication with volunteers is negatively associated with retention. New data collected in a 2019 national study of volunteer management allow us to engage this paradox by separating the effects of supervision and communication.

Surviving Victimization: How Service And Advocacy Organizations Describe Traumatic Experiences, 1998-2016

**Andrew Messamore, University of Texas at Austin (andrew.messamore@gmail.com); *Pamela Paxton, The University of Texas at Austin (ppaxton@prc.utexas.edu)*

Service and advocacy organizations have long struggled to find the appropriate language to name traumatic experiences when working with vulnerable populations. Organizations have been pressed to adopt either "victim" based language or "survivor" based language, with both terms seen as having mutually exclusive meanings. However, despite academic and popular debates, no recent studies have documented trends in language used to describe traumatic experiences, whether of sexual and relationship violence, or of experiences of war, disaster, or major illness. In this research note, we use administrative data from the Internal Revenue Service to analyze how 3,756 service and advocacy organizations use trauma-related language between 1998 and 2016. Descriptive analysis shows that, among organizations that ever used victim language, survivor language has been on the rise as victim language has declined. In addition, further analysis points to an increasingly gendered use of both terms.

Talk is Cheap: How Perceptions of Corporate Philanthropy Affect Employee Participation

**Dan Heist, University of North Carolina at Wilmington (heistd@uncw.edu); *Genevieve Shaker, IU Lilly Family School of Philanthropy (gshaker@iupui.edu); *Robert Christensen, Brigham Young University (rkc@byu.edu)*

A growing literature examines the relationship between CSR communication (talking) and CSR practice (walking). We examined how internal perceptions of CSR "talking" and "walking" explain employee participation in corporate philanthropy. Using an employee survey from U.S. sites of a multi-national medical company (n=550), we test how employees' familiarity with CSR and perceptions of CSR explain the probability of their giving and volunteering.

We found perceptions of “walking” proved a significant predictor of participation but perceptions of “talking” did not. These findings are valuable in developing a formative conception of CSR communication in relation to employee support for their workplace philanthropy.

The “Matthew Effect” in Generosity: Examining the Impact on Nonprofit Capacity Across Place and Time

**Viviana Wu, University of Massachusetts Amherst (bijoux.viviana@gmail.com); *Chao Guo, University of Pennsylvania (chaoguo@upenn.edu)*

This research examines the effect of giving on multifaceted nonprofit sector capacity with the focus on disadvantaged communities. Specifically, we examine how wide the philanthropic gap is across the generous land and the philanthropic deserts—and how it might, in turn, affect nonprofit capacity in terms of program delivery as well as civic and political engagement. This research will shed light on a potential self-reinforcing process across space and time—the “Matthew Effect”—that might further reproduce the disparities across the communities.

The abuse of charity: The case of Jimmy Savile

**Jon Dean, Sheffield Hallam University (j.dean@shu.ac.uk)*

This paper will examine the case of Jimmy Savile, who in life was revered as Britain’s greatest charity fundraiser, and in death has been revealed as Britain’s most notorious paedophile. Raising over £40m for good causes throughout his career in radio and television, a year after his death several investigations revealed a history of abuse of hundreds of young girls. Using the framework of the symbolic power of charity, this paper will document how these appalling crimes were either missed or covered up, because acts of charity are often synonymous with goodness, and because institutions prioritised their income over morality.

The Antecedents of Community Leadership During the COVID-19 Response: the implications for community resilience

**Laurie Paarlberg, Indiana University - Lilly Family School of Philanthropy (lpaarlbe@indiana.edu); *Megan LePere Schloop, Ohio State University (lepere-schloop.1@osu.edu); *Marlene Walk, IUPUI (mwalk@iupui.edu)*

This paper draws upon concepts of resilience to explore the antecedents of community philanthropic organizations (CPOs) response to COVID-19. Although the pandemic is a global threat, responses have been local, and many CPOs are moving past traditional roles of fundraiser and grant maker to play key leadership roles during the crisis. We posit a model of resilience based on text analysis of descriptions of COVID-19 funds and CPO social media accounts, while considering organizational and community characteristics. Our research contributes to our understanding of organizational transformation during crisis and the factors that enable organizations to support community resilience.

The Appearance of Religious Language on Form 990 and Websites: A Study of International Affairs Organizations

**Thad Austin, Duke University (thad.austin@gmail.com); *David P. King, Indiana University Purdue University at Indianapolis (kingdp@iupui.edu); *Andrew Williams, Indiana University, Lilly Family School of Philanthropy (alw10@iu.edu)*

When the IRS publicly released electronic Form 990 data, scholars flocked to the dataset to understand its significance for the nonprofit sector. A stream of this literature attempts to categorize religious nonprofits based on the use of religious language in mission statements. This methodology is built on two basic assumptions: the mission statement is the most likely section of the 990 for religious expression to be found and the mission statement listed on the 990 is in fact the mission statement that the organization uses. We test both of these assumptions through an examination of international affairs nonprofits.

The case of Canada - In what ways does immigrant volunteering influence immigrant integration?

**A. Stefanie Ruiz Sportmann, University of Pennsylvania (stefruiz@upenn.edu); *Femida Handy, University of Pennsylvania (fhandy@sp2.upenn.edu)*

In this paper I will investigate how different types of integration are associated with volunteering, in particular, specific types of volunteering. Using variables from the Canadian Equality, Security, and Community Survey (2003), I will apply an Exploratory Factor Analysis (EFA) to understand the underlying patterns of the data in terms of integration. The preliminary data analysis shows that there are four types of integration: 1) Professional, 2) Psychological, 3) Political, and 4) Social. When examining the relationship between integration and volunteering, I find that volunteering is, in fact, not related to these types of integration. However, when studying the relationship of integration with different volunteering domains (e.g. youth services, cultural events etc.), I do find some associations with specific types of integration. The contribution of this study lies in the fact that it does not view integration as a singular dimension (e.g. an overall indicator) but explores it as a composite of sub-categories (e.g. psychological integration, social integration etc.). Additionally, this study will check whether these sub-categories of integration are significantly associated with overall volunteering and or specific sub-categories of volunteering (e.g. volunteering in youth-services).

The Differential Effects of Nonprofit Leader Emotion Display on Volunteer Engagement

**Anthony Silard, California State University (tonysilard@gmail.com); *Jeffrey Brudney, University of North Carolina Wilmington Department of Public & International Affairs (jbrudney@gmail.com)*

We present a conceptual analysis of the differential effects of nonprofit leader emotion expression on volunteer short-term and long-term engagement. Specifically, we present general propositions of nonprofit leader emotion management across the emotion dimension of valence (i.e., positive and negative emotions). Extending organizational paradox theory to nonprofit leader emotion display, we propose a process model explaining how nonprofit leaders can strategically regulate their enactment of this bipolar emotion dimension to generate short-term and long-term volunteer engagement. We conclude by explicating theoretical and practical implications of our propositions and suggesting avenues for future research.

The Economic Consequences of Nonprofit Mergers

**Kyle Smith, The University of Alabama (ksmith133@crimson.ua.edu)*

Whether the nonprofit sector should be consolidated into fewer, larger organizations remains a debate. This study provides new evidence to this debate around consolidation by examining data from the IRS 990 E-Filer database to identify nonprofit mergers, and compare various aspects of performance before and after consolidation. A staggered difference-in-difference analysis finds that merged organizations see no change in donations and efficiency, but

experience an increase in financial vulnerability. These findings suggest that consolidation of the sector may not lead to improved performance outcomes.

The Expanding Space for Faith-Based Mediating Institutions in the Time of COVID-19

**Deborah Trent, Self-employed (dtrent@civilstrategies.net)*

Many networks of liberal religious institutions mediate to promote social justice and democratic governance through relational organizing. In the past decade, almost all faith-based organizations have turned to online dialogue and videography to expand relationship-building and social justice outreach, engagement, and advocacy. This paper offers a case study of a congregation's YouTube livestreams since the onset of covid-19. The author explores changes in Cedar Lane Unitarian Universalist Church's spiritual and social justice ministry through participant observation of the congregation's capacity to mediate the effects of the covid-19 pandemic in majority African American and Latin American Montgomery County, Maryland.

The Financial Returns of Information Technology Cost in Nonprofit Organizations

**Hanjin Mao, Rutgers University – Newark (hanjin.mao@rutgers.edu)*

The growth of emerging information technology reshapes the nonprofit sector. Lack of funding resources is the main barrier for nonprofit organizations to adopt information technology. Existing nonprofit finance literature has widely discussed the interaction between different types of expenses and revenues. However, little research has been dealing with the effects of information technology expenses specifically. Through a longitude study with IRS 990 data from 2010 to 2018, the author investigates the financial returns of information technology cost on revenues, other expenses, and efficiency.

The Impact of COVID-19 on nonprofits and operating reserves: National survey results

**Mirae Kim, George Mason University (miraekim7@gmail.com); *Dyana Mason, University of Oregon (dmason@uoregon.edu)*

There have been increasing attention to building operating reserves for nonprofit organizations. As the coronavirus pandemic has brought disruption to economic activities, this study assesses the extent to which COVID-19 affects nonprofits. Using survey responses from nonprofits across the US, we identify their capacity to meet increasing service demands and identify the type of nonprofits that can be resilient with adequate sizes of operating reserves. Our preliminary results suggest that the COVID-19 has clearly taken a heavy toll on nonprofit organizations. The results however also suggest that many organizations are prepared with rainy day funds to weather the impending recession.

The impact of marital transitions on informal volunteering: a panel analysis

**Marlou Ramaekers, Radboud University Nijmegen (m.ramaekers@maw.ru.nl); *Ellen Verbakel, Radboud University Nijmegen (e.verbakel@ru.nl); *Gerbert Kraaykamp, Radboud University Nijmegen (g.kraaykamp@ru.nl); *Tanja van der Lippe, Utrecht University (t.vanderlippe@uu.nl)*

The decline in community life has been linked to the rise in divorce in and outside of academia. It is argued that marriage promotes community life, but empirical evidence suggests that marriage could also inhibit it. To contribute to this debate, this study examines the impact of transitions in and out of marriage on informal volunteering. We formulate opposing hypotheses and argue why entering (and leaving) marriage may both increase and reduce

informal volunteering. We test our expectations with the Americans' Changing Lives data (1986-2002), showing that people reduce their informal volunteering when making the transition to marriage or widowhood.

The Impact of Ride Hail Services on the Accessibility of Nonprofit Services

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

Nonprofit organizations are responsible for providing social services across the United States, often in collaboration with government. While these organizations consider location and accessibility as crucial to supporting their client, less is known about the impact of new technologies, including transportation network companies (TNCs) like Lyft and Uber, on nonprofit accessibility. These technologies, which are re-shaping transportation, are expected to dramatically change community mobility and the accessibility of services individuals seek. Using data from interviews and focus groups with nonprofit leaders and clients, this study will seek to measure the impact of TNCs on community mobility.

The Impact of Tax Credits on Charitable Donations to Community Foundations

**Yue Ming, Indiana University Lilly Family School of Philanthropy (yueming@iu.edu); *Yongzheng Yang, Indiana University Lilly Family School of Philanthropy (yangyon@iu.edu)*

Tax incentives are often used to promote charitable donations. Does specific tax incentive policy affect donations to specific organizations? To date, there is limited research about the impact of tax incentives on giving to specific charities. Based upon local tax credits policies in the U.S., this paper explores how local tax credits affect charitable donations to community foundations by comparing the effect in Iowa with the effect in other states. We obtained a panel dataset by gathering data from multiple sources. The Difference-in-Difference (DID) specification will be used to test our hypothesis.

The Impact of the Great Recession on Philanthropy in the USA

**Kidist Yasin, IUPUI Lilly Family School of Philanthropy (kiisaint2@gmail.com); *Patrick Rooney, IUPUI Lilly Family School of Philanthropy (rooney@iupui.edu)*

Using time-series data from Giving USA (2018) for the period 1954-2018, we estimate the overall impact of the Great Recession on philanthropy in the United States by looking at both the sources and the uses sides of philanthropy. For each source and uses of philanthropy, we specify an econometric model that allows us to separately examine the incremental effects of three periods: recession periods prior to the Great Recession, the Great recession period, and the period after the Great Recession. We compare the year-to-year changes in philanthropy to the normal periods that the US economy experienced prior to 2007.

The Individual Actor in Institutional Theories: Conceptualizations and Implications for Nonprofit Studies and Social Change

**Matthew Bakko, University of Michigan (mbakko@umich.edu)*

Our efforts to understand social and institutional change, a hallmark contribution of institutional theories, is stymied by not conceptually accounting for the individual actor more fully in institutional theories and nonprofit studies. This paper uses comparative concept analysis of institutional theories and supportive nonprofit research to reveal several core dimensions of individual actors. These dimensions prove critical for understanding the multiple ways that nonprofit service providers are embedded, constrained, and agentic in organizations and institutions. This analysis offers scholars a way to consider the capacity of nonprofit service providers to contribute to social change in the midst of constrained contexts.

The Influence of Giving Circle on Its Members: A Case Study of Yizhong Fund in Shanghai

**Wendi Li, Shanghai Jiaotong University (wendil0724@hotmail.com); *Yung Pin Lu, Shanghai Jiaotong University (Yungpin@sjtu.edu.cn)*

Giving circle is considered as a beneficial approach to expand fundraising and foster members' growth, thus becomes increasingly focused in China. Although previous literatures cover the impact of giving circle on its members in American and European contexts, influences on Asian giving circles remained unclear due to the differences in culture and roots of philanthropy. This research conducts a survey and semi-structured interviews among 100 members and a control group to examine the giving circle "Yi Zhong Fund" in Shanghai, China and addresses three research questions related to its impact on member's behaviors, knowledge and perceptions of philanthropy.

The influence of nonprofit capital structure and operations on donor restriction

**Chris Prentice, UNCW (prenticecr@uncw.edu)*

We explore the influence of capital structure on donations and investigate whether nonprofit organizational, operational, and financial factors identified as drivers of donations in prior research predict restricted, unrestricted, and total contributions similarly. To test our research questions, we analyzed a longitudinal sample of over 450 nonprofits using four OLS regression models. Findings support our assumption that not all donations are empirically equivalent, with some predictors driving restricted donations while others were more consequential for increasing unrestricted contributions. Significant findings also support our hypothesis that capital structure influences private contributions and should be considered in future research.

The innovative capacity of Area Agencies on Aging: Engaging users, community groups, and volunteers in co-production of aging services through public-nonprofit partnerships

**Sungdae Lim Sam, Houston State University (slim@shsu.edu)*

Building upon new public service governance and innovation theories, the present study examines whether public-nonprofit partnerships promote co-production of aging services. This study hypothesizes that the co-management structure promotes innovation opportunities for the provision of public services and better engages service users, community groups, and volunteers to co-produce aging services than other types of governance structures. In addition, this study explores distinct determinants of the innovative capacity across the different public service governance structures. Data are drawn from a national online survey of Area Agencies on Aging which present a variety of service governance structures.

The Interplay between Environmental Condition and Nonprofit Growth and Resource Management Strategies

**Tamaki Onishi, University of North Carolina at Greensboro (t_onishi@uncg.edu); *Wolfgang Bielefeld, Indiana University Purdue University Indianapolis (wbielefe@iupui.edu)*

The proposed study examines what strategies nonprofit entrepreneurs may use to mobilize resources to start their ventures. We specifically investigate what environmental conditions (certainty/resource abundance, uncertainty/resource scarcity) trigger different paths of venture growth and resource acquisition/mobilization approaches. Our framework is built upon four entrepreneurship theories on venture emergence and resource management: causality, effectuation, resource-based view, and bricolage. Our framework integrates implications from these theories and develops two models, based on environmental conditions, mechanism of idea emergence, the resource condition, founders' decision-making process, strategies of resource acquisition and mobilization, and venture growth approach.

The leadership dilemma with community champions

**Ruxandra Popovici, Purdue University (rpopovi@purdue.edu)*

While NGOs can facilitate participation of local communities in government programs, they can also undermine participation by creating administrative burdens. We employed a controlled comparison approach to compare economic, institutional, and environmental outcomes in communities that participated in two Payments for Ecosystem Services (PES) programs in Mexico: one where intermediary NGOs were involved and another without NGO involvement. We found that NGOs had different effects in communities with different levels of collective action (i.e., previous experience participating in group activities). NGOs created positive outcomes in communities with medium collective action levels while creating administrative burdens for communities with high and low levels of collective action.

The Place Equation: Does Placemaking Lead to Greater Place Attachment?

**Brian Blackford, Ball State University (bablackford@bsu.edu); *Jeongyoon Lee, University of Kentucky (julialeejy@gmail.com)*

This study examines how public placemaking efforts as an inclusive community development tool influence a resident's place attachment in rural communities. Using three recent public space projects in Indiana, our analysis will help pinpoint how placemaking can best be deployed and realized within the context of place attachment while further providing implications for community development policy.

The Promotion of Evidence Use in Federally Funded, Nonprofit-Delivered Social Services

**Christopher Horne, University of Tennessee at Chattanooga (Christopher-Horne@utc.edu); *John Brock, Tennessee Department of Transportation (bty497@mocs.utc.edu); *Jaclyn Kenzie Freeman, University of Tennessee at Chattanooga (cgq926@mocs.utc.edu); *Holly Odel, University of Tennessee at Chattanooga (hcp825@mocs.utc.edu)*

Previous research on federal promotion of evidence-based programming has focused on evidence-based program registries and concludes their usefulness is undermined by prioritizing internal validity over external validity. This research explores how federal grant programs are actually promoting evidence

use instead of what we might infer from registries alone. An inductively developed conceptual framework is applied to describe all 166 FY19 social services grant programs, finding they promote multiple types of evidence use, with generally low coerciveness, and with applicants frequently co-determining what counts as evidence. These findings point to promotion of evidence use that balances evidence-driven prescriptiveness and encouraging innovation.

The Role of Chinese Hybrid Civil-State Organizations in Crisis: SARS, HIV/AIDS, and COVID-19

**Samuel Galler, Redstone Strategy Group (smgaller@gmail.com)*

By comparing the nature of civil-state partnerships in response to three crises (SARS, HIV/AIDS, and COVID-19), this paper extends current frameworks for studying interactions between the state and civil society organizations in China. Hybrid organizations, which embody aspects from both sectors, have distinct advantages both in mitigating risks associated with such informal partnerships and in effectively mobilizing resources across organizational ecosystems. This comparative study contributes both to the literature on Chinese civil society organizations and how they navigate the challenging Chinese political environment as well as to nascent research on the role of hybrid organizations in negotiating conflicting institutional environments.

The Role of Nonprofit Incubators in Encouraging the Evidence of Social Impact from Local Community Startups and Entrepreneurs

**Marina Saitgalina, Old Dominion University (msaitgal@odu.edu)*

Nonprofit incubators are an emerging phenomenon, and they present a worthwhile laboratory to empirically explore innovative efforts to affect social change. The goal of this research is to better understand the roles of nonprofit incubators and accelerators in fostering social value in local entrepreneurs. Although it is reasonable to expect the social impact from social entrepreneurs, the question is whether nonprofit incubators expect, encourage, and incentivize social impact from the participating startups and individual entrepreneurs they foster? The proposed study will evaluate the functions and efforts of nonprofit incubators within local communities, and specifically, what processes and incentives nonprofit incubators use to encourage, support, and measure social impact of entrepreneurs' work and what effect it has on the overall startup performance.

The Roles of Trust in Cross-Sector Collaborative Interest

**Long Tran, American University (tran.872@osu.edu)*

Despite the well-established multi-dimensionality of trust, research on NGO-government cross-sector collaboration has often treated trust as a single construct. Analyzing survey data from the leaders of 223 local NGOs in Lebanon, this paper will examine how cognitive trust and affective trust—two distinct forms of trust—may influence a leader's interest in cross-sector collaboration with the local government.

The Silver Lining of Staff Experiences of Secondary Trauma in Nonprofit Human Service Organizations: The Role of Post-Traumatic Growth

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

Despite a burgeoning literature on “secondary trauma” or “vicarious trauma” in clinical psychology, social work, and stress management, little is known about how secondary trauma emerges in nonprofit human service organizations. Through an inductive, multiple-case study drawing on 41 interviews with nonprofit staff at various levels within 9 US nonprofit organizations, I develop a model of the role of post-traumatic growth in influencing the effects of staff secondary trauma experiences on subsequent staff and organizational outcomes. I conclude with a discussion of the theoretical and practical implications for secondary-trauma-affected nonprofit human service organizations and suggestions for future research.

The Social Change Activity of Nonprofit and Voluntary Organizations: Definitions, Domains, Directions

**Jennifer Mosley, University of Chicago (mosley@uchicago.edu); *David Suarez, University of Washington (dsuarez@uw.edu); *Hokyung Hwang, University of New South Wales (hokyung.hwang@unsw.edu.au)*

In this conceptual paper we address the question “how can we better understand the varieties of ways that third sector organizations engage in the policy process?” We argue that the term “advocacy,” central to conceptualizations of the unique role and contributions of the nonprofit sector, suffers from a definitional morass that is both crowded and overly broad. We present a conceptual framework intended to allow all nonprofit social change activity to be mapped and associated with specific tactics, targets, and types of nonprofit actors typically involved.

The Strengthening Of Civil Society: Nonprofit Capacity Building In The City Of San Diego

**Lyn Corbett, The University of San Diego (lyncorbett@sandiego.edu)*

In an effort to both increase the capacity of nonprofit organizations and decrease the adverse effects of resource dependence, in 2016, the City of San Diego partnered with the University of San Diego to design a nonprofit capacity building program called The Nonprofit Academy. Over the last three years, 535 organizations have participated in this program and a sample of these organizations will be used in this study to examine the prevalence of internal and external factors that may have contributed to local government nonprofit capacity building and concomitantly, their impact on nonprofit dependency.

The Use of Financial Indicators for Predicting Nonprofit Dissolution

**Young Joo Park, School of Public Administration, University of New Mexico (park@unm.edu); *Jongmin Shon, School of Public Affairs and Administration, Rutgers University-Newark (jshon@newark.rutgers.edu); *Jiahuan Lu, Rutgers University- Newark (jl2129@newark.rutgers.edu)*

Despite the important role financial health plays in determining the nonprofit organizations’ survival, we do not know which aspects of financial health lead to a nonprofit dissolution. We aim to identify the dimensions of financial health and validate the financial indicators against nonprofit dissolution. We examine the Internal Revenue Service (IRS) Form 990 core data files on U.S. public charities from 2005 to 2015 using panel data analysis with fixed-effects. This study contributes to better understanding of a multifaceted concept of financial health in nonprofit organizations and suggests that financial indicators can be used as an early warning for nonprofit dissolution.

The Women & Girls Index: A Five-Year Look at Giving to Women's and Girls' Organizations

**Tessa Skidmore, Indiana University Lilly Family School of Philanthropy (tbskidmo@indiana.edu); *Jon Bergdoll, Indiana University Lilly Family School of Philanthropy (jjbergdo@iupui.edu); *Jon Durnford, DataLake Nonprofit Research (jon@datalake.net)*

This paper elaborates on the methodology behind the Women & Girls Index (WGI), the first systematically generated, comprehensive listing of U.S. charities dedicated to women and girls. Introduced by the Women's Philanthropy Institute in 2019, results from initial analysis of the WGI (based on fiscal year 2016) were presented at ARNOVA 2019. This paper presents results for the 2020 update to the index, which extends the analysis back to 2013 and forward to 2017. This extension permits trends in giving to women's and girls' organizations, as well as other characteristics of these groups, to be examined over a five-year period.

The Women's March: How does a coalition learn?

**Honey Minkowitz, North Carolina State University (hminkow@ncsu.edu)*

On January 21, 2017, millions of people across the world organized for the first Woman's March in response to the tidal wave of misogynistic, racist and other offensive acts committed by newly inaugurated President Donald Trump. While the March has persisted as an annual event, there have been many changes in the coordinating organizations, leadership, membership, allies and the policies the March is advocating for. The purpose of this research is to investigate the processes and outcomes of policy learning in the Women's March, an emergent advocacy coalition of feminist organizations collectively organizing to promote intersectional feminist policy agendas.

Time to say goodbye? Evidence on board turnover and female representation from United Way

**Lauren Dula, Binghamton University, SUNY (ldula@binghamton.edu); *Ruodan Zhang, University of Connecticut (Ruodan.zhang@uconn.edu)*

This study explores whether board turnover actually happens and its implication on board diversity. In particular, are men more likely to stay on with boards rather than women? We use board turnover and gender composition data from a nationally representative sample of United Ways across the United States covering a 15 year (2000-2015) period. The study contributes to a better understanding of nonprofit board term limits as an institutional determinant of leadership gender diversity. In addition, using the actual board turnover data, we are able to explore the relationship between diversity, performance, and term limits.

To Haves and Have-Nots: A QCA Inquiry to Social Service Contracting across 38 Chinese Cities

**Jiahuan Lu, Rutgers University – Newark (jiahuan.lu@rutgers.edu); *Bin Chen, Baruch College (bin.chen@baruch.cuny.edu); *Qiang Dong, China Agricultural University (dongqiang@cau.edu.cn)*

This study conducts a fuzzy-set qualitative comparative analysis (fsQCA) of government-nonprofit social service contracting in 38 Chinese cities. The goal is to explore how the combination of demand and supply-side factors jointly shapes the scale of government-nonprofit contracting.

Tocqueville, the Gates Foundation, and the New American Aristocracy

**Ian Anstee, Stanford University, 2018; UCLA Law, 2023 (ianstee5@gmail.com)*

This paper evaluates modern-day, American philanthropy — specifically the rise of billionaire mega-donors — through the lens of Tocqueville’s writings about civil society in the US as well as its counterparts in England and France. Using the Bill and Melinda Gates Foundation as a case study, I find that mega-philanthropy more closely resembles Tocqueville’s portrayal of the English aristocracy than the popularized description of voluntary association in early 19th century America. The transition away from grassroots movements towards those dominated by individual philanthropists carries with it normative implications for the state of America’s civil sector.

Too Flexible? The Impact of Flexible Labor on Nonprofit Performance

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

The use of flexible labor in the nonprofit sector raises the question about the organizational implications of this strategic decision. Studies on for-profit firms suggest that flexible labor brings benefits to organizations in the form of cost reduction and improved program outcomes, yet evidence remains mixed. To understand whether nonprofits can accrue similar benefits from using flexible labor, we examine the link between flexible labor and organizational performance in the nonprofit sector. Using panel data from 2008-2016, we observe the financial and programmatic outcomes of a large sample of arts and cultural nonprofits and find that the increase in the share of flexible labor spending is associated with improved financial health and a decline in program outcomes.

Toward a Typology of Nonprofit CEO Power

**Kathryn Gamble, Consultant (kmyandel@ncsu.edu); *Richard Clerkin, North Carolina State University (rmclerkin@ncsu.edu)*

Power is contextual. A basic definition of power is the ability to make others to do something they might not otherwise choose to do. In the case of nonprofit organizations, the power relationship between the governing board and the CEO/ED is wrought with fiduciary implications. The research seeks to provide a deeper understanding of CEO power by exploring CEO types and their effects on governing board role fulfillment. The results of this research show that the CEO power effect varies by the type of CEO power. This research contributes to the existing literature by offering insights and possible new directions to consider why the various roles of governance actors take on different levels of performance in various context.

Transactional distancing: The impacts of online education on student learning outcomes learned from the COVID-19 pandemic

**Laura Keyes, University of North Texas (Laura.Keyes@unt.edu); *Hee Soun Jang, University of North Texas (heesoun.jang@unt.edu)*

Higher education experienced dramatic challenges responding to the international pandemic moving courses online in the middle of the semester without going through proper preparation. Universities transitioned from face to face to online delivery modes in very narrow windows of time. In this study, we examine student learning interruption brought on by abrupt changes to online modality and identify structure, design and communication elements to

continue strong instructor and student interaction to maintain positive student learning outcomes. Data collected and analyzed through course evaluation, assignments and feedback will inform an effective online transition plan to develop in nonprofit undergraduate education.

Transfers from public services into the English and Welsh third sector: manufacturing civil society?

**John Mohan, Third Sector Research Centre, University of Birmingham (mohanj@bham.ac.uk); *James Bowles, University of Birmingham (jxb1076@student.bham.ac.uk)*

We investigate significant transfers of public sector agencies and functions into charities in England and Wales in recent decades. We identify the scale of these, and the diverse origins of and processes behind such organisational transfers. We analyse the extent to which these have a distinctive funding profile (e.g. reliance on statutory funding) and the degree of voluntarism in their operations. The paper raises questions about the extent to which these constitute what has been termed “manufactured” civil society, and their implications for debates about the identity of the voluntary sector.

Turning the Tables: Philanthropy Supporting Public Libraries

**Alicia Schatteman, Northern Illinois University (aschatteman@niu.edu)*

Libraries in Illinois are governed by the Municipal code (1961), the Local Library Act (1965) and the Public Library District Act (1991). Although a taxing body, many libraries have additional resources beyond taxes such as earned revenue and funding from nonprofit organizations that exist solely to raise money for the municipal library. This paper seeks to answer: to what extent are libraries supported by philanthropic dollars versus government revenue; and does location matter? Data will come from a survey of public libraries in Illinois and secondary data from their affiliated nonprofits. I will compare the results with research completed in 2014 to determine if philanthropy from library affiliated nonprofits has grown and in what ways.

Understanding and Assessing Board Member Engagement

**William Brown, Texas A&M University (wbrown@tamu.edu); *Nicole Collier, Texas A&M University (nicole.e.collier@tamu.edu)*

This study uses a survey of board members to understand individual board member engagement and how engagement is associated to performance. The survey is distributed through key executive contacts in approximately 20 different organizations. Data collection is currently underway, and we anticipate participation by approximately 200 board members. Executives will provide an independent assessment of board members. Board performance will be calculated for each organization by aggregating responses from board members. Analysis will explore how board member engagement is associated to individual and group performance measures.

Understanding Diaspora Philanthropy under Crisis through Alumni Associations

**Ximeng Chen, Sacred Heart University (chenx2@sacredheart.edu)*

Diaspora philanthropy is relatively new and is one of the most under-researched sub-fields within philanthropic studies. More research is needed to understand the experience of organized diaspora philanthropy. This research uses qualitative data to explore the experiences of organized diaspora

philanthropy initiated by two U.S.-based alumni associations in response to the COVID-19 outbreak in Wuhan, Hubei Province, China. The preliminary results show that even though they are not traditional intermediary organizations for diaspora philanthropy, both alumni associations were able to respond rapidly to the COVID-19 outbreak in Wuhan.

Understanding Global Generosity in Times of Crisis

**Pamala Wiepking, IU Lilly Family School of Philanthropy (pwiepki@iu.edu); *Femida Handy, University of Pennsylvania (fhandy@upenn.edu); *Una Osili, Indiana University Lilly Family School of Philanthropy (uosili@iupui.edu)*

During these unprecedented times of the COVID-19 global health crisis, people across the world show their resilience, and their generosity. In this project, we study how and why people across the world display generosity behaviors, especially in times of crisis. We will use a mixed-methods approach, where we supplement a key comparative survey study with semi-structured interviews and an archival study. The survey asks both closed and open-ended questions to get to an inclusive understanding of the concept, behavior and motivations related to generosity across the globe, in particular in times of crisis. The semi-structured interviews will ask people in-depth questions about their meaning and motivations of generosity behavior, especially in times of crisis. And in the archival study, we will collect stories of generosity behavior as reported through television news, newspapers, and social media across the world.

Understanding Social Enterprise Growth in China: the Art of the State

**Echo Wang, National University of Singapore (ariwl@nus.edu.sg); *Chengcheng Song, School of Public Administration, East China Normal University (ccsong@sem.ecnu.edu.cn)*

This paper argues that the current development of social enterprises in China is the sole result of state support and could be better understood and appreciated through the lens of state-society relations. The argument is supported by empirical analyses based on two data sets including a survey, which is then supplemented by close examination of two city cases in China. Building on the existing state corporatist framework, this research enriches the existing literature on social enterprises by providing strong empirical evidence and a new analytical angle on what drives social enterprise development in China.

Unpacking Nonprofit Contracting: An Empirical Investigation of Transaction Costs and Resource Dependence Explanations

**Gowun Park, University of Washington (gwpark@uw.edu); *Yulan Kim, University of Washington (ylkim@uw.edu)*

This paper aims to address the question, “what factors influence the decisions of local governments and nonprofits to enter into contracts?” To answer the question, this study empirically examines institutional and socioeconomic characteristics that make nonprofits more and less likely to have contracts with local government based on two theoretical frameworks: transaction costs and resource dependence. The study concludes the two theories are both supported as a compelling conceptual lens for explaining nonprofit contracting. It shows that the complexity of service markets, nonprofit density, and political stability are particularly significant characteristics that explain government-nonprofit contractual relationships.

Unpacking the density debate: What types of communities do nonprofit really serve?

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

The growing number of nonprofit organizations and nonprofit-government collaborations globally has prompted research on identifying the determinants of the nonprofit sector size and density across communities. In both US and international contexts, conflicting empirical results exist of whether nonprofits locate where there is the most need, where there are the most fiscal/ human resources, or where there is stakeholder support. This project will further our theoretical understanding of nonprofit density determinants by analyzing nonprofits in India, based on both the headquarter location and areas of operation. The findings will add to our existing empirical knowledge and help generalize current theories.

Unpaid Work Meets Profit Motives: Towards a Current Definition of Volunteering in Social Enterprises

**Charlotte Overgaard, Macquarie University (charlotte.overgaard@mq.edu.au); *Janelle Kerlin, Georgia State University (jkerlin@gsu.edu)*

Increasingly blurred boundaries between for-profit and non-profit organizations and paid and unpaid work, has resulted in outdated definitions of volunteering. Through legal cases, legal precedent, and volunteering studies, this paper explores a continuum of volunteering definitions in the United States. We distinguish volunteering from other labour by investigating work versus non-work; formal versus informal work; and paid versus unpaid work. We examine these from an organizational perspective, using a social efficiency versus non-social efficiency and distribution versus non-distribution of profits matrix. This taxonomy of volunteering aims to guide policy makers and legal practitioners on when volunteers should be used.

Unrestricted impact: The effects of unrestricted funding on grantees' organizational and project impact

**Pamala Wiepking, IU Lilly Family School of Philanthropy (pwiepki@iu.edu); *Arjen de Wit, Vrije Universiteit Amsterdam (a.de.wit@vu.nl)*

Recent trends show foundations are increasingly using more flexible and 'trust based' funding practices, such as practicing unrestricted grant making. Anecdotal evidence suggests that these practices will improve grantees' organizational and project impact. However, there is limited academic literature in support of this assumption. In this study, we use a mixed-method approach combining case studies with longitudinal data analyses to study the causal effects of unrestricted grant making on grantees' organizational and project impact, including their financial performance. Our preliminary evidence shows that unrestricted grant making is especially relevant in times of crisis, including during COVID-19, enabling grantees to provide a flexible response.

Using Data Science for Social Impact: Understanding Volunteer Motivations in the "Data for Good" Movement

**Benjamin Kinsella, DataKind (benjamin.kinsella@datakind.org); *Rachel Wells, DataKind (rachel@datakind.org)*

This project explores Data for Good (D4G) volunteering, a world-wide movement in which data scientists devote their time to ethically and responsibly work on social impact projects. Findings come from a survey designed by DataKind, a global nonprofit and leader in the D4G movement, which brings together data science experts with mission-driven organizations. Using targeted sampling, this study will reveal the characteristics of D4G volunteers and insights into the underlying motivations of D4G volunteers. Anticipated findings will allow D4G organizations and stakeholder groups to better develop and sustain volunteer engagement, build partnerships with underrepresented groups, and identify new growth opportunities.

Values, Performance or Both? The Benefits and Risks of Results-based Management

**Gerhard Speckbacher, WU Vienna (gerhard.speckbacher@wu.ac.at)*

This paper builds on research in economics and accounting to analyze the potential benefits and risks of using results-based performance measurement as a tool for managing employee behavior towards better overall mission achievement. By distinguishing values-based from results-based management approaches, the paper analyzes when and why these approaches interfere with each other or, instead, beneficially complement each other. Building on this analysis, the paper offers concrete suggestions on how to avoid negative tension and how to realize the possible positive effects of combining values-based with results-based management of employee behavior.

Venue Perceptions and Strategy Decisions Among Nonprofits and Industry Advocates in Environmental Policy Debates

**Jennifer Kagan, University of Hawaii at Manoa (jkagan@hawaii.edu); *Kristin Olofsson, Oklahoma State University (kristin.olofsson@okstate.edu)*

This paper examines venue perception and advocacy tactics among environmental nonprofits and oil and gas companies. While earlier research suggested that advocates with more resources rely on inside tactics and those with fewer resources use outside tactics, more recent studies suggest patterns are less clear. We contribute to this conversation by exploring how venue perception affects advocacy decisions. Data derive from surveys of environmental nonprofits and industry advocates. Using multi-level modeling, this research examines the moderating effect of venue perception on advocacy tactics across three venues. Preliminary results suggest that venue perception plays a significant role in advocacy decisions.

Viewing Nonprofit Priorities through Public Comments: The Redesign of the IRS Form 992

**Todd Ely, School of Public Affairs, University of Colorado Denver (todd.ely@ucdenver.edu); *Juniper Katz, School of Public Policy, University of Massachusetts Amherst (juniperkatz@umass.edu); *Thad Calabrese, Florida State University (thad.calabrese@nyu.edu)*

The Internal Revenue Service (IRS) Form 990 is the informational filing required by the federal government for tax-exempt nonprofit organizations. Our understanding of the sector is shaped by the information required in the Form 990, but little attention is paid to the design of the form. The last major redesign since 1979 of Form 990 occurred in 2007. We code and analyze the 3,000 pages of public comments received by the IRS during the public process to tell an important story of nonprofit regulation, interest group messaging, competing priorities, unifying perspectives, and the challenges posed to increased transparency and disclosure.

Voluntary Association Involvement and Political Participation in South Korea

**Won No, Shanghai University of Finance and Economics (won.no@outlook.com); *Lili Wang, Arizona State University (Lili.Wang@asu.edu); *Hyunrang Han, Arizona State University (Hyunrang.Han@asu.edu)*

While much research has found that voluntary organization involvement leads to more political participation in the U.S. and European countries, it is still debatable in South Korea. By employing the Korean Current Social Integration Survey from 2014 to 2018, this study examines whether there is a positive

or negative relationship between voluntary association engagement and participation in political activities based on the social capital theory. This study also explores whether the results vary by the types of voluntary associations and multiple memberships in the associations.

Volunteer Mobilization Of Epidemic Prevention And Control In Communities: Effect And The Optimizing Strategy

**Zucheng Yu, Shanghai International Studies University (yusosei@shisu.edu.cn); *Jiachen Huang, Shanghai International Studies University (sisuhjc@outlook.com)*

During the COVID-19 epidemic, communities have become the front line of the joint prevention and control. By analyzing the current situation, it is found that the strength of the capacity of volunteer mobilization in communities is the critical element that influences the effect that communities have on confronting the epidemic. So, how can volunteers offer to help in communities and how to optimize the drawbacks exposed in the process. As is suggested, China should strengthen the autonomous attribute of communities, mapping the resident mobilization network and establish the public crisis management system in communities.

Volunteering and Health: A Mega-Analysis

**René Bekkers, Vrije Universiteit Amsterdam (r.bekkers@vu.nl); *Arjen de Wit Vrije, Universiteit Amsterdam (a.de.wit@vu.nl); *Ellie Heng Qu, Texas A&M University (hqu@tamu.edu)*

There is a vast literature on the supposed health benefits of volunteering for the volunteer, but the evidence on the direction of causality in this relationship is weak. We harmonized micro data from six large panel surveys in Europe, to enable a mega-analysis of 1,252,642 observations for 287,647 citizens in 30 countries, who were followed for up to 34 years. Volunteers have an 14.8% better health than non-volunteers. We find evidence that most of the relationship is due to reverse causality, but a likely health benefit emerges in old age, particularly over 65, and for citizens in the UK.

Volunteering Infrastructures in Nonprofit Organizations: Definition and Empirical Findings from A Comprehensive Survey

**Itay Greenspan, Hebrew University of Jerusalem (); *Michal Almog-Bar, Hebrew University of Jerusalem (); *Mayrav Ashkenazi-Anur, Hebrew University of Jerusalem (mayrav.ashkenazi@gmail.com)*

Involvement of volunteers in nonprofit organizations is an essential source of their legitimacy (Wilson, 2012). Yet, engaging volunteers in the organization requires preparation, organizational identity formation, and appropriate infrastructure. Our goal in this paper is to define what volunteer infrastructure consists of, and to test the extent to which volunteer infrastructures exist and are being used in the case of Israeli nonprofits. We will present empirical findings of a survey among 100 CEOs focusing on 5 perspectives on the operation of volunteers in their organizations and documenting the use of different organizational factors to operate and manage volunteers.

Volunteers in Name Only? Implications of Court-Ordered Service on Volunteer Management

**Kara Lawrence, North Carolina State University (KLLawre3@NCSSU.edu); *Richard Clerkin, North Carolina State University (Richard_Clerkin@ncsu.edu); *Jerrell Cogburn, North Carolina State University (jcogburn@ncsu.edu)*

As the traditional volunteer base is shifting and nonprofits work to engage volunteers in new ways, mandatory volunteering presents a unique opportunity and challenge for volunteer management. Engaging court-ordered service volunteers may require many adjustments in volunteer management due to differing motivations and program and legal complexities. While some have argued this coerced type of volunteering challenges the definition of volunteering itself, others point to the potential of engendering positive civic outcomes. This paper explores the organizational impacts of using court-ordered volunteering in effort to understand the wider implications on volunteer management and aspects of “voluntariness.”

Volunteers’ Stress, Resilience, and Philanthropic Plans Under the Outbreak of Covid-19: A Study of AmeriCorps Members

**Yinglin Ma, The Ohio State University (ma.1479@osu.edu); *Mary Tschirhart, The George Washington University (marytschirhart@email.gwu.edu)*

The 2019 coronavirus disease (COVID-19) epidemic and its unprecedented global outbreak may pose new challenges to nonprofit volunteers. So far, there are few studies on volunteers’ resilience and philanthropic plans under stressful circumstances. Integrating the frustration-aggression hypothesis and resilience framework from social psychology, the study aims to understand volunteers’ stress, resilience, and philanthropic plans under the impact of COVID-19. Analyses will collect longitudinal survey data from a sample of 823 AmeriCorps volunteers. The study seeks to contribute to both nonprofit management theory and practice.

Weathering the Storm: Lessons from Canadian Charities on Surviving Crises

**Elizabeth Searing, University of Texas at Dallas (esearing@albany.edu); *Nathan Grasse, Carleton University (nathan.grasse@carleton.ca); *Susan Phillips, Carleton University (Susan.Phillips@carleton.ca)*

The academic literature on financial management has few practical recommendations for nonprofits during the COVID-19 crisis. This paper utilizes data on Canadian charities to explore not only what nonprofits are susceptible to financial vulnerability during an exogenous shock, but also what characteristics help them recover. Using a panel of charitable tax data from 2000 to 2018, we examine organizational characteristics of Canadian charities before, during, and after national or regional shocks, such as recessionary periods. Characteristics which aided resilience through these crises will provide insights for nonprofits seeking to minimize or recover from the damage inflicted by the COVID pandemic.

What Helps Nonprofits Recover from Disasters? A Case Study of Hurricane Florence

**Xintong Chen, North Carolina State University (xchen43@ncsu.edu)*

Nonprofits operate in an ever-changing environment, and external shocks, such as disasters, cast unavoidable impacts on nonprofits. Thus, how nonprofits recover from a disaster warrant empirical investigation in order to equip nonprofit leaders and policymakers. This study explores what helps nonprofit recover from natural disasters by interviewing nonprofits in one southeastern state that were impacted by Hurricane Florence. This study finds that the severity of impacts, pre-disaster preparations, slack resources, knowledge, and adaptive capacities are associated with a nonprofit’s capacity to recover. This study contributes to research by deepening the understanding of nonprofit resilience in a natural disaster context and by providing insights about what helps organizations navigate disasters more effectively.

What Matters to You Matters: Natural Mentors and Self-Evaluation in School Sports

**Howard Lune, Hunter College (hlune@hunter.cuny.edu); *Margaret Kelley, University of Kansas, Department of American Studies (mskelley@ku.edu); *Kathryn Vaggalis, University of Kansas, Department of American Studies (kvaggalis@ku.edu)*

Mentors for adolescents are widely believed to have a positive impact, both in terms of reducing problem behavior and improving life chances. These findings, however, lack context and information about the nature of successful mentoring relationships. In this article, we use social learning theory as a framework for investigating what it means to adolescents to matter to their school-based natural mentors. Mattering is a concept underexplored in sociological contexts, but as our data reveal, mattering was a present theme throughout young adults' accounts of their positive mentor relationships and is a learned concept. Mattering to one's mentors led to connecting with non-kin, feeling important, and creating non-authoritative accountability to significant others.

What sector do consumers prefer for the delivery of 'public' services? A comparative analysis of USA and China

**Anita Dhillon, American University (ad3679a@student.american.edu); *Kenneth J. Meier, American University (kmeier@american.edu); *Xiaoyang Xu, American University (xx0266a@student.american.edu)*

Although existing theories offer explanations as to why public service should be delivered either directly by government, the private sector, or nonprofit organizations, little research has examined the public's attitudes about how they prefer to have public services delivered. Using a least similar systems design, this study asks: Do consumers prefer nonprofit, for-profit, or government organizations to deliver public services? Does this preference vary by the nature of the service being provided and by national context? Online surveys results from two country contexts, USA and China, are analyzed in parallel to explore citizen preferences for service delivery.

When Does Commercialization Sound Reasonable to Donors? Effects of Message Framing

**Cheon Lee, School of Public Affairs and Administration, Rutgers University-Newark (deuxcheon@gmail.com)*

The effect of commercialization and commercial activities on charitable contributions has been one of major concerns to nonprofits. It has been known that commercialization crowds out charitable contributions. However, how donors respond would respond when they learn about the increased level of commercialization in the future has not been studied much. From two online survey experiments, this study seeks to find out whether framing messages about commercialization can prevent the crowding-out effect of commercialization. Messages framed to emphasize the necessity of commercial activities and revenues may not crowd out charitable contributions from donors.

Who Volunteers and Why? An Empirical Study on the Characteristics of Chinese College Students

**Fuman Xie, Shanghai Jiao Tong University (super_annie@sjtu.edu.cn); *Yung-pin Lu, Shanghai Jiao Tong University (Yungpin@sjtu.edu.cn); *Yongfu Zhang, Shanghai Jiao Tong University (feiqing-1208@sjtu.edu.cn)*

The paper aims to investigate the characteristics of young Chinese volunteers and their volunteering motivations. We conducted a large-scale survey involving 10000 college students from 16 universities in Shanghai and investigated the effect of gender, major, religious belief, economic background and political status on volunteering. Our findings partially confirmed the influence of gender, major and political status yet religious belief did not affect Chinese students' volunteering behavior or motivations. Besides, students with a normal economic background volunteered less frequently than students with a worse or better economic background. We plan to use regression analysis to further examine the influencing factors.

Who Were More Likely to Donate to Disaster Victims? Lessons from Hurricane Sandy

**Chenyi Ma, University of Pennsylvania (machtenyi@upenn.edu); *Stephanie Boddie, Baylor University (Stephanie_Boddie@baylor.edu); *Amy Baker, University of Pennsylvania (amybaker@sp2.upenn.edu)*

In October 2012, Hurricane Sandy struck the eastern seaboard of the United States, heavily affecting New Jersey and New York City. It killed 60 people, damaged/destroyed 346,000 homes, and caused power loss for over 2 million people. Following the disaster, many people across the nation donated or volunteered as a direct response to help Hurricane Sandy victims. However, the characteristics of the donors in response to Hurricane Sandy has yet to be explored, particularly in-group and out-group.

Will a Wild Goose Lay a Tame Egg? The Effect of Government Funding on Citizen Participation Among Identity-Based Organizations

**Ruodan Zhang, University of Connecticut (Ruodan.zhang@uconn.edu); *Jill Nicholson-Crotty, Indiana University (jillnich@indiana.edu)*

This article explores the effect of government grants and subsidies to IBOs on private donations and volunteering, both of which are avenues of identity cultivation and key resources for these organizations. We hypothesize that, on average, receiving government funding leads to a lower level of private donations and a fewer number of volunteers. We use the electronically filed IRS form 990s (2010-2016) for over 200,000 unique nonprofit organizations in the U.S., and focuses on religion, race/ethnicity, and sexual orientation identities. Our findings offer implications for the public-nonprofit dynamic in the IBOs and the role of identity in citizen participation.

You Shall (not) Pass: The Role of Third-Party Gatekeepers in Volunteer Inclusion Strategies

**Philine van Overbeeke, Rotterdam School of Management, Erasmus Universiteit (vanoverbeeke@rsm.nl); *Stephanie Maas, Rotterdam School of Management, Erasmus Universiteit (s.a.maas@rsm.nl); *Lucas Meijs, Rotterdam School of Management, Erasmus Universiteit (lmeys@rsm.nl); *Jeffrey Brudney, University of North Carolina Wilmington Department of Public & International Affairs (jbrudney@gmail.com)*

Although opportunities for volunteer involvement seem limitless, volunteering is not inclusive. Volunteer exclusion results from the failure to seek, recruit, and place prospective volunteers with non-volunteering antecedents. Based on dual volunteer management models, with “sending” organizations such as a corporation or school offering volunteer opportunities that in fact are performed at a “receiving” organization, the article identifies the crucial role that sending “gatekeepers” play in the inclusion and exclusion of volunteers. Qualitative data emanate from semi-structured interviews and vignettes. The article formulates three strategies for volunteer gatekeepers to increase the inclusivity of volunteering: connecting, mediating, and obligating.