

Running Head: LEADING AND MANAGING NONPROFITS

Leading and Managing Nonprofit Organizations: Mapping the Knowledge Base of Nonprofit
Management in the Human Services

Sara L. Schwartz, Ph.D.
Research Director
Mack Center on Nonprofit Management in the Human Services
School of Social Welfare
University of California, Berkeley

&

Michael J. Austin, Ph.D.
Center Director
Mack Center on Nonprofit Management in the Human Services
School of Social Welfare
University of California, Berkeley

ABSTRACT

This literature review documents the evolution of nonprofit leadership, management and governance over the past three decades. This review is based on the assessment of 638 journal article abstracts derived from a total sample of 2013 articles located in the entire publication history of three major U.S. journals of nonprofit management. The review illustrates the complex political, economic, and social challenges facing nonprofit organizations that require an array of abilities, skills, and training to lead and manage nonprofits. Nonprofits have developed a number of strategies, processes, tools, and techniques to maintain and enhance the delivery of human services. The themes addressed in this paper include the nature and history of nonprofits, nonprofit governance, leadership, management, and managing external relations. The review concludes with an evolving research agenda for pursuing questions related to managing and leading nonprofits.

KEY WORDS: Nonprofit organizations, management and leadership, governance, partnerships

Leading and Managing Nonprofit Organizations

Introduction

A review of the literature on nonprofit management illustrates its enormous change over the past thirty years in relation to political, social, and economic environmental forces that have changed how nonprofits finance and deliver services. The skillful management and governance of nonprofit organizations has been essential for the sector to accommodate the many environmental changes that it has experienced. To build a strong management team that can guide a nonprofit through a changing environment, it is important to understand the nature of nonprofits, the theoretical frameworks that explain their unique characteristics, and their internal characteristics (e.g., organizational structures, processes and cultures).

In addition, the literature outlines the importance of understanding the governance and management of nonprofits in order to grow and deliver quality services to the community. The multiple roles and responsibilities of nonprofit Boards of Directors are important to recognize in light of the key role that boards play in successful organizational functioning. The literature addresses the multiple challenges experienced by nonprofit boards and provides guidelines to facilitate effective governance systems. Leadership is another key element that is necessary for successful nonprofit functioning, thus it is important to gain clarity on the definition of leadership and how it is operationalized at the organizational level. Effective management is essential for the success of any nonprofit and it requires attention to management models, manager characteristics and competencies, and management strategies. Nonprofit management and leadership include the development and management of external relationships with funding sources, other organizations, the community, and the media.

To better understand the many changes that the nonprofit sector has experienced in relation to management and leadership, it is helpful to review the articles published on nonprofit management in three major journals over the past thirty years. This analysis, one of five, addresses the topic of nonprofit management and leadership by reviewing the literature, identifying themes, and specifying implications for research and practice. The research agenda was developed to guide future research.

Methods

This review is based on a thorough search of articles published in *Administration in Social Work* (first published in 1977), *Nonprofit Management and Leadership* (first published in 1990), and *Nonprofit and Voluntary Sector Quarterly* (first published in 1971). These three nationally-recognized journals were selected based on their history of focusing on nonprofit management in the human services. The University of California's library internet search engine was used to identify all articles published in these three journals from their inception until 2008. Two independent raters conducted an initial sort of the total sample of 2013 abstracts to identify major categories that would facilitate the mapping of the knowledge base of nonprofit management in the human services. Once the initial sorts were completed, the categories were compared and a set of 23 categories was agreed upon.

The 23 categories were then used to sort the 2013 abstracts, resulting in a 79% inter-rater reliability. Disagreements during the sorting process were primarily a result of different interpretations and definitions associated with similar topics. For example, one researcher placed all university education abstracts into the education and training category while the other researcher placed these same abstracts in the personnel category. Once these differences were

identified and discussed, full agreement was easily obtained for the remainder of the abstracts and the categorization process was completed.

The categories were then clustered into five overarching themes that are illustrated in *Figure 1*.

[Insert *Figure 1*]

The five major themes are defined as:

- *Leading and Managing Nonprofits* includes organizational history and theory, nonprofit governance, leadership, management and managing inter-organizational relationships, including relationships with the external environment (e.g., the law, public policy, and the media) (638 article abstracts).
- *Financing and Evaluating Nonprofits* includes the financial management of nonprofits, fundraising and philanthropic sources of revenue, social enterprise, accountability requirements, program evaluation, and management information systems (328 article abstracts).
- *Managing Human Resources* includes the management of personnel (including supervision and performance appraisal), employee wellbeing, workforce diversity, employee education and training, and volunteer workforces (436 article abstracts).
- *Managing Different Types of Nonprofits* includes articles that research and classify nonprofit organizations, explore domestic nonprofit service sectors, membership associations, community development nonprofits and citizen/political nonprofits (419 article abstracts).
- *Managing NGO's Worldwide* includes the management of nonprofits in different countries related to managing and leading nonprofits, financing and evaluating

nonprofits, nonprofit human resources, and nonprofit service sectors (192 article abstracts).

The major limitations of this method include the following: 1) inter-rater reliability would have been enhanced by the involvement of additional raters, 2) the rating process could have been strengthened by reviewing the entire articles rather than relying solely on the published abstracts (a very costly and time-consuming alternative), and 3) making the assumption that the majority of articles on nonprofit management related to the human services in the US appear in these three journals, knowing that other journals, domestic and international, publish articles on nonprofit and nongovernmental organizations (NGOs).

Nonprofit Management and Leadership

The goal of the knowledge mapping project was the development of a series of working papers and research questions to assist with the formation of a research agenda for the Mack Center on Nonprofit Management in the Human Services. This analysis reviews the 638 article titles and article abstracts that address the theme of managing and leading nonprofits. The literature captures the sector's interest in strengthening nonprofit governance, leadership and management in order to survive and grow in an uncertain external environment. The review opens with a consideration of nonprofit history and theory, moves to a review of issues addressed in relation to nonprofit governance, leadership and management, and concludes with an examination of the literature addressing the management of external relations. A research agenda is presented for future inquiry into nonprofit management and leadership.

The Nature and History of Nonprofits

The literature addressing the history of the nonprofit sector is broad in scope, from tracing the roots of philanthropic organizations back to ancient times to focusing on 20th century

nonprofits. The evolution of voluntary associations in Ancient Judea (Ross, 1974), 18th century Massachusetts (Brown, 1973), Palestine of the 1930s (Loewenberg, 1991) Medieval Europe (Ross, 1983), and the 20th century United Mine Workers Association (McMillen, 1978) are explored.

The factors that have influenced the development of voluntary associations over time are examined, including the development of philanthropic institutions (Lowenberg, 1995a; Lowenberg, 1995b), the connection between philanthropy and social justice (Fischer, 1995), the relationships between the public and voluntary sectors (Loewenberg, 1992; Mohr & Guerra-Pearson, 1996), and the evolution of accountability and effectiveness issues (Fitzgibbon, 1997; Hammack, 1995; Leiby, 1991; McIlroy, 1995). Historical perspectives are offered on the social problems that inspire the development of social movements (Morris, 2002; Simpson, 1988) as well as the evolution of such social movements as communes (Conover, 1978), the poor people's movement (Stolarski, 1988), the Anabaptist movement in Europe (Cavan, 1977), feminist collectives (Bordt, 1997), and antiurbanism (Harry, 1978).

The growth of the nonprofit sector is addressed from the historical perspective of leading and managing voluntary organizations (Knight, 1991; Selber & Austin, 1997) along with the evolution of volunteer-based agencies into professionally-led organizations (Romanofsky, 1973). Also considered is the architectural space occupied by early voluntary organizations in terms of its influence on organizational success (Guerra-Pearson, 1998).

The contemporary nonprofit sector can be understood within the context of American history (Burke, 2001; Neem, 2003) as well as the history of other countries (Archambault, 2001; Bauer, 1990; Burger & Veldheer, 2001; Gorsky & Mohan, 2001). A more recent historical perspective captures the ways in which the nonprofit human service sector was transformed in

the second half of the 20th Century (Gronbjerg, 2001), particularly in relationship to losing its independence (Dobkin Hall, 1987) and changes in finance (McCleary & Barro, 2008). The roles played by social policy and religious institutions in the delivery of social services are also considered (McIntyre Hall, 1992; Weinert, 1982; Wineburg, 1993).

Understanding Nonprofit Organizations

A group of abstracts focus on learning more about nonprofit organizations as systems. These abstracts are categorized into the following three perspectives: 1) theoretical frameworks, 2) external influences, and 3) the internal structures and processes.

Theoretical Frameworks

Theories and models can be used to examine nonprofit organizations and their characteristics, especially when drawing upon concepts identified in the business and organizational behavior literature. Application of business theory (York & Henley, 1986) and network theory (Gummer, 2002) provide insights into employee job satisfaction and achievement. Other theories addressed are resource dependency (Iecovich, 2001), institutionalism (Feeney, 1997), organizational ecology (Ivery, 2007) and transaction cost theory (Valentinov, 2008). Economic theories are also used to guide the understanding of nonprofit organizations (Marwell & McInerney, 2005; Steinberg & Gray, 1993), the impact of social capital on individual giving (Brown & Ferris, 2007) and the political and economic impact of the voluntary sector (Steinberg, 1993; Wagner, 1991).

Frameworks are applied to expand our understanding of nonprofits and include empowerment theory (Peterson & Speer, 2000), boundary theory (Halley, 1997), parallel bars theory (Tucker, 1980), and comparative theories (Walden, 1981). An alternative lens to examine nonprofits involves examining changing roles and relationships (Brainard & Siplon, 2004: Law

& Hasenfeld, 1989). A small, but important, group of frameworks have been designed to address the unique nature and characteristics of nonprofit human service organizations (Abzug & Webb, 1999; Beck, Lengnick-Hall, & Lengnick-Hall, 2008; Lohmann, 1992; Quarter & Richmond, 2001; Ryan & Washington, 1977). There is a growing interest in the lifecycle theory of nonprofit organizations (Bess, 1998; Chambre, 1997; Hasenfeld & Schmid, 1989; Koroloff & Briggs, 1996) and the influence of leadership at different stages of the lifecycle (Bailey & Grochau, 1993). One focus is on the creation stage of organizations (Billis, 1991) and how this stage influences later stages of development (Marcus, 1988).

Theory is also used to enhance the understanding of the specific roles and relationships in nonprofit organizations (Adams, 1983; Tourigny & Miller, 1981; Vosburgh, 1988). For example, the role that nonprofits can play in policy making is considered (Bryce, 2006; Guo & Musso, 2007; Netting, O'Connor, & Fauri, 2007) as is the role that workers play in influencing organizational rules and regulations (Kurzman, 1977). Theoretical frameworks are used to assess organizational goals (Herman & Renz, 1999), tasks related to decision-making and change management (Basinger & Peterson, 2008; Brannon, 1985; Brescia, 2004; Medley & Akan, 2008; Ng, Kent, & Egbert, 2000; Perri, 1993; Rosenau, 2003; Schmid, 2004a), service outcomes (Harvey, 1998; Mano-Negrin, 2003), strategic coherence (Black, Hinrichs, & Fabian, 2007), organizational values (Fenton & Inglis, 2007), and the distinctive nature of faith-based organizations to secular ones (Montgomery, 1987). A general assessment of the theories used in social welfare management are reflected in an analysis of major social welfare administration texts where the author argues for the development of theories that address the distinctive nature of human services (Au, 1994).

Organizational Environment (Internal)

A second group of abstracts reflect upon the organizational environment (Brown & Kalegaonkar, 2002; Capoccia, 1981; Young, 1989) and the many factors that influence organizational behavior, including culture (Blau, Heying, & Feinberg, 1996), legislation, and the economy (Jones, 2006). These factors can create both confusion (Parham, 1982) and opportunity (Te'eni & Young, 2003) for nonprofits. The environment is viewed as increasingly stringent and competitive and can affect the nonprofit sector's ability to adapt to changes in the environment (Alexander, 2000; Aviram, 1979a; Aviram, 1979b; Gibelman, 1990; McMurtry, Netting, & Kettner, 1991; Netting & Williams, 1997), influence their ability to maintain their mission in the face of change (Golensky & Mulder, 2006; Jones, 2007; McDonald, 2007), and their ability to avoid demise (Bielefeld, 1994). Adaptive strategies include the capacity to be innovative and collaborate with other agencies (Mulroy & Tamburo, 2004; Shoham, Ruvio, Vigoda-Gadot, & Schwabsky, 2006).

Nonprofit response to specific changes in the environment involve discussions of the growth of the third sector (Brooks, 2002; Schmid, 2004b; Wollebaek & Seize, 2002) and the increase in for-profit human service agencies (Joseph, 1983). Changes in public policies also impact nonprofits, especially in the era of welfare reform (Carnochan & Austin, 2002; Poole, 2003; Poole, Ferguson, DiNitto, & Schwab, 2002). Environment changes also include technology (Jansson, 1990) and the availability of facilities (Gronbjerg & Nagle, 1994).

Relationships in the organizational environment are another important aspect of a nonprofits capacity to survive and thrive (Schmid, 1992; Taylor & Lansley, 2000). These include the relationships between nonprofits and state and local governments (Liebschutz, 1992; Reiner, 1989), organization-community relationships (Dattalo, 1994), the role that nonprofits

play as a link between government and community (Coston, Cooper, & Sundeen, 1993; Mendel, 2003), and the networking ability of organizational members (Fisher, 1983).

Competition for resources, increased accountability requirements and the impact of a growing for-profit sector are also environmental factors that are addressed in the literature (Lammers, 1990). The consideration of competition includes the specific forces that are driving the competition (Boehm, 1996), strategies for dealing with competition (Frumkin & Andre-Clark, 2000; McMurtry, Netting, & Kettner, 1990) and the impact that competition has on social movement organizations (Hall & Hall, 1996) and the United Way (Gronbjerg, Harmon, Olkkonen, & Raza, 1996). Competition exists between nonprofit and for-profit organizations (Ben-Ner & Van Hoomissen, 1990; Smith, 1993; Stoner, 1983) as well as between nonprofit and public sector organizations (Sosin, 1984).

Structures and Processes

Considerable attention is devoted to organizational structures and processes, including methods for defining and examining organizations (Rothschild & Milofsky, 2006; Stein, 1980), understanding organizational change processes (Brilliant & Young, 2004), and assessing the effectiveness of organizational structure (Kushner & Poole, 1996). The focus of analyses range from assessing organizational identity (Smith, 1986; Tropman, 1989a; Young, 2001a; Young, 2001b) to examining the organization's stated mission and goals (Barthel, 1997; Christensen & Ebrahim, 2006; Yankey & Coulton, 1979), as well as roles (Gibelman & Kraft, 1996) and relationships (Zakour & Gillespie, 1998). The roles of nonprofits are compared to those of for-profits (Stoesz, 1989) and faith-based organizations (Harris, 1995). The investigation of specific service areas provide a focal point for comparison among these types, including dependent care

(Gellis, 2000), home care (Schmid & Nirel, 2004), and nursing homes (Luksetich, Edwards, & Carroll, 2000).

With respect to processes, organizational change is assessed in relationship to sustainability (Bailey, 1992), growth (Sheehan, 1999), and decline (Friesen & Frey, 1983). Several models of organizational change are identified (Coates, 1997; Resnick, 1978), including steps for assessing organizational change capacity (Brager & Holloway, 1992), identifying types of change (Durst & Newell, 2001), and the impact that change can have on stakeholders (Holloway & Brager, 1977). Specific types of change are highlighted, including the creation of alternative management approaches (Weil, 1988), the implementation of evidence-based practices (Johnson & Austin, 2006), and the goals of effectiveness and efficiency when planning change (Shoichet, 1998). A case study offers insight into the experience of change for a community-based clinic (Filipovitch, 2006).

Attention is given to the difficulties experienced when planning and implementing organizational change efforts (Billis, 1992), especially internal conflict (Hirschhorn, 1978; Maypole, 1980), staff resistance (Hernandez & Leslie, 2000), and the negative impacts of planned change (Salipante & Golden-Biddle, 1995). Innovation is viewed as a specific form of organizational change (Rothman & Lubben, 1988; Thomas, 1987), including factors that impede (Gruber, 1977) and foster innovation (Cohen, 1999), leadership styles (Shin & McClomb, 1998), and organizational culture (Jaskyte & Dressler, 2005).

Important to understanding the impact of organizational change is the involvement and/or reactions of various stakeholders that include managers (Gummer, 1984), other organizations (Martin, DiNitto, Byington, & Maxwell, 1992), and staff (Smith, 1993). For example, organizational change can influence staff attitudes about their organization (Bazemore & Liou,

1995; Perlmutter, Richan, & Weirich, 1979), job satisfaction (McNeely, Feyerherm, & Johnson, 1986), sense of competence (Kayser, Walker, & Demaio, 2000), job performance (Ezell, Casey, Pecora, et al., 2002), sense of involvement (Cohen & Austin, 1994; Weissman, 1982), and sense of trust and organizational commitment (Dyck, 1996; Standley, 2001).

Organizational effectiveness is examined and includes models for improving service effectiveness (Hyman, 1983; Sugarman, 1988), guidelines for addressing diversity (Fishman, 1988) and empowerment (Hardina, 2005), the nature of accountability (Lewis, 1982; Weismann, 1980; Young, Bania, & Bailey, 1996), the ability to fill service gaps (Powell, 1986), the ability to improve service delivery (Cohen, 2002; Martin, 1980; Paulson, 1984), and enhance client outcomes (Yoo, 2002). Organizations can improve their effectiveness through the use of technology (Savage, 1987), communication methods (Rai, 1994), shared knowledge (Manela & Moxley, 2002), and evaluation tools (Mor-Barak & Cherin, 1998).

The topics of organizational change, effectiveness and efficiency are frequently examined in relation to stakeholder involvement, behaviors and attitudes. Effectiveness is influenced by an organization's ability to manage multiple stakeholder relationships (Goldberg, Cullen, & Austin, 2001; Balser & McClusky, 2005; Martin, 1987). Efforts for improved effectiveness may cause role confusion for staff (Bernard, Butler, & Eisenberg, 1979; Katan, 1984) and influence job satisfaction (Finch, 1978) and is identified as a potential issue for management (Whetten, 1977). Agency effectiveness may be influenced by organizational politics (Gummer & Edwards, 1985), managers (Schmid, 1992), and staff inclusion in decision making (Ramsdell, 1994).

Organizational control and power are other factors that are identified as having potential influence on service effectiveness (Jansson & Simmons, 1984; Miller & Pruger, 1977; Rai, 1985).

Nonprofit Governance

Much of the literature on nonprofit governance focuses on defining the multiple roles of the Board of Directors. These articles address moral responsibilities (Smith, 1992), the nature of trusteeship (Abzug, 1996), board member traits (Fletcher, 1992; Kearns, 1995), role expectations and responsibilities (Herman, Renz, & Heimoviccs, 1997; Widmer, 1993; Zimmermann & Stevens, 2008), the impact that meeting agendas have on productivity (Harris, 1993; Inglis, 2000), and the influence that governance policies can have on organizational performance and effectiveness (Nobbie & Brudney, 2003).

Board composition is an important topic in the literature, especially regarding representation from the business community (Austin, 1998), the community at large (Garrett, 2007; Handy, 1995), female representation (Bradshaw, Murray, & Wolpin, 1996; Shaiko, 1997), minority participation (Widmer, 1987), and the participation of members from the community served by the organization (Austin & Woolever, 1992). Factors that can motivate board members are considered (Inglis & Cleave, 2006; Widmer, 1985) and the impact that motivation can have on board effectiveness is examined (Taylor, Chait, & Holland, 1991).

Board operations in a variety of settings are documented and include large human service organizations (Kang & Cnann, 1995), national nonprofit organizations (Green, Madjidi, Dudley, & Gehlen, 2001), neighborhood boards (Ihrke & Johnson, 2004), and nonprofit governance of several European nonprofits (Cornforth & Simpson, 2002; de Andres-Alonso, Cruz, & Romero-Merino, 2006; Iecovich, 2004). Theoretical models are used to examine board behaviors and operations (Harris, 1994; Miller-Millensen, 2003; Speckbacher, 2008) including a contingency model of board-executive relations (Kramer, 1985). Multiple views of nonprofit governance are

described (Jeavons, 1994; Stone & Ostrower, 2007) and include the corporate model (Alexander & Weiner, 1998; Hodgkin, 1993).

Board member behavior and group functioning receive considerable attention in relation to a life-cycle model of board behavior (Dart, Bradshaw, Murray, & Wolpin, 1996; Wood, 1992) and board member involvement in strategy development (Brown & Iverson, 2004; Friedman & Phillips, 2004; Inglis & Alexander, 1999; Siciliano, 2008), fiscal planning and oversight (Carver, 1991; Greenlee, Fischer, Gordon, & Keating, 2007), and fundraising (Miller, Kruger, & Gaus, 1994). Considerable support is found for the relationship between positive board functioning and organizational effectiveness (Bradshaw, Murray, & Wolpin, 1992; Brown, 2005; Callen, Klein, & Tinkelman, 2003; Green & Griesinger, 1996; Pearce & Rosener, 1985). Success relates to board involvement in policy-making and implementation (Drucker, 1990), fundraising (Plambeck, 1985; Preston & Brown, 2004), building a supportive board culture (Daley, Netting, & Angulo, 1996; Holland, Leslie, & Holzhalb, 1993), the board's ability to plan (Stone, 1991), and how these factors can influence organizational outcomes (Miller, Weiss, & McLeod, 1988).

Several board self-assessment models are described (Gill, Flynn, & Reissing, 2004; Holland, 1991; Jackson & Holland, 1998), along with methods for strengthening board performance through development and training activities (Brown, 2007; Brudney & Nobbie, 2002; Holland & Jackson, 1998). Board accountability is emphasized for the monitoring of organizational activity and adherence to the agency's mission (Holland, 2002; Miller, 2002; Morrison & Salipante, 2007). Examples of ineffective boards are presented in relationship to reduced community credibility (Gibelman, Gelman & Pollack, 1997).

The relationships and power dynamics that exist between a board and its environment are examined (Iecovich, 2005; Murray, Bradshaw, & Wolpin, 1992) along with the factors that

contribute to a positive board culture (Gilbelman, 2004b) and realistic board member expectations of their organizations (Anthony, 1991; McAdam & Gies, 1985). Board members play roles in agency collaborations and relationships with other governmental and non-governmental organizations (Ferguson, 2004; Harlan & Saidel, 1994; Saidel & Harlan, 1998). Furthermore, nonprofit boards are responsible for ensuring that those with less power have a voice (McCambridge, 2004) by extending their governing power to include advisory groups and other networks outside of the board (Ben-Ner & Van Hoomissen, 1994; Brown, 2002; Saidel, 1998).

Similarly, boards need to hear the voices of an agency's staff (Bradshaw, 2002; Herman & Tulipana, 1985) and monitor the power balance between the board and its executives (Golensky, 1993; Heimovics & Herman, 1990; Iecovich & Bar-Mor, 2007; Leduc & Block, 1985). Boards also need the capacity to handle organizational tensions, such as board member termination (McManus, 2000), leadership transitions (Allison, 2002), and funding constraints (Froelich, 1998; Hardina, 1993).

While Boards of Directors provide overall governance for nonprofit organizations, the Executive Director is responsible for the daily operations and oversight of the agency, as well as carrying out the policies and decisions made by the Board. The Executive Director performs a leadership role both inside the agency and in its external environment. Leadership plays an important role and can influence the success of a nonprofit organization.

Leadership in Nonprofit Organizations

Identifying a leadership typology is a key element in the literature on nonprofit management in human service organizations (Bargal & Schmid, 1989). The self-perception of leaders can lead to furthering an understanding of the relationship between gender and career

perceptions (Harrow & Mole, 2005) and the nature of leading different types of organizations, such as city planning organizations (Whitcomb & Williams, 1978), religious institutions (Nygren, Ukeritis, McClelland, & Hickman, 1994), and community health partnerships (Alexander, Comfort, Weiner, & Bogue, 2001).

The literature seeks to define leadership competence (Wimpfheimer, 2004) and effective leadership behaviors related to creativity and insight (Kay, 1994), affective and cognitive abilities (Feeney, 1998), extroversion (Goldman & Khanweiler, 2000), interpersonal and organizational skills (Cyert, 1990), ethical reasoning (Jurkiewicz & Massey Jr., 1998; Levy, 1979; Lewis, 1987), and self-efficacy (Pearlmutter, 1998). Conversely, ineffective leadership behavior involves authoritarian leadership styles that emphasize hierarchy and a task orientation (Bombyk & Chernesky, 1985), misuse of power (Block & Rosenberg, 2002), and elitist and inflexible attitudes (Stapleton, 1995). Leaders can have great influence over their organizations in relation to its organizational culture, employee satisfaction, and service quality (Ezell, Menefee, & Patti, 1989; Glisson, 1989).

The range of Executive Director leadership capacities include effectively relating to the Board of Directors (Herman & Heimovics, 1990), providing task group leadership (Toseland & Rivas, 1984), and advocating for political action (Heimovics, Herman, & Jurkiewicz, 1995). A transformational leadership style was found to be associated with successful organizational outcomes (Fisher, 2005; Jaskyte, 2004; Mary, 2005), a capacity to modify one's leaderships style to accommodate changing situations (Schmid, 2006), and a decision-making style that promotes organizational effectiveness (Wernet & Austin, 1991).

Leadership change is an important topic addressed in the literature and involves the process of selecting new leaders (Golden-Biddle & Linduff, 1994; McKee & Driscoll, 2008),

managing leadership exit (Gibelman & Gelman, 2002), and transitioning to a new leader (Gilmore & Brown, 1985/6). Organizations often experience difficulties during a leadership transition (Hernandez, 2001), especially when the applicant pool is insufficiently diverse or lacks qualified managerial leaders (Perlmutter, 2006). Organizational factors can influence the development of a leader's style and strategy (McCauley & Hughes, 1991), especially in the context of resource shortages (Adams & Perlmutter, 1995).

The literature identifies a difference between the leadership and management of nonprofit human service organizations. The same person is often responsible for both agency leadership and management; however, that is not always the case. The management of nonprofit organizations requires a certain set of skills and competencies to complete the many tasks necessary for successively managing a human service organization.

Management in Nonprofit Organizations

The literature on nonprofit management pays considerable attention to the management of nonprofits delivering human services (Herman & Heimovics, 1989; Rapp, Hardcastle, Rosenzweig, & Poertner, 1983; Sarri, 1982; Schmid, 2004c; Stone & Crittenden, 1993). In addition to the history of administration in social work (Patti, 2003), there is a continuing debate about the role of social workers in nonprofit and public social service administration and the call for new practice models (Chess, Norlin, & Jayaratne, 1987; Hopkins & Hyde, 2002; Neugeboren, 1990; Keys & Cupaiuolo, 1987; Preston, 2008; Reilly, 2007; Wuenschel, 2006).

Substantial attention is given to the transferability of concepts from for-profit management to nonprofit and public sector agencies (Dart, 2004; Wortman, 1981). A more cautious view notes the substantive differences between for-profit and nonprofit/public

organizations and calls for different models of management (Bush, 1992; Gardner, 1987; Page, 1980; Speckbacher, 2003; Walker, 1983).

Beyond these general management themes, the literature in this area can be divided into five subthemes: 1) organizational management models, 2) characteristics and competencies of managers, 3) management strategies in specific situations or particular types of organizations, 4) strategic planning, and 5) supervision.

Organizational Management Models

Participatory management focuses on decision-making and organizational change that involves staff at all levels of the organization, including clients (Campbell, 2008; Gowdy & Freeman, 1993; Pine, Warsh, & Maluccio, 1998; Katan & Prager, 1986; Malka, 1989; Packard, 1993; Vandervelde, 1979; Weatherly, 1983). One of the most widely-known participatory management strategy focuses on ensuring the quality of services and is called Total Quality Management. Following its use in Japanese and American for-profit corporations in the 1980s, it has been adapted for use in public and nonprofit human service agencies (Berman, 1995; Boettcher, 1998; Kearns, Krasman, & Meyer, 1994; Martin, 1993; Middleman, 1984; Smith & Doeing, 1985; Smergut, 1998).

Other management models and strategies include values-based management (Jeavons, 1992; Moore, 2000), the contingency model (Glisson, 1981), the public sector management model (Sherraden, 1985), client-centered management practices (Gowdy, Rapp, & Poertner, 1993), functional management practice (Grasso, 1993), effectiveness-oriented management (Patti, 1985), management focused on worker quality of life (Gowdy, 1987), and management based on the Management by Objectives (MBO) approach (Bloom, 1978; Granvold, 1978; Raider, 1977).

Manager Competencies and Characteristics

The impact of management styles can be substantial in such areas as employee job satisfaction and service effectiveness (Grasso, 1994), organizational culture (Latting, Beck, Slack, Tetrick, Jones, Etchegaray, & Da Silva, 2004), relationships between board members and staff (Hall, 1990), and managing staff conflicts (Temkin & Cummings, 1986). An approach to identifying and developing managerial competencies relates to the empirical identification of managerial roles (Menefee, 1998; Menefee & Thompsom, 1994) and their implications (Patti, 1977), interpersonal skill development (Wolk, Way, & Bleeke, 1982), negotiation skills (Holloway & Brager, 1985; Poppo, 1984), and information management skills (Garner, 1987). Using a repertoire of management competencies is supported (Lewis, 1977; Weiner, 1984).

The role of the Executive Director is examined in relation to its characteristics and responsibilities in nonprofit and public social service agencies, mental health agencies, and corrections agencies (Meinert, Ginsberg, & Keys, 1993). The development of nonprofit managers emphasizes leadership capacities (Austin, 1989), the ability to manage external organizational relations (Carlton, 1987; Perlmutter, 1985/86; & Schmid, 2004a), develop an understanding an organization's history (Barbeau & Lohmann, 1992), engage in one's own performance appraisal (Tiuraniemi, 2008; Tropman & Shaefer, 2004; Wiehe, 1984), and develop an understanding of the dynamics of executive exit (Austin & Gilmore, 1993; Issa & Herman, 1986).

The literature considers middle managers, especially as they move from front-line staff to middle management (Holloway, 1980; Patti & Austin, 1977; Patti, Diedreck, Olson, & Crowell, 1979; Patti, Diedreck, Olson, & Crowell, 1979; Perlmutter, 1983) and the process of "managing up," by middle managers in their relationship to executive managers (Austin, 1988). The

transition to middle management involves such variations as maintaining part-time clinical practice in addition to management responsibilities (Chess, Norlin, & Jayaratne, 1984) and finding ways to manage intra-professional rivalry between clinicians and administrators (Gummer, 1987; Pawlak & Bays, 1988).

Other topics related to manager characteristics and concerns include managerial autonomy and accountability (Bogart, 1995; Kruzich, 2005; Schnit, 1978), managerial stress and burnout (Harvey & Raider, 1984; Regehr, Chau, Leslie, & Howe, 2002), and managerial shyness (Austin & Martin, 1996).

Situational Factors Impacting Management

The need for organizational change can significantly influence one's managerial style (Poole, Ferguson, & Schwab, 2005; York, 1977) and approach to building internal support for organizational change (DuBrow, Woche, & Austin, 2001; Feinstein, 1985; Norman & Keys, 1992), as well as promoting innovation (Keys, 1988; Tropman, 1989b). Similarly, in times of organizational decline, different managerial approaches are needed and some situations call for the development of techniques to deal with and learn from mistakes (Eaton, 1980).

Management strategies are influenced by organizational structures such as decentralized service delivery systems (Grossman & Rangan, 2001; Martinez-Brawley & Delevan, 1993; Stewart, 1981), alternative organizational structures (Powell, 1986) and collaboratives (Gil de Gibaja, 2001; Gilmore, 1979) and the infusion of technology and new approaches to service delivery (Dattalo, 1997; Luse, 1980; Rapp & Poertner, 1978; Turem, 1986).

Strategic Planning

Strategic planning is an important dimension of nonprofit management (Bigelow, Stone, & Arndt, 1996; Menefee, 1997; Meyer-Emerick & Momen, 2003; Steiner, Gross, Ruffolo, &

Murray, 1994; Wolch & Rocha, 1993). Strategic planning is used for achieving structural change (Vogel & Patterson, 1986), for maintaining high quality services during periods of rapid organizational growth (Sheehan, 1999), for addressing the needs of different types of nonprofits (Jansson & Taylor 1978; Siciliano, 1997; Stone, 1989), for minimizing risk and maximizing opportunity (Steen & Smith, 2007) and as a method for responding to external funders or stakeholders (Webster & Wylie, 1988).

The literature reflects different models of strategic planning (Edwards & Eadie, 1994; Lauffer, 1986; Roller, 1996; Van Breda, 2000), including SWOT analysis (strengths, weaknesses, opportunities, and threats) (Kearns, 1992), a program evaluation model emphasizing “mission, money, and merit” (Krug & Weinberg, 2004), goal identification (Gillespie, 1977), and a model for use in different types of organizations (small and externally controlled) Mara, 2000; Maranville, 1999).

In addition to managing the internal processes of a nonprofit, managers and leaders are responsible for developing and supporting the agency’s relationships with other organizations, its constituents, and the community at large.

Managing External Relations

Considerable attention is given to the managerial responsibility of managing external relationships. These relationships include relationships with other organizations, public-private partnerships, communications and marketing. A subtheme also explores relationships with environmental entities that influence nonprofits such as public policy, the law, and professional ethical codes.

Inter-Organizational Relations

The topic of inter-organizational relationships has received considerable attention, especially by funders seeking to support integrated services. Factors influencing the predisposition of nonprofits to collaborate are linked with opportunities and capacities (Ebaugh, Chafetz, & Pipes, 2007; Coffe & Geys, 2007; Foster & Meinhard, 2002; Merritt & Neugeborn, 1990; Mulford & Mulford, 1980; Snavelly & Tracy, 2002; Takahashi & Smutny, 2002; York & Zychlinski, 1996). Strategies and processes for initiating successful collaborations with other nonprofits are considered (Beatrice, 1990; Cherin, 2000; Flaherty & Martin, 1978; Frumkin, 1978; Gibelman & Demone, 1990; Reilly, 2001; Wimpfheimer, Bloom, & Kramer, 1990).

Inter-organizational relations are the foundation for effective service coordination, especially in relationship to improving client outcomes and responding to resource constraints (Glisson, 1994; Glisson & James, 1992; Harbert, Finnegan, & Tyler, 1997; Mulroy & Shay, 1998; Poole, 2008; Smith, 2008; Smith & Mogro-Wilson, 2008; Woodard, 1994). Financial and political pressures to develop service networks are other factors related to service coordination in addition to cause-based partnerships developed to meet community needs (Guo & Acar, 2005; Parker & Selsky, 2004; Provan, Isett, & Milward, 2004).

There is considerable interest in evaluating organizational collaborations (Fairfield & Wing, 2008; Gilbert & Specht, 1977; Jaskyte & Minhong Lee, 2006; Mulford, 1981; Kurtz, 1998; Libby & Austin, 2002; O'Looney, 1994; Vosburgh, 1983; Wardell, 1988; Woodard, 1995) and identifying frameworks for collaboration (Hassett & Austin, 1997; Urwin & Haynes, 1998; Zippay & Bluestone, 1990). The challenges and strategies associated with service coordination and collaboration are central features of nonprofit management (Anderson, 2001; Gidron &

Hasenfeld, 1994; Mulroy, 2003; O'Looney, 1997; Snaveley & Tracy, 2000; Walden, Hammer, & Kurland, 1990).

The implications of cross-sectional collaborations between nonprofit organizations, businesses and/or governmental entities also receive attention (Austin, 2000; Caers, DuBois, Jegers, De Gieter, Schepers, & Pepermans, 2006; Gummer & Driben, 1977; Hunter, 1993; Lewis, 1998; O'Regan & Oster, 2000; Redekop, 1986). For example, partnerships between universities and nonprofit organizations focus on the research and challenges associated with academic-practitioner collaboration (Benson, Harkavy, & Puckett, 2000; Born, Petchers, Wedel, Benton, & Wodarski, 1990; Gamm, 1981; Macduff & Netting, 2000).

The relationships that national nonprofit organizations have with their local affiliates and how these relationships influence both sites are explored (Elkin & McLean, 1976; Oster, 1992). Also considered is the preparation that nonprofit managers require to successfully navigate and build inter-organizational collaboration (Weiner, 1990). The ways in which inter-organizational dynamics can influence service delivery at the street level (Weaver, 2000) and how decisions made by partnering organizations can influence decision-making in nonprofits (Bielefeld & Scotch, 1998; Stone, 2000) are identified. The use of outside facilitators is a suggested strategy to assist with the development of successful collaborative relationships (Connor & Kadel-Taras, 1999).

Coalitions and cooperatives between nonprofits receive limited attention in the literature. Common patterns of exchange relationships and the necessity for establishing a central leader or group when building coalitions are considered (Roberts-DeGennaro, 1987) and two coalitions are evaluated (Kaplan, 1986; Koch & Johnson, 1997). The development of cooperatives as an

alternative organizational structure for nonprofit service delivery is introduced (Soifer & Resnick, 1993).

Finally, a number of authors consider mergers and acquisitions among nonprofit organizations. The motivations behind merger decisions are explored (Singer & Yankey, 1991) and a number of common problems experienced during mergers are identified (Giffords & Dina, 2003; O'Brien & Collier, 1991; Schmid, 1995; Team & Igra, 2005). The outcomes of several mergers are considered retrospectively (Golensky & DeRuiter, 2002; Golensky & DeRuiter, 1999). Acquisitions differ from mergers because one organization has more power than the other, thereby creating a different set of challenges (Wernet & Jones, 1992).

Inter-organizational collaborations also include the partnering arrangements that federal, state and local governments have with nonprofit organizations for the delivery of human services. This form of relationship, generally involving purchase-of-service arrangements, is distinctive and therefore addressed as a separate sub-category of inter-organizational relations.

Public-Private Partnerships

A central focus of the literature on inter-organizational relationships involves public organizations in partnership with nonprofit agencies to deliver human services, especially in the area of devolving governmental authority from the federal to state to local levels and privatization (Alexander, 1999; Alexander, Nank & Stivers, 1999; Austin, 2003; Brudney, 1987; Netting, McMurtry, Kettner, & Jones-McClintic, 1990; Reisch & Sommerfeld, 2003).

Several conceptual frameworks and models have been developed to expand our understanding of contracting and the process of forming public-private partnerships (Abzug & Turnheim, 1998; Cho & Gillespie, 2006; Coston, 1998; Gronbjerg, 1987; Kettner & Martin, 1990; Najam, 2000; Salamon, 1987; Young, 2000). These relationships have a particular impact

on the administrative practices of nonprofits and service delivery depending on geographic areas and service sectors (Akingbola, 2004; Austin, 1983; Gazely & Brudney, 2007; Ghore, 1981; Krashinsky, 1990; Longoria, 1999; McBeath & Meezan, 2006; Wolpert, 1989 Zullo, 2006).

The partnering arrangements between government and nonprofits (Brudney, 1987; Peat & Costley, 2001), as well as between government and for-profit agencies (Kettner & Martin, 1988) can create multiple challenges (Brown & Troutt, 2004; Shaw, 2003). Contracting relationships can diminish the independence, autonomy and distinctiveness associated with the nonprofit sector (Ferris, 1993; Hasenfeld & Powell, 2004; Hassel, 1997; Malka, 1990; McCready & Rahnb, 1986; Ostrander, 1989; Saidel, 1989; Salamon, 1989). The multiple challenges include delays in payment (Grossman, 1992), control of the partnerships (Alexander, Comfort, & Weiner, 1998), accountability requirements (Kettner & Martin, 1985; Poertner & Rapp, 1985; Walden, 2006), ethical practice issues (Lewis, 1989; Reichert, 1977), and the impact of contracting on philanthropy (Horne, Johnson, & Van Slyke, 2005).

In seeking to develop relationships with other organizations and funders, nonprofits must develop strategies to market themselves to other agencies interested in partnering. Nonprofits often incorporate marketing tools developed by other sectors to build marketing strategies to communicate their messages both locally and globally.

Marketing Nonprofit Services

The environment of financial insecurity and competition for funding has increased the interest of nonprofits in the development of strategies to market their services to potential funders and collaborators (Bonner & George, 1988; Chisnall, 1979; Genkins, 1985; Holmes & Riecken, 1980; Kaye, 1994; Segal, 1991; Stoner, 1986). Marketing nonprofit services to multiple constituents includes potential service users and the general public, especially in

relationship to the needs of vulnerable populations (Boehm, 2003; Brawley, 1985/86; Dudley, 1989; Gibelman, 2004a; Hale, 2007; Martens, 1996; McClellan & Rebello-Rao, 1999; Schneider & Sharon, 1982). The internet is a new tool for disseminating information about nonprofits locally and globally (Elliott, Katsiolouides, & Weldon, 1998; Schneider, 2003).

Nonprofit managers also develop and monitor relationships with policy makers and legal enforcers. These relationships provide a platform for involvement in the development and implementation of public policy and help to ensure compliance with federal and state laws. Monitoring the observance of standards and ethics set by professional associations is another relationship that is taken into consideration.

Policy, Law, and Ethics

The relationship between public policy and human service nonprofits received considerable attention during the 1980s when President Ronald Reagan initiated a series of funding revisions and budget cuts. These changes altered the financing of publicly-funded nonprofit human services, especially in relationship to Title XX of the Social Security Act, welfare reform, and devolution of authority to state governments (Coble, 1999; Dowling, 1982; Garfinkel, 1982; Gruber, 1983; Hasenfeld, 2000; Lens & Pollack, 1999; Morrison, 1985; Ritcher & Ozawa, 1983).

The implementation of social policy can create many challenges for the nonprofit human service sector, especially the interaction between political ideologies and their potential impact on service delivery and professional ethics (Flynn, 1979; Lawry, 1995; Levy, 1983; Malloy & Agarwal, 2001; Morris, 1982; O'Neill, 1992; Rosenbraub, 1991; Salamon, 1993; Stein, 1978). In this context, political advocacy becomes important in times of ideological change and the

need to lobby for legislation that can improve services (Granger & Moynihan, 1987; Patti, 1984; Petr, 1991; Richan, 1983; Sarkisian & Portwood, 2003).

There are multiple legal issues that affect the nonprofit sector in relationship to liability and accountability for service delivery (Chisolm, 1995; Collin, 1987; Lee, 2004; Martinez, 2003; Reamer, 1993; Siciliano & Spiro, 1992). The legal strategies relate to risk management, worker rights, personnel management, and litigation as a form of advocacy (Cole, 1994; Lynch & Versen, 2003; Wimpfheimer, Klein, & Kramer, 1993; Zalkind, 1993).

The nonprofit status of human service organizations involves tax exemption and relations with the Internal Revenue Service (Froelich, 1997; Gjems-Onstad, 1990; Grimm, 1999; Rushton, 2007). In addition, tax incentives for corporate and individual charitable giving can have a significant impact on nonprofit finance (Partha, Wilhelm, Rooney, & Brown, 2003; Rooney & Tempel, 2001; Webb, 1996; Webb, 1994).

Research to Inform Practice

The literature cited in this review addresses the nature of nonprofit organizations as well as their governance, leadership and management. Conceptual frameworks to acquire an understanding of nonprofit organizations represent a common theme, especially the relationships inside and outside nonprofits as well as methods to govern and manage them. This section includes a brief summary and selected research questions to guide future inquiry.

Organizational Theory for Nonprofits:

Most theoretical frameworks are taken from other disciplines and sectors and applied to the nonprofit sector. Only a few authors develop and present frameworks that address the unique nature of nonprofit human service organizations. It is clear that future inquiry needs to focus on the development of additional theoretical frameworks that explain nonprofit organizations,

especially the sector's unique connection with its turbulent external environment. Future research is needed on the changing identities of nonprofit organizations and their capacities to change in order to meet new needs and demands. Similarly, new frameworks and models are needed to understand the complex processes of managing change and growth. Inquiry into the following questions can help inform future research and practice:

- What theoretical frameworks best explain the unique characteristics of nonprofit human service organizations?
- What strategies can nonprofit leaders use to most effectively facilitate organizational growth and change?

Nonprofit Governance:

While there are multiple responsibilities and roles for nonprofit Boards of Directors, promising areas for future research relate to board composition, operations, and behaviors. New theoretical models are needed to examine relationships among boards, executives, and the community. New approaches for assessing board effectiveness are needed, especially identifying ways to help nonprofit boards to become more effective and supportive of the organization's mission. Inquiry into the following questions can help inform future research and practice:

- What competencies, qualities, and skills are needed by nonprofit Boards of Directors to effectively govern an organization?
- What are the most effective board assessment strategies and how can the results of these assessments help facilitate organizational growth and development?

Nonprofit Leadership and Management

Considerable attention is given to the leadership and management of nonprofit organizations including the nature of effective leadership, leadership duties and styles, and how a change in leadership can influence the organization. A number of management concepts and frameworks are taken from other disciplines and applied to nonprofit organizations. It is clear that more research is needed to develop management models that capture the uniqueness of the nonprofit human service organizations.

Also addressed are the characteristics and competencies of nonprofit managers and their management of difficult situations. Special attention is given to the processes and challenges of strategic planning. Inquiry into the following questions can help inform future research and practice:

- Given the frameworks used to explain nonprofit leadership and management, what additional concepts and skills need to be included in these frameworks?
- How do nonprofit managers and leaders use the results of strategic planning to guide organizational decision-making, growth, and change?

External Relations

The management of external relationships is widely addressed in the literature and continues to provide major challenges for nonprofit managers; therefore, more research is needed. Several inter-organizational relations themes are identified as warranting attention (e.g., collaborations and strategies for development successful partnerships, policy changes impacting public-private partnerships, and legal issues related to tax exemption and ethics). The following research questions could generate knowledge to inform future research and practice:

- What management strategies have nonprofits used over the past 30 years to successfully adapt to a changing environment, especially in relationship to the development of collaborative partnerships with other nonprofits, the government, and for-profit agencies?
- In what ways do nonprofit leaders position themselves to influence public policy development and implementation, individually or in coalition, with their community partners?

Conclusion

This analysis presents findings from a larger study that sought to map the knowledge base of nonprofit management. Considerable attention is given to theories that explain nonprofit organization behavior, inter-organizational relationships, and how nonprofit organizations effectively adapt to meet changing needs and environmental forces. In addition to describing theories, the literature reflects much interest in the governance, leadership, and management of nonprofit organizations.

The managerial leadership and lay governance of nonprofit organizations continue to need more research attention. Inquiry into the following research questions could generate knowledge to inform research and practice:

1. What management strategies have nonprofit human service organizations used over the past thirty years to successfully adapt to the changing organizational environment?
2. In what ways does the Board of Directors help guide the success of a nonprofit organization, support and assess the Executive Director, and engage annually in its own self-assessment?

3. If one were to develop a theory of nonprofit human service management, what leadership and management concepts should be included, as well as related skills and tools needed to achieve organizational growth and stability?
4. How has increased partnering and collaborating influenced the management of nonprofits and the delivery of human services?

References

- Abzug, R. (1996). The evolution of trusteeship in the United States: A roundup of findings from six cities. *Nonprofit Management and Leadership*, 7(1), 101-111.
- Abzug, R., & Turnheim, J.K. (1998). Bandwagon or band-aid? A model of nonprofit incorporation by state. *Nonprofit and Voluntary Sector Quarterly*, 27(3), 300-322.
- Abzug, R., & Webb, N. (1999). Relationships between nonprofit and for-profit organizations: A stakeholder perspective. *Nonprofit and Voluntary Sector Quarterly*, 28(4), 416-431.
- Adams, C.T., & Perlmutter, F.D. (1995). Leadership in hard times: Are nonprofits well-served? *Nonprofit and Voluntary Sector Quarterly*, 24(3), 253-262.
- Adams, D. (1983). Selection, socialization, and four types of members in the Red Cross chapter: A typology of voluntary association members. *Journal of Voluntary Action Research*, 12(2), 31-45.
- Akingbola, K. (2004). Staffing, retention, and government funding: a case study. *Nonprofit Management and Leadership*, 14(4), 453-465.
- Alexander, J. (1999). The impact of devolution on nonprofits. *Nonprofit Management and Leadership*, 10(1), 57-70.
- Alexander, J. (2000). Adaptive strategies of nonprofit human service organizations in an era of devolution and new public management. *Nonprofit Management and Leadership*, 10(3), 287-304.
- Alexander, J.A., Comfort, M.E., & Weiner, B.J. (1998). Governance in public-private community health partnerships: A survey of the community care network demonstration sites. *Nonprofit Management and Leadership*, 8(4), 311-332.
- Alexander, J.A., Comfort, M.E., Weiner, B.J., & Bogue, R. (2001). Leadership in collaborative

- community health partnerships. *Nonprofit Management and Leadership*, 12(2), 159-175.
- Alexander, J., Nank, R., & Stivers, C. (1999). Implications of welfare reform: Do nonprofit survival strategies threaten civil society? *Nonprofit and Voluntary Sector Quarterly*, 28(4), 452-475.
- Alexander, J.A., & Weiner, B.J. (1998). The adoption of the corporate governance model by nonprofit organizations. *Nonprofit Management and Leadership*, 8(3), 232-242.
- Allison, M. (2002). Into the fire: Boards and executive transitions. *Nonprofit Management and Leadership*, 12(4), 341-351.
- Anderson, S.G. (2001). The collaborative research process in complex human service agencies: Identifying and responding to organizational constraints. *Administration in Social Work*, 25(4), 1-19.
- Anthony, R.N. (1991). The financial information that nonprofit trustees need and how they can get it. *Nonprofit Management and Leadership*, 1(4), 371-388.
- Archambault, E. (2001). Historical roots of the nonprofit sector in France. *Nonprofit and Voluntary Sector Quarterly*, 30(2), 204-220.
- Au, C. (1994). The status of theory and knowledge development in social welfare administration. *Administration in Social Work*, 18(3), 27-57.
- Austin, D.M. (1983). Program design issues in the improved administration of human services programs. *Administration in Social Work*, 7(1), 1-11.
- Austin, D.M. (1989). The human service executive. *Administration in Social Work*, 13(3-4), 13-26.
- Austin, D.M., & Woolever, C. (1992). Voluntary association boards: A reflection of member and community characteristics. *Nonprofit and Voluntary Sector Quarterly*, 21(2), 181-

193.

- Austin, J.E. (1998). Business leaders and nonprofits. *Nonprofit Management and Leadership*, 9(1), 39-52.
- Austin, J.E. (2000). Strategic collaboration between nonprofits and business. *Nonprofit and Voluntary Sector Quarterly*, 29(Supp), 69-97.
- Austin, M.J. (1988). Managing up: Relationship building between middle management and top management. *Administration in Social Work*, 12(4), 29-46.
- Austin, M.J. (1989). Executive entry: Multiple perspectives on the process of muddling through. *Administration in Social Work*, 13(3-4), 55-71.
- Austin, M.J. (2003). The changing relationship between nonprofit organizations and public social service agencies in the era of welfare reform. *Nonprofit and Voluntary Sector Quarterly*, 32(1), 97-114.
- Austin, M.J., & Gilmore, T.N. (1993). Executive exit: multiple perspectives on managing leadership transitions. *Administration in Social Work*, 17(1), 47-60.
- Austin, M.J., & Martin, M. (1996). Understanding socially inhibited behavior in managers. *Administration in Social Work*, 20(2), 1-13.
- Aviram, U. (1979a). Institutions and their changing environments: Structures and processes for adaption. Part I. *Administration in Social Work*, 3(1), 5-15.
- Avriam, U. (1979b). Institutions and their changing environments: Structures and processes for adaption. Part II. *Administration in Social Work*, 3(2), 181-191.
- Bailey, D. (1992). The strategic restructuring of nonprofit associations: An exploratory study. *Nonprofit Management and Leadership*, 3(1), 65-80.
- Bailey, D., & Grochau, K. (1993). Aligning leadership needs to the organizational stage of

- development: Applying management theory to nonprofit organizations. *Administration in Social Work*, 17(1), 23-45.
- Balser, D., & McClusky, J. (2005). Managing stakeholder relationships and nonprofit organization effectiveness. *Nonprofit Management and Leadership*, 15(3), 295-315.
- Barbeau, E.J., & Lohmann, R.A. (1992). The agency executive director as keeper of the past. *Administration in Social Work*, 16(2), 15-26.
- Bargal, D., & Schmid, H. (1989). Recent themes in theory and research on leadership and their implications for management of the human services. *Administration in Social Work*, 13(3/4), 37-54.
- Barthel, D. (1997). The role of “fictions” in the redefinition of mission. *Nonprofit and Voluntary Sector Quarterly*, 26(4), 399-420.
- Basinger, N.W., & Peterson, J.R. (2008). Where you stand depends on where you sit: Participation and reactions to change. *Nonprofit Management and Leadership*, 19(2), 243-257.
- Bauer, R. (1990). Voluntarism, nongovernmental organizations, and public policy in the third reich. *Nonprofit and Voluntary Sector Quarterly*, 19(3), 199-214.
- Bazemore, G., & Liou, K. (1995). Lessons of organizational reform: A case study in policy change and staff impact in a secure detention facility. *Administration in Social Work*, 19(2), 25-45.
- Beatrice, D.F. (1990). Inter-agency coordination: A practitioner’s guide to a strategy for effective social policy. *Administration in Social Work*, 14(4), 45-59.
- Beck, T.E., Lengnick-Hall, C.A., & Lengnick-Hall, M.L. (2008). Solutions out of context: Examining the transfer of business concepts to nonprofit organizations. *Nonprofit*

- Management and Leadership*, 19(2), 153-171.
- Ben-Ner, A., & Van Hoomissen, T. (1990). The growth of the nonprofit sector in the 1980s: Facts and interpretation. *Nonprofit Management and Leadership*, 1(2), 99-116.
- Ben-Ner, A., & Van Hoomissen, T. (1994). The governance of nonprofit organizations: Law and public policy. *Nonprofit Management and Leadership*, 4(4), 393-414.
- Benson, L., Harkavy, I., & Puckett, J. (2000). An implementation revolution as a strategy for fulfilling the democratic promise of university-community partnerships: Penn-West Philadelphia as an experiment in progress. *Nonprofit and Voluntary Sector Quarterly*, 29(1), 24-45.
- Berman, E.M. (1995). Implementing TQM in state welfare agencies. *Administration in Social Work*, 19(1), 55-72.
- Bernard, S., Butler, B., & Eisenberg, D. (1979). Policy overload: the plight of the assistance payments worker. *Administration in Social Work*, 3(2), 219-232.
- Bess, G. (1998). A first stage organization life cycle study of six emerging nonprofit organizations in Los Angeles. *Administration in Social Work*, 22(4), 35-51.
- Bielefeld, W. (1994). What affects nonprofit survival? *Nonprofit Management and Leadership*, 5(1), 19-36.
- Bielefeld, W., & Scotch, R.K. (1998). The decision-making context and its impact on local human service nonprofits. *Nonprofit Management and Leadership*, 9(1), 53-70.
- Bigelow, B., Stone, M.M., & Arndt, (1996). Corporate political strategy: A framework for understanding nonprofit strategy. *Nonprofit management and leadership*, 7(1), 29-43.
- Billis, D. (1991). The roots of voluntary agencies: A question of choice. *Nonprofit and Voluntary Sector Quarterly*, 20(1), 57-69.

- Billis, D. (1992). Planned change in voluntary and government social service agencies. *Administration in Social Work, 16*(3/4), 29-44.
- Black, J.A., Hinrichs, K.T., & Fabian, F.H. (2007). Fractals of strategic coherence in a successful nonprofit organization. *Nonprofit Management and Leadership, 17*(4), 421-441.
- Blau, J., Heying, C., & Feinberg, J. (1996). Second-order cultural effects of civil rights on southern nonprofit organizations: The Atlanta YMCAs. *Nonprofit and Voluntary Sector Quarterly, 25*(2), 174-189.
- Block, S.R., & Rosenberg, S. (2002). Toward an understanding of Founder's syndrome. *Nonprofit Management and Leadership, 12*(4), 353-368.
- Bloom, A.A. (1978). Pitfalls of a managerial approach to supervision in a public welfare agency. *Administration in Social Work, 2*(4), 482-487.
- Boehm, A. (1996). Forces driving competition between human service organizations and positional competitive responses. *Administration in Social Work, 20*(4), 61-78.
- Boehm, A. (2003). Managing the life cycle of a community project: A marketing approach. *Administration in Social Work, 27*(2), 19-37.
- Boettcher, R.E. (1998). A study of quality-managed human service organizations. *Administration in Social Work, 22*(2), 41-56.
- Bogart, W.T. (1995). Accountability and nonprofit organizations: An economic perspective. *Nonprofit Management and Leadership, 6*(2), 157-170.
- Bombyk, M.J., & Chernesky, R.H. (1985). Conventional cutback leadership and the quality of the workforce: is beta better? *Administration in Social Work, 9*(3), 47-56.
- Bonner, P.G., & George, W.R. (1988). An image scale for nonprofit voluntary organizations.

- Nonprofit and Voluntary Sector Quarterly*, 17(3-4), 70-80.
- Bordt, R.L. (1997). How alternative ideas become institutions: the case of feminist collectives. *Nonprofit and Voluntary Sector Quarterly*, 26(2), 132-155.
- Born, C.E., Petchers, M.K., Wedel, K., Benton, B.B., & Wodarski, J.S. (1990). Rekindling the flame: reestablishing productive relationships between public social services and schools of social work. *Administration in Social Work*, 14(2), 111-123.
- Bradshaw, P. (2002). Reframing board-staff relations. *Nonprofit Management and Leadership*, 12(4), 471-484.
- Bradshaw, P., Murray, V., & Wolpin, J. (1992). Do nonprofit boards make a difference? An exploration of the relationship among board structures, processes, and effectiveness.
- Bradshaw, P., Murray, V., & Wolpin, J. (1996). Women on boards of nonprofits: What difference do they make? *Nonprofit Management and Leadership*, 6(3), 241-254.
- Nonprofit and Voluntary Sector Quarterly*, 21(3), 227-249.
- Brager, G., & Holloway, S. (1992). Assessing prospects for organizational change: the uses of force field analysis. *Administration in Social Work*, 16(3/4), 15-28.
- Brainard, L., & Siplon, P. (2004). Toward nonprofit organization reform in the voluntary spirit: lessons from the internet. *Nonprofit and Voluntary Sector Quarterly*, 33(3), 435-457.
- Brannon, D. (1985). Decision making in public welfare: Scientific management meets organized anarchy. *Administration in Social Work*, 9(1), 23-33.
- Brawley, E.A. (1985/86). The mass media: a vital adjunct to the new community and administrative practice. *Administration in Social Work*, 9(4), 63-73.
- Brescia, W. (2004). Planned change at the center on philanthropy: The CLER model. *Nonprofit Management and Leadership*, 14(3), 343-357.

- Brilliant, E., & Young, D. (2004). The changing identity of federated community service organizations. *Administration in Social Work, 28*(3-4), 23-45.
- Brooks, A. (2002). Stop the downward spiral of bad government or speed it up? *Nonprofit and Voluntary Sector Quarterly, 31*(1), 140-144.
- Brown, E., & Ferris, J.M. (2007). Social capital and philanthropy: An analysis of the impact of social capital on individual giving and volunteering. *Nonprofit and Voluntary Sector Quarterly, 36*(1), 85-99.
- Brown, L.K., & Troutt, E. (2004). Funding relations between nonprofits and government: A positive example. *Nonprofit and Voluntary Sector Quarterly, 33*(1), 5-27.
- Brown, R.D. (1973). The emergence of voluntary associations in Massachusetts, 1760-1830. *Journal of Voluntary Action Research, 2*(2), 64-73.
- Brown, W.A. (2002). Inclusive governance practices in nonprofit organizations and implications for practice. *Nonprofit Management and Leadership, 12*(4), 369-385.
- Brown, W.A. (2005). Exploring the association between board and organizational performance in nonprofit organizations. *Nonprofit Management and Leadership, 15*(3), 317-339.
- Brown, W.A. (2007). Board development practices and competent board members: Implications for performance. *Nonprofit Management and Leadership, 17*(3), 301-317.
- Brown, W.A., & Iverson, J.O. (2004). Exploring board strategy and board structure in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly, 33*(3), 377-400.
- Brown, L., & Kalegaonkar, A. (2002). Support organizations and the evolution of the NGO sector. *Nonprofit and Voluntary Sector Quarterly, 31*(2), 231-258.
- Brudney, J.L. (1987). Coproduction and privatization: exploring the relationship and its implications. *Nonprofit and Voluntary Sector Quarterly, 16*(3), 11-21.

- Brudney, J.L., & Nobbie, P.D. (2002). Training policy governance in nonprofit boards of directors. *Nonprofit Management and Leadership*, 12(4), 387-408.
- Bryce, H. (2006). Nonprofits as social capital and agents in the public policy process: Toward a new paradigm. *Nonprofit and Voluntary Sector Quarterly*, 35(2), 311-318.
- Burger, A., & Veldheer, V. (2001). The growth of the nonprofit sector in the Netherlands. *Nonprofit and Voluntary Sector Quarterly*, 30(2), 221-246.
- Burke, C.B. (2001). Nonprofit history's new numbers (and the need for more). *Nonprofit and Voluntary Sector Quarterly*, 30(2), 174-203.
- Bush, R. (1992). Survival of the nonprofit spirit in a for-profit world. *Nonprofit and Voluntary Sector Quarterly*, 21(4), 391-410.
- Caers, R., DuBois, C., Jegers, M., DeGieter, S., Schepers, C., & Pepermans, R. (2006). Principal-agent relationships on the stewardship-agency axis. *Nonprofit Management And Leadership*, 17(1), 35-47.
- Callen, J.L., Klein, A., & Tinkelman, D. (2003). Board composition, committees, and organizational efficiency: The case of nonprofits. *Nonprofit and Voluntary Sector Quarterly*, 32(4), 493-520.
- Campbell, D.A. (2008). Getting to yes...or no: Nonprofit decision making and interorganizational restructuring. *Nonprofit Management and Leadership*, 19(2), 221-241.
- Capoccia, V. (1981). Social planning orientations: Exercises in compliance or planned social change? *Administration in Social Work*, 5(2), 37-46.
- Carlton, L. (1987). County social services directors' perceptions of their policy boards. *Administration in Social Work*, 11(1), 25-36.

- Carnochan, S., & Austin, M. (2002). Implementing welfare reform and guiding organizational change. *Administration in Social Work, 26*(1), 61-77.
- Carver, J. (1991). Redefining the board's role in fiscal planning. *Nonprofit Management and Leadership, 2*(2), 177- 192.
- Cavan, R.S. (1977). From social movement to organized society: the case of Anabaptists. *Journal of Voluntary Action Research, 6*(3-4), 105-111.
- Chambre, S. (1997). Civil society, differential resources, and organizational development: HIV/AIDS organizations in New York City, 1982-1992. *Nonprofit and Voluntary Sector Quarterly, 26*(4), 466-488.
- Cherin, D.A. (2000). Organizational engagement and managing moments of maximum leverage: New roles for workers in organizations. *Administration in Social Work, 23*(3/4), 29-46.
- Chess, W.A., Norlin, J.M., & Jayaratne, S.D. (1984). Social work administrators in part-time clinical practices: Results of a national survey. *Administration in Social Work, 8*(3), 29-40.
- Chess, W.A., Norlin, J.M., & Jayaratne, S.D. (1987). Social work administration 1981-1985: Alive, happy and prospering. *Administration in Social Work, 11*(2), 67-77.
- Chisnall, P.M. (1979). The contribution of marketing research to health and welfare programs. *Administration in Social Work, 3*(3), 337-348.
- Chisolm, L.B. (1995). Accountability of nonprofit organizations and those who control them: The legal framework. *Nonprofit Management and Leadership, 6*(2), 141-156.
- Christensen, R., & Ebrahim, A. (2006). How does accountability affect mission? The case of a nonprofit serving immigrants and refugees. *Nonprofit Management and Leadership, 17*(2), 195-209.

- Cho, S., & Gillespie, D.F. (2006). A conceptual model exploring the dynamics of government-nonprofit service delivery. *Nonprofit and Voluntary Sector Quarterly*, 35(3), 493-509.
- Coates, N. (1997). A model for consulting to help effect change in organizations. *Nonprofit Management and Leadership*, 8(2), 157-169.
- Coble, R. (1999). The nonprofit sector and state governments: public policy issues facing nonprofits in north Carolina and other states. *Nonprofit Management and Leadership*, 9(3), 293-314.
- Coffe, H., & Geys, B. (2007). Toward an empirical characterization of bridging and bonding social capital. *Nonprofit and Voluntary Sector Quarterly*, 36(1), 121-139.
- Cohen, B. (1999). Fostering innovation in a large human services bureaucracy. *Administration in Social Work*, 23(2), 47-59.
- Cohen, B. (2002). Alternative organizing principles for the design of service delivery systems. *Administration in Social Work*, 26(2), 17-38.
- Cohen, B., & Austin, M.J. (1994). Organizational learning and change in a public child welfare agency. *Administration in Social Work*, 18(1), 1-19.
- Cole, M.T. (1994). Is there a third way? A comparative analysis of how the law treats workers in the nonprofit, private-for-profit, and public sectors. *Nonprofit Management and Leadership*, 5(2), 197-211.
- Collin, R.W. (1987). Toward a new theory of nonprofit liability. *Administration in Social Work*, 11(1), 15-24.
- Connor, J.A., & Kadel-Teras, S. (1999). The role of nonprofit management support organizations in sustaining community collaborations. *Nonprofit Management and Leadership*, 10(2), 127-137.

- Conover, P.W. (1978). Communes and intentional communities. *Journal of Voluntary Action Research, 7*(3-4), 5-17.
- Cornforth, C., & Simpson, C. (2002). Change and continuity in the governance of nonprofit organization in the United Kingdom. *Nonprofit Management and Leadership, 12*(4), 451-470.
- Coston, J.M. (1998). A model and typology of government-NGO relationships. *Nonprofit and Voluntary Sector Quarterly, 27*(3), 358-382.
- Coston, J., Cooper, T., & Sundeen, R. (1993). Response of community organizations to the civil unrest in Los Angeles. *Nonprofit and Voluntary Sector Quarterly, 22*(4), 357-373.
- Cyert, R.M. (1990). Defining leadership and explicating the process. *Nonprofit Management and Leadership, 1*(1), 29-38.
- Daley, J.M., Netting, E.F., & Angulo, J. (1996). Languages, ideologies, and cultures in nonprofit boards. *Nonprofit Management and Leadership, 6*(3), 227-240.
- Dart, R. (2004). Being "business-like" in a nonprofit organization: A grounded and inductive typology. *Nonprofit and Voluntary Sector Quarterly, 33*(2), 290-310.
- Dart, R., Bradshaw, P., Murray, V., & Wolpin, J. (1996). Boards of directors in nonprofit organizations: Do they follow a life-cycle model? *Nonprofit Management and Leadership, 6*(4), 367-379.
- Dattalo, P. (1994). Agency and community characteristics associated with level of AFDC client use of social services. *Administration in Social Work, 18*(4), 25-49.
- Dattalo, P. (1997). A typology of child protective service cases: Design and implementation issues for social work administrators. *Administration in Social Work, 21*(2), 55-75.
- De Andres-Alonso, P., Cruz, N.M., & Romero-Merino, M.E. (2006). The governance of

- nonprofit organizations: Empirical evidence from nongovernmental development organizations in Spain. *Nonprofit and Voluntary Sector Quarterly*, 35(4), 588-604.
- Dobkin Hall, P. (1987). Abandoning the rhetoric of independence: reflections on the nonprofit sector in the post-liberal era. *Nonprofit and Voluntary Sector Quarterly*, 16(1-2), 11-28.
- Dowling, M.J. (1982). Directions for social policy analysis and development: the sobering 80's. *Administration in Social Work*, 6(2-3), 73-89.
- Drucker, P.F. (1990). Lessons for successful nonprofit governance. *Nonprofit Management and Leadership*, 1(1), 7-14.
- DuBrow, A., Woche, D.M., & Austin, M.J. (2001). Introducing organizational development (OD) practices into a county human service agency. *Administration in Social Work*, 25(4), 63-83.
- Dudley, J.R. (1989). The role of residential program staff in facilitating positive relations with the neighborhood: what should it be? *Administration in Social Work*, 13(1), 95-111.
- Durst, S., & Newell, C. (2001). The who, why, and how of reinvention in nonprofit organizations. *Nonprofit Management and Leadership*, 11(4), 443-457.
- Dyck, B. (1996). The role of crises and opportunities in organizational change: A look at a nonprofit religious college. *Nonprofit and Voluntary Sector Quarterly*, 25(3), 321-346.
- Eaton, J.W. (1980). Errors and mistakes in social practice. *Administration in Social Work*, 4(1), 43-54.
- Ebaugh, H.R., Chafetz, J.S., & Pipes, P.F. (2007). Collaborations with faith-based social service coalitions. *Nonprofit Management and Leadership*, 18(2), 175-191.
- Edwards, R.L., & Eadie, D.C. (1994). Meeting the change challenge: Managing growth in the nonprofit and public human services sectors. *Administration in Social Work*, 18(2), 107-

123.

Elliott, B., Katsioloudes, M., & Weldon, R. (1998). Nonprofit organizations and the internet.

Nonprofit Management and Leadership, 8(3), 297-304.

Elkin, F., & McLean, C. (1976). Pressures towards cooperation in voluntary associations: The

YMCAs and YWCA in Canada. *Journal of Voluntary Action Research*, 5(1), 16-26.

Ezell, M., Casey, E., Pecora, P., Grossman, C., Friend, R., Vernon, L., & Godfrey, D. (2002).

The results of a management redesign: A case study of a private child welfare agency.

Administration in Social Work, 26(4), 61-79.

Ezell, M., Menefee, D., & Patti, R.J. (1989). Managerial leadership and service quality: toward a

model of social work administration. *Administration in Social Work*, 13(3/4), 73-98.

Fairfield, K.D., & Wing, K.T. (2008). Collaboration in foundation grantor-grantee relationships.

Nonprofit Management and Leadership, 19(1), 27-44.

Feeney, S. (1997). Shifting the prism: Case explications of institutional analysis in nonprofit

organizations. *Nonprofit and Voluntary Sector Quarterly*, 26(4), 489-508.

Feeney, S. (1998). Humanistic leadership in the 1990s: Heart, soul, and head. *Nonprofit*

Management and Leadership, 8(4), 413-420.

Feinstein, K.W. (1985). Innovative management in turbulent times: A large-scale agency

change. *Administration in Social Work*, 9(3), 35-46.

Fenton, N.E., & Inglis, S. (2007). A critical perspective on organizational values. *Nonprofit*

Management and Leadership, 17(3), 335-347.

Ferguson, C. (2004). Governance of collaborations: A case study. *Administration in Social*

Work, 28(2), 7-28.

Ferris, J.M. (1993). The double-edged sword of social service contracting: public accountability

- versus nonprofit autonomy. *Nonprofit Management and Leadership*, 3(4), 363-376.
- Filipovitch, A. (2006). Organizational transformation of a community-based clinic. *Nonprofit Management and Leadership*, 17(1), 103-115.
- Finch, W. (1978). Administrative priorities: the impact of employee perceptions on agency functioning and worker satisfaction. *Administration in Social Work*, 2(4), 391-399.
- Fischer, M. (1995). Philanthropy and injustice in mills and adams. *Nonprofit and Voluntary Sector Quarterly*, 24(4), 281-292.
- Fisher, E.A. (2005). Facing the challenges of outcome measurement: The role of transformational leadership. *Administration in Social Work*, 29(4), 35-49.
- Fisher, F. (1983). Resource exchange networking: Metaphorical inventions in response to differentiated human needs in a collectivist-oriented society. *Journal of Voluntary Action Research*, 12(1), 50-64.
- Fishman, R. (1988). Administration of diversity. *Administration in Social Work*, 12(2), 83-94.
- Fitzgibbon, M. (1997). Accountability misplaced: private social welfare agencies and the public in Cleveland, 1880-1920. *Nonprofit and Voluntary Sector Quarterly*, 26(1), 27-40.
- Fletcher, K.B. (1992). Effective boards: How executive directors define and develop them. *Nonprofit Management and Leadership*, 2(3), 283-293.
- Flaherty, E.W., & Martin, F.G. (1978). The process of development of interagency relationships. *Administration in Social Work*, 2(1), 95-103.
- Flynn, J.P. (1979). A guide for mapping and analysis of small-scale social welfare policy. *Administration in Social Work*, 3(1), 57-63.
- Foster, M.K., & Meinhard, A.G. (2002). A regression model explaining predisposition to collaborate. *Nonprofit and Voluntary Sector Quarterly*, 31(4), 549-564.

- Friedman, A., & Phillips, M. (2004). Balancing strategy and accountability: a model for the governance of professional associations. *Nonprofit Management and Leadership*, 15(2), 187-204.
- Friesen, B., & Frey, G. (1983). Managing organizational decline: Emerging issues for administration. *Administration in Social Work*, 7(3/4), 33-41.
- Froelich, K.A. (1997). The 990 return: beyond the internal revenue service. *Nonprofit Management and Leadership*, 8(2), 141-155.
- Froelich, K.A. (1998). To profit, or not to profit. *Nonprofit Management and Leadership*, 9(2), 201-204.
- Frumkin, M.L. (1978). A practical guide to service system reorganization. *Administration in Social Work*, 2(1), 15-27.
- Frumkin, P., & Andre-Clark, A. (2000). When missions, markets, and politics collide: Values and strategy in the nonprofit human services. *Nonprofit and Voluntary Sector Quarterly*, 29(Supp), 141-163.
- Gamm, L. (1981). An introduction to research in interorganizational relations (IOR). *Journal of Voluntary Action Research*, 10(3-4), 18-52.
- Gardner, J.R. (1987). The ethics and responsibilities of the not-for-profit manager. *Nonprofit and Voluntary Sector Quarterly*, 16(4), 6-14.
- Garfinkel, I. (1982). The economics of social welfare: trends and strategies for the 198's. *Administration in Social work*, 6(2-3), 61-71.
- Garner, L.H. (1987). Using information to define problems: A new perspective on the administrator's role. *Administration in Social Work*, 11(1), 69-80.
- Garrett, D.E. (2007). The debate regarding the better business bureau's commitment to

- neutrality: An analysis of local better business bureau boards of directors.
Nonprofit and Voluntary Sector Quarterly, 36(1), 22-40.
- Gazley, B., & Brudney, J.L. (2007) The purpose (and perils) of government-nonprofit partnership. *Nonprofit and Voluntary Sector Quarterly*, 36(3), 389-415.
- Gellis, E. (2000). The role of the economic sector in the provision of care to trusting clients. *Nonprofit Management and Leadership*, 10(3), 233-250.
- Genkins, M. (1985). Strategic planning for social work marketing. *Administration in Social Work*, 9(1), 35-46.
- Ghere, R.K. (1981). Effects of service delivery variations on administration of municipal human services agencies: the contract approach versus agency implementation. *Administration in Social Work*, 5(1), 64-78.
- Gibelman, M. (1990). National voluntary health agencies in an era of change: Experiences and adaptations. *Administration in Social Work*, 14(3), 17-32.
- Gibelman, M. (2004a). Searching for utopia: the cycles of service provider preferences. *Administration in Social Work*, 28(3-4), 137-159.
- Gibelman, M. (2004b). Reflections on boards and board membership. *Administration in Social Work*, 28(2), 49-62.
- Gibelman, M., & Demone, H.W. (1990). Negotiating: A tool for inter-organizational coordination. *Administration in Social Work*, 14(4), 29-42.
- Gibelman, M., & Gelman, S.R. (2002). On the departure of a chief executive officer: Scenarios and implications. *Administration in Social Work*, 26(2), 63-82.
- Gibelman, M., Gelman, S.R., & Pollack, D. (1997). The credibility of nonprofit boards: a view from the 1990s and beyond. *Administration in Social Work*, 21(2), 21-40.

- Gibelman, M., & Kraft, S. (1996). Advocacy as a core agency program: planning considerations for voluntary human service agencies. *Administration in Social Work, 20*(4), 43-59.
- Gidron, B., & Hasenfeld, Y. (1994). Human service organizations and self-help groups: Can they collaborate? *Nonprofit Management and Leadership, 5*(2), 159-172.
- Giffords, E.D., & Dina, R.P. (2003). Changing organizational cultures: the challenge in forging successful mergers. *Administration in Social Work, 27*(1), 69-81.
- Gilbert, N., & Sprecht, H. (1977). Quantitative aspects of social service coordination efforts: is more better? *Administration in Social Work, 1*(1), 53-61.
- Gil de Gibaja, M. (2001). An exploratory study of administrative practices in collaboratives. *Administration in Social Work, 25*(2), 39-59.
- Gill, M., Flynn, R.J., & Reissing, E. (2004). The governance self-assessment checklist: An instrument for assessing board effectiveness. *Nonprofit Management and Leadership, 15*(3), 271-294.
- Gillespie, D. (1977). Discovering and describing organizational goal conflict. *Administration in Social Work, 1*(4), 395-408.
- Gilmore, T. (1979). Managing collaborative relationships in complex organizations. *Administration in Social Work, 3*(2), 167-180.
- Gilmore, T.N., & Brown, R.A. (1985/6). Effective leadership succession as a critical event in social agencies. *Administration in Social Work, 9*(4), 25-35.
- Gjems-Onstad, O. (1990). Tax expenditures: A criticism of the concept as applied to nongovernmental organizations. *Nonprofit and Voluntary Sector Quarterly, 19*(3), 279-292.

- Glisson, C.A. (1981). A contingency model of social welfare administration. *Administration in Social Work*, 5(1), 15-29.
- Glisson, C. (1989). The effect of leadership on workers in human service organizations. *Administration in Social Work*, 13(3/4), 99-116.
- Glisson, C. (1994). The effect of services coordination teams on outcomes for children in state custody. *Administration in Social Work*, 18(4), 1-23.
- Glisson, C., & James, L. (1992). The interorganizational coordination of services to children in state custody. *Administration in Social Work*, 16(3/4), 65-80.
- Goldberg, S., Cullen, J., & Austin, M. (2001). Developing a public information and community relations strategy in a county social service agency. *Administration in Social Work*, 25(2), 61-79.
- Golden-Biddle, K., & Linduff, H.A. (1994). Culture and human resources: Selecting leadership in a nonprofit organization. *Nonprofit Management and Leadership*, 4(3), 301-315.
- Goldman, S., & Khanweiler, W.M. (2000). A collaborator profile for executives of nonprofit organizations. *Nonprofit Management and Leadership*, 10(4), 435-450.
- Golensky, M. (1993). The board-executive relationship in nonprofit organizations: Partnering or power struggle? *Nonprofit Management and Leadership*, 4(2), 177-191.
- Golensky, M.D., & DeRuiter, G.L. (1999). Merger as a strategic response to government contracting pressures. *Nonprofit Management and Leadership*, 10(2), 137-153
- Golensky, M., & DeRuiter, G.L. (2002). The urge to merge: a multiple-case study. *Nonprofit Management and Leadership*, 13(2), 169-186.
- Golensky, M., & Mulder, C. (2006). Coping in a constrained economy: Survival strategies of nonprofit human service organizations. *Administration in Social Work*, 30(3), 5-24.

- Gorsky, M., & Mohan, J. (2001). London's voluntary hospitals in the interwar period: Growth, transformation, or crisis? *Nonprofit and Voluntary Sector Quarterly*, 30(2), 247-275.
- Gowdy, E.A. (1987). The application of quality of work life research to human service management. *Administration in Social Work*, 11(3-4), 161-174.
- Gowdy, E.A., & Freeman, E.M. (1993). Program supervision: Facilitating staff participation in program analysis, planning and change. *Administration in Social Work*, 17(3), 59-79.
- Gowdy, E.A., Rapp, C.A., & Poertner, J. (1993). Management is performance: Strategies for client-centered practice in social service organizations. *Administration in Social Work*, 17(1), 3-22.
- Granger, B.P., & Moynihan, L. (1987). Successful engagement in social legislation: a case study. *Administration in Social Work*, 11(1), 37-45.
- Granvold, D.K. (1978). Supervision by objectives. *Administration in Social Work*, 2(2), 199-209.
- Grasso, A.J. (1993). Developmental social administration. *Administration in Social Work*, 17(2), 17-29.
- Grasso, A.J. (1994). Management style, job satisfaction, and service effectiveness. *Administration in Social Work*, 18(4), 89-105.
- Green, J.C., & Griesinger, D.W. (1996). Board performance and organizational effectiveness in nonprofit social services organizations. *Nonprofit Management and Leadership*, 6(4), 381-402.
- Green, J.C., Madjidi, F., Dudley, T., & Gehlen, F. (2001). Local unit performance in a nonprofit organization. *Nonprofit Management and Leadership*, 11(4), 459-476.
- Greenlee, J., Fischer, M., Gordon, T., & Keating, E. (2007). An investigation of fraud in

- nonprofit organizations: Occurrences and deterrents. *Nonprofit and Voluntary Sector Quarterly*, 36(4), 676-694.
- Grimm, R.T. (1999). Reforming property tax exemption policy in the nonprofit sector: Commercialization, collective goods, and the donative theory. *Nonprofit Management and Leadership*, 9(3), 241-260.
- Gronbjerg, K.A. (1987). Patterns of institutional relations in the welfare state: public mandates and the nonprofit sector. *Nonprofit and Voluntary Sector Quarterly*, 16(1-2), 64-80.
- Gronbjerg, K.A. (2001). The U.S. nonprofit human service sector: a creeping revolution. *Nonprofit and Voluntary Sector Quarterly*, 30(2), 276-297.
- Gronbjerg, K.A., Harmon, L., Olkkonen, A., & Raza, A. (1996). The United Way system at the crossroads: Community planning and allocation. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 428-452.
- Gronbjerg, K.A., & Nagle, A. (1994). Structure and adequacy of human service facilities: challenges for nonprofit managers. *Nonprofit Management and Leadership*, 5(2), 117-140.
- Grossman, D.A. (1992). Paying nonprofits: Streamlining the new york state system. *Nonprofit Management and Leadership*, 3(1), 81-91.
- Grossman, A., & Rangan, V.K. (2001). Managing multisite nonprofits. *Nonprofit Management and Leadership*, 11(3), 321-338.
- Gruber, M. (1977). Innovation and organization: A polyorganizational approach. *Administration in Social Work*, 1(1), 19-29.
- Gruber, M.L. (1983). The intractable triangle: the welfare state, federalism, and the administrative muddle. *Administration in Social Work*, 7(3/4), 163-177.

- Guerra-Pearson, F. (1998). Organizational forms and architectural space: building meaning in charitable organizations in new york city, 1770 to 1920. *Nonprofit and Voluntary Sector Quarterly*, 27(4), 459-487.
- Gummer, B. (1984). The changing context of social administration: Tight money, loose organizations, and uppity workers. *Administration in Social Work*, 8(3), 5-15.
- Gummer, B. (1987). Are administrators social worker? The politics of intraprofessional rivalry. *Administration in Social Work*, 11(2), 19-31.
- Gummer, B. (2002). It's not what you know or who you know, it's where you are: Organizational networks and career success. *Administration in Social Work*, 26(1), 79-99.
- Gummer, B., & Driben, P. (1977). The bureaucrat and the Indian: a case study in organizational development. *Administration in Social Work*, 1(3), 293-299.
- Gummer, B., & Edwards, R. (1985). A social worker's guide to organizational politics. *Administration in Social Work*, 9(1), 13-21.
- Guo, C., & Acar, M. (2005). Understanding collaboration among nonprofit organizations: Combining resource dependency, institutional, and network perspectives. *Nonprofit and Voluntary Sector Quarterly*, 34(3), 340-361.
- Guo, C., & Musso, J.A. (2007). Representation in nonprofit and voluntary organizations: A conceptual framework. *Nonprofit and Voluntary Sector Quarterly*, 36(2), 308-326.
- Hale, M. (2007). Superficial friends: A content analysis of nonprofit and philanthropy coverage in nine major newspapers. *Nonprofit and Voluntary Sector Quarterly*, 36(3), 465-486.
- Hall, L., & Hall, M. (1996). Big fights: Competition between poor people's social movement organizations. *Nonprofit and Voluntary Sector Quarterly*, 25(1), 53-72.

- Hall, P.D. (1990). Conflicting managerial cultures in nonprofit organizations. *Nonprofit Management and Leadership*, 1(2), 153-165.
- Halley, A. (1997). Applications of boundary theory to the concept of service integration in the human services. *Administration in Social Work*, 21(3/4), 145-168.
- Hammack, D.C. (1995). Accountability and nonprofit organizations: A historical perspective. *Nonprofit Management and Leadership*, 6(2), 127-139.
- Handy, F. (1995). Reputation as collateral: An economic analysis of the role of trustees of nonprofits. *Nonprofit and voluntary Sector Quarterly*, 24(4), 293-305.
- Harbert, A.S., Finnegan, D., & Tyler, N. (1997). Collaboration: a study of a children's initiative. *Administration in Social Work*, 21(3/4), 83-107.
- Hardina, D. (1993). The impact of funding sources and board representation on consumer control of service delivery in organizations serving low-income communities. *Nonprofit Management and Leadership*, 4(1), 69-84.
- Hardina, D. (2005). Ten characteristics of empowerment-oriented social service organizations. *Administration in Social Work*, 29(3), 23-42.
- Harlan, S.L., & Saidel, J.R. (1994). Board members' influence on the government-nonprofit relationship. *Nonprofit Management and Leadership*, 5(2), 173-196.
- Harris, M. (1993). Exploring the role of boards using total activities analysis. *Nonprofit Management and Leadership*, 3(3), 269-281.
- Harris, M. (1994). The power of boards in service providing agencies: three models. *Administration in Social Work*, 18(2), 1-15.
- Harris, M. (1995). The organization of religious congregations: Tackling the issues. *Nonprofit Management and Leadership*, 5(3), 261-274.

- Harrow, J., & Mole, V. (2005). "I want to move once I have things straight": Voluntary sector chief executives' career accounts. *Nonprofit Management and Leadership*, 16(1), 79-100.
- Harry, J. (1978). American antiburbanism and its evolution. *Journal of Voluntary Action Research*, 7(3-4), 36-43.
- Harvey, C. (1998). Defining excellence in human service organizations. *Administration in Social Work*, 22(1), 33-45.
- Harvey, S.H., & Raider, M.C. (1984). Administrator burnout. *Administration in Social Work*, 8(2), 81-89.
- Hasenfeld, Y. (2000). Social services and welfare-to-work: prospects for the social work profession. *Administration in Social Work*, 23(2/3), 185-199.
- Hasenfeld, Y., & Powell, L.E. (2004). The role of non-profit agencies in the provision of welfare-to-work services. *Administration in Social Work*, 28(3-4), 91-110.
- Hasenfeld, Y., & Schmid, H. (1989). The life cycle of human service organizations: An administrative perspective. *Administration in Social Work*, 13(3/4), 243-269.
- Hassel, B.C. (1997). Balancing acts: What charter schools teach us about government-nonprofit contracting. *Nonprofit and Voluntary Sector Quarterly*, 26(4), 442-465.
- Hassett, S., & Austin, M.J. (1997). Service integration: something old and something new. *Administration in Social Work*, 21(3/4), 9-29.
- Heimovics, R.D., & Herman, R.D. (1990). Responsibility for critical events in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 19(1), 59-72.
- Heimovics, R.D., Herman, R.D., & Jurkiewicz, C.L. (1995). The political dimension of effective nonprofit executive leadership. *Nonprofit Management and Leadership*, 5(3),

233-248.

- Herman, R.D., & Heimovics, R.D. (1989). Critical events in the management of nonprofit organizations: initial evidence. *Nonprofit and Voluntary Sector Quarterly*, 18(2), 119-132.
- Herman, R.D., & Heimovics, R.D. (1990). The effective nonprofit executive: Leader of the board. *Nonprofit Management and Leadership*, 1(2), 167-180.
- Herman, R., & Renz, D. (1999). Theses on nonprofit organizational effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 28(2), 107-126.
- Herman, R.D., Renz, D.O., & Heimovics, R.D. (1997). Board practices and board effectiveness in local nonprofit organizations. *Nonprofit Management and Leadership*, 7(4), 373-385.
- Herman, R.D., & Tulipana, F.P. (1985). Board-staff relations. *Nonprofit and Voluntary Sector Quarterly*, 14(4), 48-59.
- Hernandez, C.M. (2001). Charismatic leadership: the aftermath. *Nonprofit Management and Leadership*, 11(4), 493-497.
- Hernandez, C., & Leslie, D. (2000). When change hits the fan. *Nonprofit Management and Leadership*, 10(4), 451-456.
- Hirschhorn, L. (1978). The stalemated agency: A theoretical perspective and a practical proposal. *Administration in Social Work*, 2(4), 425-438.
- Hodgkin, C. (1993). Policy and paper clips: Rejecting the lure of the corporate model. *Nonprofit Management and Leadership*, 3(4), 415-428.
- Holland, T.P. (1991). Self-assessment by nonprofit boards. *Nonprofit Management and Leadership*, 2(1), 25-36.

- Holland, T.P. (2002). Board accountability. *Nonprofit Management and Leadership*, 12(4), 409-428.
- Holland, T.P., & Jackson, D.K. (1998). Strengthening board performance. *Nonprofit Management and Leadership*, 9(2), 121-134.
- Holland, T.P., Leslie, D., & Holzhalf, C. (1993). Culture and change in nonprofit boards. *Nonprofit Management and Leadership*, 4(2), 141-155.
- Holloway, S. (1980). Up the hierarchy: From clinician to administrator. *Administration in Social Work*, 4(4), 1-14.
- Holloway, S., & Brager, G. (1977). Some considerations in planning organizational change. *Administration in Social Work*, 1(4), 349-357.
- Holloway, S., & Brager, G. (1985). Implicit negotiations and organizational practice. *Administration in Social Work*, 9(2), 15-24.
- Holmes, J., & Riecken, G. (1980). Using business marketing concepts to view the private, non-profit, social service agency. *Administration in Social Work*, 4(3), 43-52.
- Hopkins, K.M., & Hyde, C. (2002). The human service managerial dilemma: New expectations, chronic challenges and old solutions. *Administration in Social Work*, 26(3), 1-15.
- Horne, C.S., Johnson, J.L., & Van Slyke, D.M. (2005). Do charitable donors know enough – and care enough – about government subsidies to affect private giving to nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 34(1), 136-149.
- Hunter, A. (1993). National federations: the role of voluntary organizations in linking macro and micro orders in civil society. *Nonprofit and Voluntary Sector Quarterly*, 22(2), 121-136.
- Hyman, D. (1983). A preventive approach to bureaucracy: the dialectical organization as a

- model for citizen's advocacy and ombudsmen. *Journal of Voluntary Action Research*, 12(4), 65-80.
- Inglis, S. (2000). Designing agendas to reflect board roles and responsibilities. *Nonprofit Management and Leadership*, 11(1), 65-77.
- Inglis, S. & Cleave, S. (2006). A scale to assess board member motivations in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 17(1), 83-101.
- Iecovich, E. (2001). Resource dependencies of old age homes: Definitions and measurements. *Administration in Social Work*, 25(2), 21-37.
- Iecovich, E. (2004). Responsibilities and roles of boards in nonprofit organizations: the Israeli case. *Nonprofit Management and Leadership*, 15(1), 5-24.
- Iecovich, E. (2005). Environmental and organizational features and their impact on structural and functional characteristics of boards in nonprofit organizations. *Administration in Social Work*, 29(3), 43-59.
- Iecovich, E., & Bar-Mor, H. (2007). Relationships between chairpersons and CEOs in nonprofit organizations. *Administration in Social Work*, 31(4), 21-40.
- Ihrke, D.M., & Johnson, T. (2004). Is all well in the neighborhood? Conflict on neighborhood boards in Milwaukee. *Nonprofit Management and Leadership*, 14(4), 371-389.
- Inglis, S. (2000). Designing agendas to reflect board roles and responsibilities. *Nonprofit Management and Leadership*, 11(1), 65-77.
- Inglis, S., & Alexander, T. (1999). Roles and responsibilities of community nonprofit boards. *Nonprofit Management and Leadership*, 10(2), 153-167.
- Inglis, S., & Cleave, S. (2006). A scale to assess board member motivations in nonprofit organizations. *Nonprofit Management and Leadership*, 17(1), 83-101.

- Issa, J., & Herman, R.D. (1986). Turnover among nonprofit chief executives: An initial investigation of self-reported causes and consequences. *Nonprofit and Voluntary Sector Quarterly*, 15(3), 54-59.
- Ivery, J.M. (2007). Organizational ecology: A theoretical framework for examining collaborative partnerships. *Administration in Social Work*, 31(4), 7-19.
- Jackson, D.K., & Holland, T.P. (1998). Measuring the effectiveness of nonprofit boards. *Nonprofit and Voluntary Sector Quarterly*, 27(2), 159-182.
- Jansson, B. (1990). Blending social change and technology in macro-practice: Developing structural dialogue in technical deliberations. *Administration in Social Work*, 14(2), 13-28.
- Jansson, B., & Simmons, J. (1984). Building departmental or unit power within human service organizations: Empirical findings and theory building. *Administration in Social Work*, 8(3), 41-56.
- Jansson, B., & Taylor, S.H. (1978). The planning contradiction in social agencies: Great expectations versus satisfaction with limited performance. *Administration in Social Work*, 2(2), 171-181.
- Jaskyte, K. (2004). Transformational leadership, organizational culture, and innovativeness in nonprofit organizations. *Nonprofit Management and Leadership*, 15(2), 153-168.
- Jaskyte, K., & Dressler, W. (2005). Organizational culture and innovation in nonprofit human service organizations. *Administration in Social Work*, 29(2), 23-41.
- Jaskyte, K., & Minhong Lee, M. (2006). Interorganizational relationships: A source of innovation in nonprofit organizations? *Administration in Social Work*, 30(3), 43-54.
- Jeavons, T.H. (1992). When the management is the message: Relating values to management

- practice. *Nonprofit Management and Leadership*, 2(4), 403-416.
- Jeavons, T.H. (1994). Stewardship revisited: Secular and sacred views of governance and management. *Nonprofit and Voluntary Sector Quarterly*, 23(2), 107-122.
- Johnson, M., & Austin, M.J. (2006). Evidence-based practice in the social services: Implications for organizational change. *Administration in Social Work*, 30(3), 75-104.
- Jones, J. (2006). Understanding environmental influence on human service organizations: A study of managed care on child caring institutions. *Administration in Social Work*, 30(4), 63-90.
- Jones, M.B. (2007). The multiple sources of mission drift. *Nonprofit and Voluntary Sector Quarterly*, 36(2), 299-307.
- Joseph, M.V. (1983). The ethics of organizations: Shifting values and ethical dilemmas. *Administration in Social Work*, 7(3/4), 47-57.
- Jurkiewicz, C.L., & Massey Jr., T.K. (1998). The influence of ethical reasoning on leadership effectiveness. *Nonprofit Management and Leadership*, 9(2), 173-186.
- Kaplan, M. (1986). Cooperation and coalition development among neighborhood organizations: A case study. *Nonprofit and Voluntary Sector Quarterly*, 15(4), 23-34.
- Kang, C.H., & Cnann, R.A. (1995). New findings on a large human service organization boards of trustees. *Administration in Social Work*, 19(3), 17-44.
- Katan, J. (1984). Role formation and division of work in multiprofessional human service organizations. *Administration in Social Work*, 8(1), 73-87.
- Katan, J., & Prager, E. (1986). Consumer and worker participation in agency-level decision-making: Some considerations of their linkages. *Administration in Social Work*, 10(1), 79-88.

- Kay, R. (1994). The artistry of leadership: An exploration of the leadership process in voluntary not-for-profit organizations. *Nonprofit Management and Leadership*, 4(3), 285-300.
- Kaye, L.W. (1994). The effectiveness of services marketing: perceptions of executive directors of gerontological programs. *Administration in Social Work*, 18(2), 69-85.
- Kayser, K., Walker, D., & Demaio, J. (2000). Understanding social workers' sense of competence within the context of organizational change. *Administration in Social Work*, 24(4), 1-20.
- Kearns, K.P. (1992). From comparative advantage to damage control: Clarifying strategic issues using SWOT analysis. *Nonprofit Management and Leadership*, 3(1), 3-22.
- Kearns, K.P. (1995). Effective nonprofit board members as seen by executives and board chairs. *Nonprofit Management and Leadership*, 5(4), 337-358.
- Kearns, K.P., Krasman, R.J., & Meyer, W.J. (1994). Why nonprofit organizations are ripe for Total Quality Management. *Nonprofit Management and Leadership*, 4(4), 447- 460.
- Kettner, P.M., & Martin, L.L. (1985). Issues in the development of monitoring systems for purchase of service contracting. *Administration in Social Work*, 9(3), 69-82.
- Kettner, P.M., & Martin, L.L. (1988). Purchase of service contracting with for-profit organizations. *Administration in Social Work*, 12(4), 47-60.
- Kettner, P.M., & Martin, L.L. (1990). Purchase of service contracting: two models. *Administration in Social Work*, 14(1), 15-30.
- Keys, P.R. (1988). Administrative entrepreneurship in the public sector. *Administration in Social Work*, 12(2), 59-68.
- Keys, P.R., & Cupaiuolo, A. (1987). Rebuilding the relationship between social work and public

- welfare administration. *Administration in Social Work*, 11(1), 47-58.
- Knight, L.W. (1991). Jane Addams and Hull House: Historical lessons on nonprofit leadership. *Nonprofit Management and Leadership*, 2(2), 125-141.
- Koch, J.R., & Johnson, D.P. (1997). The ecumenical outreach coalition: A case study of converging interests and network formation for church and community cooperation. *Nonprofit and Voluntary Sector Quarterly*, 26(3), 343-358.
- Koroloff, N., & Briggs, H. (1996). The life cycle of family advocacy organizations. *Administration in Social Work*, 20(4), 23-42.
- Kramer, R.M. (1985). Towards a contingency model of board-executive relations. *Administration in Social Work*, 9(3), 15-33.
- Krashinsky, M. (1990). Management implications of government funding on nonprofit organizations: Views from the united states and Canada. *Nonprofit Management and Leadership*, 1(1), 39-53.
- Krug, K., & Weinberg, C.B. (2004). Mission, money, and merit: Strategic decision making by nonprofit managers. *Nonprofit Management and Leadership*, 14(3), 325-342.
- Kruzich, J.M. (2005). Ownership, chain affiliation, and administrator decision-making autonomy in long-term care facilities. *Administration in Social Work*, 29(1), 5-24.
- Kurtz, P.D. (1998). A case study of a network as a learning organization. *Administration in Social Work*, 22(2), 57-73.
- Kurzman, P. (1977). Rules and regulations in large-scale organizations: A theoretical approach to the problem. *Administration in Social Work*, 1(4), 421-431.
- Kushner, R., & Poole, P. (1996). Exploring structure-effectiveness relationships in nonprofit arts organizations. *Nonprofit Management and Leadership*, 7(2), 119-136.

- Lammers, J. (1990). The effect of competition on labor management in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 19(2), 171-186.
- Latting, J.K., Beck, M.H., Slack, K.J., Tetrick, L.E., Jones, A.P., Etchegaray, J.M., & Da Silva, N. (2004). Promoting service quality and client adherence to the service plan: The role of top management's support for innovation and learning. *Administration in Social Work*, 28(2), 29-48.
- Lauffer, A. (1986). To market, to market: A nuts and bolts approach to strategic planning in human service organizations. *Administration in Social Work*, 3(1), 31-39.
- Law, C., & Hasenfeld, Y. (1989). The relationships between the public and the voluntary sectors: The case of refugee resettlement services. *Administration in Social Work*, 13(2), 15-28.
- Lawry, R.P. (1995). Accountability and nonprofit organizations: an ethical perspective. *Nonprofit Management and Leadership*, 6(2), 171-180.
- Leduc, R.F., & Block, S.R. (1985). Conjoint directorship: Clarifying management roles between the board of directors and the executive directors. *Nonprofit and Voluntary Sector Quarterly*, 14(4), 67-76.
- Lee, M. (2004). Public reporting: a neglected aspect of nonprofit accountability. *Nonprofit Management and Leadership*, 15(2), 169-185.
- Leiby, J. (1991). Efficiency in social service administration: historical reflections. *Administration in Social Work*, 15(1/2), 155-173.
- Lens, V., & Pollack, D. (1999). Welfare reform: back to the future! *Administration in Social Work*, 23(2), 61-77.
- Levy, C.S. (1979). The ethics of management. *Administration in Social Work*, 3(3), 277-288.

- Levy, C.S. (1983). Ideological pathways to policy and practice. *Administration in Social Work*, 7(2), 51-60.
- Lewis, D. (1998). Nongovernmental organizations, business, and the management of ambiguity. *Nonprofit Management and Leadership*, 9(2), 135-152.
- Lewis, H. (1977). The future role of the social service administrator. *Administration in Social Work*, 1(2), 115-122.
- Lewis, H. (1982). Value, purpose and accountability: The language of organizational intentions. *Administration in Social Work*, 6(4), 31-42.
- Lewis, H. (1987). Ethics and the managing of human service effectiveness in social welfare. *Administration in Social Work*, 11(3-4), 271-284.
- Lewis, H. (1989). Ethics and the private non-profit human service organizations. *Administration in Social Work*, 13(2), 1-14.
- Libby, M.K., & Austin, M.J. (2002). Building a coalition of non-profit agencies to collaborate with a county health and human service agency: The Napa county behavioral health committee of the Napa coalition of non-profits. *Administration in Social Work*, 26(4), 81-99.
- Liebschutz, S. (1992). Coping by nonprofit organizations during the Reagan years. *Nonprofit Management and Leadership*, 2(4), 363-380.
- Loewenberg, F.M. (1991). Voluntary organizations in developing countries and colonial societies: The social service department of the Palestine Jewish Community in the 1930s. *Nonprofit and Voluntary Sector Quarterly*, 20(4), 415-428.
- Loewenberg, F.M. (1992). Ideology or pragmatism? Further reflections on voluntary and public sector relations in the nineteenth century. *Nonprofit and Voluntary Sector Quarterly*, 21

- (2), 119-133.
- Loewenberg, F.M. (1995a). Financing philanthropic institutions in biblical and Talmudic times. *Nonprofit and Voluntary Sector Quarterly*, 24(4), 307-320.
- Loewenberg, F.M. (1995b). On the development of philanthropic institutions in ancient Judaism: provisions for poor travelers. *Nonprofit and Voluntary Sector Quarterly*, 23(3), 193-207.
- Lohmann, R. (1992). The commons: A multidisciplinary approach to nonprofit organization, voluntary action, and philanthropy. *Nonprofit and Voluntary Sector Quarterly*, 21(3), 309-324.
- Longoria, T. (1999). The distribution of public-private partnerships: Targeting of voluntary efforts to improve urban education. *Nonprofit and Voluntary Sector Quarterly*, 28(3), 315-329.
- Luksetich, W., Edwards, M., & Carroll, T. (2000). Organizational form and nursing home behavior. *Nonprofit and Voluntary Sector Quarterly*, 29(2), 255-279.
- Luse, D.F. (1980). Use of computer simulation in social welfare management. *Administration in Social Work*, 4(3), 13-22.
- Lynch, J.G., & Versen, G.R. (2003). Social work supervisor liability: risk factors and strategies for risk reduction. *Administration in Social Work*, 27(2), 57-72.
- Macduff, N., & Netting, F.E. (2000). Lessons learned from a practitioner-academician collaboration. *Nonprofit and Voluntary Sector Quarterly*, 29(1), 46-60.
- Malka, S. (1989). Managerial behavior, participation, and effectiveness in social welfare organizations. *Administration in Social Work*, 13(2), 47-65.
- Malka, S. (1990). Contracting for human services: the case of Pennsylvania's subsidized child

- day care program: policy limitations and prospects. *Administration in Social Work*, 14(1), 31-46.
- Malloy, D.G., & Agarwal, J. (2001). Ethical climate in nonprofit organizations. *Nonprofit Management and Leadership*, 12(1), 39-55.
- Manela, R., & Moxley, D. (2002). Best practices as agency-based knowledge in social welfare. *Administration in Social Work*, 26(4), 1-24.
- Mano-Negrin, R. (2003). Spanning the boundaries: A stakeholder approach to effectiveness gaps and empowerment in public and independent human service organizations. *Administration in Social Work*, 27(3), 25-45.
- Mara, C.M. (2000). A strategic planning process for a small nonprofit organization. *Nonprofit Management and Leadership*, 11(2), 211-223.
- Maranville, S.J. (1999). Requisite variety of strategic management models: A cultural study of strategic actions in a deterministic environment. *Nonprofit Management and Leadership*, 9(3), 277-292.
- Marcus, L. (1988). Processes of new organizations: A case study. *Administration in Social Work*, 12(3), 91-106.
- Martin, L.L. (1993). Total Quality Management: The new managerial wave. *Administration in Social Work*, 17(2), 1-16.
- Martin, P. (1980). Multiple constituencies, dominant societal values, and the human service administrator: Implications for service delivery. *Administration in Social Work*, 4(2), 15-27.
- Martin, P. (1987). Multiple constituencies and performance in social welfare organizations: Action strategies for directors. *Administration in Social Work*, 11(3/4), 223-239.

- Martin, P., DiNitto, D., Byington, D., & Maxwell, M. (1992). Organizational and community transformation: The case of a rape crisis center. *Administration in Social Work, 16*(3/4), 123-145.
- Martens, T.A. (1996). The news value of nonprofit organizations and issues. *Nonprofit Management and Leadership, 7*(2), 181-192.
- Martinez, M.J. (2003). Liability and volunteer organizations: a survey of the law. *Nonprofit Management and Leadership, 14*(2), 151-169.
- Martinez-Brawley, E.E., & Delevan, S.M. (1993). Centralizing management and decentralizing services: An alternative approach. *Administration in Social Work, 11*(1), 81-102.
- Marwell, N., & McInerney, P. (2005). The nonprofit/for-profit continuum: Theorizing the dynamics of mixed-form markets. *Nonprofit and Voluntary Sector Quarterly, 34*(1), 7-28.
- Mary, N.L. (2005). Transformational leadership in human service organizations. *Administration in Social Work, 29*(2), 105-118.
- Maypole, D. (1980). The drive for organizational differentiation and in-house politics: An executive director's dilemma. *Administration in Social Work, 4*(4), 83-94.
- McAdam, T.W., & Geis, D.L. (1985). Managing expectations: What effective board members ought to expect from nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly, 14*(4), 77-88.
- McBeath, B., & Meezan, W. (2006). Nonprofit adaptation to performance-based managed care contracting in Michigan's foster care system. *Administration in Social Work, 30*(2), 39-70,
- McCambridge, R. (2004). Underestimating the power of nonprofit governance. *Nonprofit and*

- Voluntary Sector Quarterly*, 33(2), 346-354.
- McCauley, C.D., & Hughes, M.W. (1991). Leadership challenges for human service administrators. *Nonprofit Management and Leadership*, 1(3), 1-17.
- McCleary, R.M. & Barro, R.J. (2008). Private voluntary organizations engaged in international assistance, 1939-2004. *Nonprofit and Voluntary Sector Quarterly*, 37(3), 512-536.
- McClellan, A., & Rebello-Rao, D. (1999). Revisiting invisibility. *Nonprofit Management and Leadership*, 10(2), 169-184.
- McCready, D.J., & Rahn, S.L. (1986). Funding human services: fixed utility versus fixed budget. *Administration in Social Work*, 10(4), 23-30.
- McDonald, R.E. (2007). An investigation of innovation in nonprofit organizations: The role of organizational mission. *Nonprofit and Voluntary Sector Quarterly*, 36(2), 256-281.
- McInay, D.P. (1995). The privilege of privacy: twenty-five years in the public accountability of foundations. *Nonprofit and Voluntary Sector Quarterly*, 24(2), 117-141.
- McIntyre Hall, L. (1992). A commission to change: the united Methodist church in Detroit, Michigan, 1950-1980. *Nonprofit and Voluntary Sector Quarterly*, 21(1), 39-49.
- McKee, M.C., & Driscoll, C. (2008). Creating stabilizers and safety nets for successor executives' high-wire act. *Nonprofit Management and Leadership*, 18(3), 341-357.
- McManus, J.M. (2000). Resignation or dismissal? *Nonprofit Management and Leadership*, 11(2), 225-230.
- McMillen, D.B. (1978). The UMW as a social movement. *Journal of Voluntary Action Research*, 7(3-4), 106-119.
- McMurtry, S., Netting, F., & Kettner, P. (1990). Critical inputs and strategic choice in nonprofit human service organizations. *Administration in Social Work*, 14(3), 67-82.

- McMurtry, S., Netting, F., & Kettner, P. (1991). How nonprofits adapt to a stringent environment. *Nonprofit Management and Leadership*, 1(3), 235-252.
- McNeely, R., Feyerherm, W., & Johnson, R. (1986). Services integration and job satisfaction reactions in a comprehensive human resource agency. *Administration in Social Work*, 10(1), 39-53.
- Medley, B.C., & Akan, O.H. (2008). Creating positive change in community organizations: A case for rediscovering Lewin. *Nonprofit Management and Leadership*, 18(4), 485-496.
- Meinert, R., Ginsberg, L., & Keys, P.R. (1993). Performance characteristics of CEOs in state departments of social service, mental health, and corrections. *Administration in Social Work*, 17(1), 55-71.
- Mendel, S. (2003). The ecology of games between public policy and private action. *Nonprofit Management and Leadership*, 13(3), 229-237.
- Menefee, D. (1997). Strategic administration of nonprofit human service organizations: A model for executive success in turbulent times. *Administration in Social Work*, 21(2), 1-19.
- Menefee, D. (1998). Identifying and comparing competencies for social work management II: A replication study. *Administration in Social Work*, 22(4), 53-63.
- Menefee, D.T., & Thompson, J.J. (1994). Identifying and comparing competencies for social work management; A practice driven approach. *Administration in Social Work*, 18(3), 1-25.
- Merritt, J., & Neugeboren, B. (1990). Factors affecting agency capacity for inter-organizational coordination. *Administration in Social Work*, 14(4), 73-85.
- Meyer-Emerick, N., & Momen, M. (2003). Continuity planning for nonprofits. *Nonprofit Management and Leadership*, 14(1), 67-77.

- Middleman, R.R. (1984). The quality circle: Fad, fix, fiction? *Administration in Social Work*, 8(1), 31-44.
- Miller, J.L. (2002). The board as a monitor of organizational activity. *Nonprofit Management and Leadership*, 12(4), 429-450.
- Miller, L.E., Kruger, E.J., & Gauss, M.S. (1994). Nonprofit boards and perceptions of funding. *Nonprofit Management and Leadership*, 5(1), 3-18.
- Miller, L.E., Weiss, R.M., & McLeod, V. (1988). Board of directors in nonprofit organizations: Composition, activities, and organizational outcomes. *Nonprofit and Voluntary Sector Quarterly*, 17(3-4), 81-89.
- Miller, L.S., & Pruger, R. (1977). The division of labor in a perfect people-changing agency. *Administration in Social Work*, 1(2), 171-185.
- Miller-Millesen, J.L. (2003). Understanding the behavior of nonprofit boards of directors: A theory-based approach. *Nonprofit and Voluntary Sector Quarterly*, 32(4), 521-547.
- Mohr, J.W., & Guerra-Pearson, F. (1996). The effect of state intervention in the nonprofit sector: The case of the new deal. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 525-539.
- Montgomery, R. (1987). Crosscutting distinctions in approaches to meeting human needs. *Nonprofit and Voluntary Sector Quarterly*, 16(4), 45-57.
- Moore, M. (2000). Managing for value: Organizational strategy in for-profit, nonprofit, and governmental organizations. *Nonprofit and Voluntary Sector Quarterly*, 29(1, Supp), 183-208.
- Mor-Barak, M., & Cherin, D. (1998). A tool to expand organizational understanding of workforce diversity: Exploring a measure of inclusion-exclusion. *Administration in*

- Social Work*, 22(1), 47-64.
- Morris, R. (1982). Persistent issues and elusive answers in social welfare policy, planning and administration. *Administration in Social Work*, 6(2-3), 33-47.
- Morris, S. (2002). Organizational innovation in Victorian social housing. *Nonprofit and Voluntary Sector Quarterly*, 31(2), 186-206.
- Morrison, J.B. & Salipante, P. (2007). Governance for broadened accountability: Blending deliberate and emergent strategizing. *Nonprofit and Voluntary Sector Quarterly*, 36(2), 195-217.
- Morrison, J.D. (1985). Making the most of federal block grants: implications for a prototype program. *Administration in Social Work*, 9(2), 73-84.
- Mulford, C.L. (1981). Interorganizational relationships in three communities: Implications for community development. *Journal of Voluntary Action Research*, 10(3-4), 99-119.
- Mulford, C.L., & Mulford, M.A. (1980). Interdependence and interorganizational structure for voluntary organizations. *Journal of Voluntary Action Research*, 9(1-4), 20-34.
- Mulroy, E.A. (2003). Community as a factor in implementing interorganizational partnerships. *Nonprofit Management and Leadership*, 14(1), 47-66.
- Mulroy, E.A., & Shay, S. (1998). Motivation and reward in nonprofit interorganizational collaboration in low-income neighborhoods. *Administration in Social Work*, 22(4), 1-17.
- Mulroy, E.A., & Tamburo, M. (2004). Nonprofit organizations and welfare-to-work: environmental turbulence and organizational change. *Administration in Social Work*, 28(3-4), 111-135.
- Murray, V., Bradshaw, P., & Wolpin, J. (1992). Power in and around nonprofit boards: A neglected dimension of governance. *Nonprofit Management and Leadership*, 3(2), 165-

182.

- Najam, A. (2000). The four-c's of third sector-government relations. *Nonprofit Management and Leadership*, 10(4), 375-397.
- Neem, J.N. (2003). Politics and the origins of the nonprofit corporation in Massachusetts and New Hampshire, 1780-1820. *Nonprofit and Voluntary Sector Quarterly*, 32(3), 344-365.
- Netting, F.E., McMurtry, S.L., Kettner, P.M., & Jones-McClintic, S. (1990). Privatization and its impact on nonprofit service providers. . *Nonprofit and Voluntary Sector Quarterly*, 19(1), 33-46.
- Netting, F.E., O'Connor, M.K., & Fauri, D.P. (2007). Planning transformative programs: Challenges for advocates in translating change processes into effectiveness measures. *Administration in Social Work*, 31(4), 59-81.
- Netting, F., & Williams, F. (1997). Is there an afterlife? How nonprofits move toward self-sufficiency as foundation dollars end. *Nonprofit Management and Leadership*, 7(3), 291-304.
- Neugeboren, B. (1990). Career development in social work administration. *Administration in Social Work*, 14(1), 47-63.
- Ng, B., Kent, J., & Egbert, M. (2000). A "total cycle time" approach to re-engineering social services. *Administration in Social Work*, 24(3), 35-51.
- Nygren, D.J. Ukeritis, M.D., McClelland, D.C., & Hickman, J.L. (1994). Outstanding leadership in nonprofit organizations: leadership competencies in Roman Catholic religious orders. *Nonprofit Management and Leadership*, 4(4), 375-391.
- Nobbie, P.D., & Brudney, J.L. (2003). Testing the implementation, board performance, and organizational effectiveness of the policy governance model in nonprofit boards of

- directors. *Nonprofit and Voluntary Sector Quarterly*, 32(4), 571-595.
- Norman, A.J., & Keys, P.R. (1992). Organization development in public social services – the irresistible force meets the immovable object. *Administration in Social Work*, 16(3-4), 147-165.
- O'Brien, J.E., & Collier, P.J. (1991). Merger problems for human service agencies: a case study. *Administration in Social Work*, 15(3), 19-31.
- O'Looney, J. (1994). Modeling collaboration and social services integration: a single state's experience with developmental and non-developmental models. *Administration in Social Work*, 18(1), 61-86.
- O'Looney, J. (1997). Marketing progress toward service integration: learning to use evaluation to overcome barriers. *Administration in Social Work*, 21(3/4), 31-65.
- O'Neill, M. (1992). Ethical dimensions of nonprofit administration. *Nonprofit Management and Leadership*, 3(2), 199-213.
- O'Regan, K.M., & Oster, S.M. (2000). Nonprofit and for-profit partnerships: Rationale and challenges of cross-sector contracting. *Nonprofit and Voluntary Sector Quarterly*, 29(Supp), 120-140.
- Oster, S.M. (1992). Nonprofit organizations as franchise operations. *Nonprofit Management and Leadership*, 2(3), 223-238.
- Ostrander, S.A. (1989). Private social services: obstacles to the welfare state? *Nonprofit and Voluntary Sector Quarterly*, 18(1), 25-45.
- Packard, T. (1993). Managers' and workers' views of the dimensions of participation in organizational decision making. *Administration in Social Work*, 17(2), 53-65.
- Page, A.N. (1980). The unique environment of the public manager. *Administration in Social*

- Work*, 4(4), 95-97.
- Parham, T. (1982). Social service issues and challenges in the 1980's. *Administration in Social Work*, 6(2/3), 91-105.
- Parker, B., & Selsky, J.W. (2004). Interface dynamics in cause-based partnerships: An exploration of emergent culture. *Nonprofit and Voluntary Sector Quarterly*, 33(3), 458-488.
- Partha, D., Wilhelm, M.O., Rooney, P.M. & Brown, M.S. (2003). Estimating charitable deductions in giving USA. *Nonprofit and Voluntary Sector Quarterly*, 32(4), 548-567.
- Patti, R.J. (1977). Patterns of management activity in social welfare agencies. *Administration in Social Work*, 1(1), 5-18.
- Patti, R.J. (1984). Who leads the human services? The prospects for social work leadership in an age of political conservatism. *Administration in Social Work*, 8(1), 17-29.
- Patti, R.J. (1985). In search of purpose for social welfare administration. *Administration in Social Work*, 9(3), 1-14.
- Patti, R. (2003). Reflections on the state of management in social work. *Administration in Social Work*, 27(2), 1-11.
- Patti, R.J., & Austin, M.J. (1977). Socializing the direct service practitioner in the ways of supervisory management. *Administration in Social work*, 1(3), 267-280.
- Patti, R., Diedreck, E., Olson, D., & Crowell, J. (1979a). From direct service to administration: A study of social workers' transitions from clinical to management roles: Part I: Analysis. *Administration in Social Work*, 3(2), 131-151.
- Patti, R., Diedreck, E., Olson, D., & Crowell, J. (1979b). From direct service to administration: A study of social workers' transitions from clinical to management roles: Part II:

- Recommendations. *Administration in Social Work*, 3(2), 265-275.
- Paulson, R. (1984). Administering multiple treatment modalities in social service agencies. *Administration in Social Work*, 8(1), 89-98.
- Pawlak, E.J., & Bays, J. (1988). Executive perspectives on part-time private practice. *Administration in Social Work*, 12(1), 1-11.
- Pearce, J.L., & Rosener, J. (1985). Advisory board performance: Managing ambiguity and limited commitment in public television. *Nonprofit and Voluntary Sector Quarterly*, 14(4), 35-47.
- Pearlmutter, S. (1998). Self-efficacy and organizational change leadership. *Administration in Social Work*, 22(3), 23-38.
- Peat, B., & Costley, D.L. (2001). Effective contracting of social services. *Nonprofit Management and Leadership*, 12(1), 55-75.
- Perlmutter, F.D. (1983). Caught in between: the middle management bind. *Administration in Social Work*, 7(3-4), 147-161.
- Perlmutter, F.D. (1985/86). The politics of social administration. *Administration in Social Work*, 9(4), 1-11.
- Perlmutter, F.D. (2006). Ensuring social work administration. *Administration in Social Work*, 30(2), 3-10.
- Perlmutter, F.D., Netting, E., & Bailey, D. (2001). Managerial tensions: Personal insecurity vs. professional responsibility. *Administration in Social Work*, 25(1), 1-16.
- Perlmutter, F., Richan, W., & Weirich, T. (1979). Services integration and transferability: Implications of the united services agency demonstration project. *Administration in Social Work*, 3(1), 17-31.

- Perri, G. (1993). Innovation by nonprofit organizations: Policy and research issues. *Nonprofit Management and Leadership*, 3(4), 397-414.
- Peterson, N., & Speer, P. (2000). Linking organizational characteristics to psychological empowerment: Contextual issues in empowerment theory. *Administration in Social Work*, 24(4), 39-58.
- Petr, C.G. (1991). A "consumer friendly" model of implementation. *Administration in Social Work*, 15(3), 67-82.
- Pine, B.A., Warsh, R., & Maluccio, A.N. (1998). Participatory management in a public child Welfare agency: A key to effective change. *Administration in Social Work*, 22(1), 19-32.
- Plambeck, D.L. (1985). The implication of board member composition from fundraising success. *Nonprofit and Voluntary Sector Quarterly*, 14(4), 60-66.
- Poertner, J., & Rapp, C.A. (1985). Purchase of service and accountability: Will they ever meet? *Administration in Social Work*, 9(1), 57-66.
- Poole, D. (2003). Scaling up CBOs for second-order devolution in welfare reform. *Nonprofit Management and Leadership*, 13(4), 325-342.
- Poole, D.L. (2008). Organizational networks of collaboration for community-based living. *Nonprofit Management and Leadership*, 18(3), 275-293.
- Poole, D., Ferguson, M., DiNitto, D., & Schwab, J. (2002). The capacity of community-based organizations to lead local innovations in welfare reform: early findings from Texas. *Nonprofit Management and Leadership*, 12(3), 261-277.
- Poole, D., Ferguson, M., & Schwab, J. (2005). Managing process innovations in welfare reform technology. *Administration in Social Work*, 29(1), 101-106.
- Popple, P.R. (1984). Negotiation: A critical skill for social work administrators. *Administration*

- in Social Work*, 8(2), 15-24.
- Powell, D. (1986). Managing organizational principles for the design of service delivery systems. *Administration in Social Work*, 10(3), 57-69.
- Powell, D.M. (1986). Managing organizational problems in alternative service organizations. *Administration in Social Work*, 10(3), 57-69.
- Preston, J.B., & Brown, W.A. (2004). Commitment and performance of nonprofit board members. *Nonprofit Management and Leadership*, 15(2), 221-238.
- Preston, M.S. (2008). The direct effects of field practice on core managerial role competencies: A study across three types of public sector human service agencies. *Administration in Social Work*, 32(3), 63-83.
- Provan, K.G., Isett, K.R., & Milward, H.B. (2004). Cooperation and compromise: A network response to conflicting institutional pressures in community mental health. *Nonprofit and Voluntary Sector Quarterly*, 33(3), 489-514.
- Quarter, J., & Richmond, B. (2001). Accounting for social value in nonprofits and for-profits. *Nonprofit Management and Leadership*, 12(1), 75-86.
- Rai, G. (1985). Control structure and conflict in public agencies. *Administration in Social Work*, 9(4), 75-87.
- Rai, G. (1994). Complexity and coordination in child welfare agencies. *Administration in Social Work*, 18(1), 87-105.
- Raider, M.C. (1977). Installing management by objectives in social agencies. *Administration in Social Work*, 1(3), 235-244.
- Ramsdell, P. (1994). Staff participation in organizational decision-making: An empirical study. *Administration in Social Work*, 18(4), 51-71.

- Rapp, C.A., Hardcastle, D.A., Rosenzweig, J., & Poertner, J. (1983). The status of research in social service management. *Administration in Social Work, 12*(4), 17-27.
- Rapp, C.A., & Poertner, J. (1978). Reducing foster care: Critical factors and administrative strategies. *Administration in Social Work, 2*(3), 335-346.
- Reamer, F.G. (1993). Liability issues in social work administration. *Administration in Social Work, 17*(4), 11-25.
- Redekop, P. (1986). Interorganizational conflict between government and voluntary agencies in the organization of a volunteer program: A case study. *Nonprofit and Voluntary Sector Quarterly, 15*(1), 32-45.
- Regehr, C., Chau, S., Leslie, B., & Howe, P. (2002). An exploration of supervisor's and manager's responses to child welfare reform. *Administration in Social Work, 26*(3), 17-36.
- Reichert, K. (1977). The drift toward entrepreneurialism in health and social welfare: implications for social work education. *Administration in Social Work, 1*(2), 123-133.
- Reilly, T. (2001). Collaboration in action: An uncertain process. *Administration in Social Work, 25*(1), 53-74.
- Reilly, T. (2007). Management in local governments: An evolving landscape. *Administration in Social Work, 31*(2), 49-66.
- Reiner, T. (1989). Organizational survival in an environment of austerity. *Nonprofit and Voluntary Sector Quarterly, 18*(3), 211-221.
- Reisch, M., & Sommerfeld, D. (2003). Welfare reform and the future of nonprofit organizations. *Nonprofit Management and Leadership, 14*(1), 19-46.
- Resnick, H. (1978). Tasks in changing the organization from within (COFW). *Administration in*

- Social Work*, 2(1), 29-44.
- Richan, W.C. (1983). Social work administration under assault. *Administration in Social Work*, 7(3/4), 9-19.
- Ritcher, B., & Ozawa, M.N. (1983). Purchase of service contracts and the functioning of private agencies. *Administration in Social Work*, 7(1), 25-37.
- Roberts-DeGennaro, M. (1987). Patterns of exchange relationships in building a coalition. *Administration in Social Work*, 11(1), 59-67.
- Roller, R.H. (1996). Strategy formation in nonprofit social services organizations: A proposed framework. *Nonprofit Management and Leadership*, 7(2), 137-153.
- Romanofsky, P. (1973). Professionals versus volunteers: A case study of adoption workers in the 1920's. *Journal of Voluntary Action Research*, 2(2), 95-101.
- Rooney, P.M., & Tempel, E.R. (2001). Repeal of the estate tax and its impact on philanthropy. *Nonprofit Management and Leadership*, 12(2), 193-212.
- Rosenau, P. (2003). Performance evaluations of for-profit and nonprofit U.S. hospitals since 1980. *Nonprofit Management and Leadership*, 13(4), 401-424.
- Rosentraub, M.S. (1991). Political culture, nonprofit organizations, and the financing of human services. *Nonprofit and Voluntary Sector Quarterly*, 20(1), 95-111.
- Ross, J. (1974). The voluntary associations of ancient jews: A neglected research area. *Journal of Voluntary Action Research*, 3(3-4), 84-90.
- Ross, J.C. (1983). Differentiation of guilds and fraternities in medieval Europe. *Journal of Voluntary Action Research*, 12(1), 7-19.
- Rothman, J., & Lubben, J. (1988). The partialization strategy: An empirical reformulation of demonstration project planning. *Administration in Social Work*, 12(3), 45-60.

- Rothschild, J., & Milofsky, C. (2006). The centrality of values, passions, and ethics in the nonprofit sector. *Nonprofit Management and Leadership*, 17(2), 137-143.
- Rushton, M. (2007). Why are nonprofits exempt from the corporate income tax? *Nonprofit and Voluntary Sector Quarterly*, 36(4), 662-675.
- Ryan, R., & Washington, R. (1977). New patterns for organizing human services. *Administration in Social Work*, 1(3), 301-309.
- Saidel, J.R. (1989). Dimensions of interdependence: the state and voluntary-sector relationship. *Nonprofit and Voluntary Sector Quarterly*, 18(4), 335-347.
- Saidel, J.R. (1998). Expanding the governance construct: Functions and contributions of nonprofit advisory groups. *Nonprofit and Voluntary Sector Quarterly*, 27(4), 421-436.
- Saidel, J.R., & Harlan, S. (1998). Contracting and patterns of nonprofit governance. *Nonprofit Management and Leadership*, 8(3), 173-196.
- Salamon, L.M. (1987). Of market-failure, voluntary failure, and third-party government: toward a theory of government-nonprofit relations in the modern welfare state. . *Nonprofit and Voluntary Sector Quarterly*, 16(1-2), 29-49.
- Salamon, L.M. (1989). The voluntary sector and the future of the welfare state. *Nonprofit and Voluntary Sector Quarterly*, 18(1), 11-24.
- Salamon, L.M. (1993). Mastering the federal data monster: Some advice for nonprofit policy wonks. *Nonprofit Management and Leadership*, 4(1), 123-132.
- Salipante, P., & Golden-Biddle, K. (1995). Managing traditionality and strategic change in nonprofit organizations. *Nonprofit Management and Leadership*, 6(1), 3-20.
- Sarkisian, G.V., & Portwood, S.G. (2003). Client violence against social workers: From increased worker responsibility and administrative mishmash to effective policy

- prevention. *Administration in Social Work*, 27(4), 41-59.
- Sarri, R.C. (1982). Management trends in human services in the 1980s. *Administration in Social Work*, 6(2-3), 19-30.
- Savage, A. (1987). Maximizing effectiveness through technological complexity. *Administration in Social Work*, 11(3/4), 127-143.
- Schmid, H. (1992). Strategic and structural change in human service organizations: the role of environment. *Administration in Social Work*, 16(3/4), 167-186.
- Schmid, H. (1995). Merging nonprofit organizations: Analysis of a case study. *Nonprofit Management and Leadership*, 5(4), 377-391.
- Schmid, H. (2004a). Organization-environment relationships: Theory for management practice in human service organizations. *Administration in Social Work*, 28(1), 97-113.
- Schmid, H. (2004b). The role of nonprofit human service organizations in providing social services: A prefatory essay. *Administration in Social Work*, 28(3/4), 1-21.
- Schmid, H. (2004c). Relationships between decentralized authority and other structural properties in human service organizations: implications for service effectiveness. *Administration in Social Work*, 16(1), 25-39.
- Schmid, H. (2006). Leadership styles and leadership change in human and community service organizations. *Nonprofit Management and Leadership*, 17(2), 179-194.
- Schmid, H., & Nirel, R. (2004). Ownership and age in nonprofit and for-profit home care organizations: What makes a difference? *Administration in Social Work*, 28(3/4), 183-199.
- Schneider, J.A. (2003). Small, minority-based nonprofits in the information age. *Nonprofit Management and Leadership*, 13(4), 383-400.

- Schneider, R.L., & Sharon, N. (1982). Representation of social work agencies: new definition, special issues, and practice model. *Administration in Social Work, 6*(1), 59-68.
- Schnit, D. (1978). Professional discretion in social welfare administration. *Administration in Social Work, 2*(4), 439-450.
- Segal, U.A. (1991). Marketing and social welfare: matched goals and dual constituencies. *Administration in Social Work, 15*(4), 19-34.
- Selber, K., & Austin, D.M. (1997). Mary Parker Follett: epilogue to or return of a social work management pioneer? *Administration in Social Work, 21*(1), 1-15.
- Shaiko, R.G. (1997). Female participation in association governance and political representation: Women as executive directors, board members, lobbyists, and political actions committee directors. *Nonprofit Management and Leadership, 8*(2), 121-139.
- Shaw, M.M. (2003). Successful collaboration between the nonprofit and public sectors. *Nonprofit Management and Leadership, 14*(1), 107-120.
- Sheehan, R.M. (1999). Achieving growth and high quality by strategic intent. *Nonprofit Management and Leadership, 9*(4), 413-426.
- Sherraden, M.W. (1985). Administrative lessons from the civilian conservation corps. *Administration in Social Work, 9*(2), 85-97.
- Shin, J., & McClomb, G. (1998). Top executive leadership and organizational innovation: An empirical investigation of nonprofit human service organizations (HSOs). *Administration in Social Work, 22*(3), 1-21.
- Shoham, A., Ruvio, A., Vigoda-Gadot, E., & Schwabsky, N. (2006). Market orientations in the nonprofit and voluntary sector: A meta-analysis of their relationships with organizational performance. *Nonprofit and Voluntary Sector Quarterly, 35*(3), 453-476.

- Shoichet, R. (1998). An organization design model for nonprofits. *Nonprofit Management and Leadership*, 9(1), 71-89.
- Siciliano, J.I. (1997). The relationship between formal planning and performance in nonprofit organizations. *Nonprofit Management and Leadership*, 7(4), 387-403.
- Siciliano, J.I. (2008). A comparison of CEO and director perceptions of board involvement in strategy. *Nonprofit and Voluntary Sector Quarterly*, 37(1), 152-162.
- Siciliano, J., & Spiro, G. (1992). The unclear status of nonprofit directors: an empirical survey of director liability. *Administration in Social Work*, 16(1), 69-80.
- Simpson, J.H. (1988). Homeless black youth: a case of persistent unemployment. *Nonprofit and Voluntary Sector Quarterly*, 17(1), 71-77.
- Singer, M.I., & Yankey, J.A. (1991). Organizational metamorphosis: A study of eighteen nonprofit mergers, acquisitions, and consolidations. *Nonprofit Management and Leadership*, 1(4), 357-369.
- Smergut, P. (1998). Total Quality Management and the not-for-profit. *Administration in Social Work*, 22(3), 75-86.
- Smith, B.C. (2008). The sources and uses of funds for community development financial institutions: The role of the nonprofit intermediary. *Nonprofit and Voluntary Sector Quarterly*, 37(1), 19-38.
- Smith, B.D., & Mogro-Wilson, C. (2008). Inter-agency collaboration: Policy and practice in child welfare and substance abuse treatment. *Administration in Social Work*, 32(2), 5-24.
- Smith, D.H. (1986). Outstanding local voluntary organizations in the 1960s: Their distinguishing characteristics. *Nonprofit and Voluntary Sector Quarterly*, 15(3), 24-35
- Smith, D.H. (1992). Moral responsibilities of trustees: Some first thoughts. *Nonprofit*

- Management and Leadership*, 2(4), 351-362.
- Smith, D.H. (1993). Public benefit and member benefit nonprofit, voluntary groups. *Nonprofit and Voluntary Sector Quarterly*, 22(1), 53-68.
- Smith, H.L., & Doeing, C.P. (1985). Japanese management: A model for social work administration? *Administration in Social Work*, 9(1), 1-11.
- Smith, K. (1993). On banning smoking in the workplace: A case of organizational gridlock. *Administration in Social Work*, 17(3), 81-97.
- Snavely, K., & Tracy, M. (2000). Collaboration among rural nonprofit organizations. *Nonprofit Management and Leadership*, 11(2), 145-166.
- Snavely, K., & Tracy, M. (2002). Development of trust in rural nonprofit collaborations. *Nonprofit and Voluntary Sector Quarterly*, 31(1), 62-83.
- Soifer, S., & Resnick, H. (1993). Prospects for social work cooperatives in the 1990s. *Administration in Social Work*, 17(3), 99-116.
- Sosin, M. (1984). Do private agencies fill gaps in public welfare programs? *Administration in Social Work*, 8(2), 13-23.
- Speckbacher, G. (2003). The economics of performance management in nonprofit organizations. *Nonprofit Management and Leadership*, 13(3), 267-282.
- Speckbacher, G. (2008). Nonprofit versus corporate governance: An economic approach. *Nonprofit Management and Leadership*, 18(3), 295-320.
- Standley, A. (2001). Reinventing a large nonprofit. *Nonprofit Management and Leadership*, 11(3), 305-321.
- Stapleton, D.H. (1995). Pursuit of mission: the rise and fall of elite nonprofit leadership. *Nonprofit Management and Leadership*, 5(4), 393-410.

- Steen, J.A., & Smith, T.E. (2007). An assessment of the minimalization of risk and the maximization of opportunity among private nonprofit agencies in Florida. *Administration in Social Work, 31*(3), 29-39.
- Stein, B. (1978). Doing good well. *Administration in Social Work, 2*(4), 479-482.
- Stein, H.D. (1980). The concept of the human service organization: A critique. *Administration in Social Work, 4*(2), 1-13.
- Steinberg, R. (1993). Public policy and the performance of nonprofit organizations: A general framework. *Nonprofit and Voluntary Sector Quarterly, 22*(1), 13-31.
- Steinberg, R., & Gray, B. (1993). "The role of nonprofit enterprise" in 1993: Hansmann revisited. *Nonprofit and Voluntary Sector Quarterly, 22*(4), 297-316.
- Steiner, J.R., Gross, G.M., Ruffolo, M.C., & Murray, J.J. (1994). Strategic planning in nonprofits: profit from it. *Administration in Social Work, 18*(2), 87-106.
- Stewart, W.F. (1981). The administration of decentralized policy delivery systems: feedback and accountability for goal achievement in federal public welfare grant programs. *Administration in Social Work, 5*(2), 1-14.
- Stoesz, D. (1989). Human service corporations: New opportunities for administration in social work. *Administration in Social Work, 13*(3/4), 183-197.
- Stolarski, L. (1988). Right to shelter: history of the mobilization of the homeless as a model of voluntary action. *Nonprofit and Voluntary Sector Quarterly, 17*(1), 36-45.
- Stone, M.M. (1989). Planning as strategy in nonprofit organizations: An exploratory study. *Nonprofit and Voluntary Sector Quarterly, 18*(4), 297-315.
- Stone, M.M. (1991). The propensity of governing boards to plan. *Nonprofit Management and Leadership, 1*(3), 203-215.

- Stone, M.M. (2000). Exploring the effects of collaborations on member organizations: Washington County's welfare-to-work partnership. *Nonprofit and Voluntary Sector Quarterly*, 29(Supp), 98-119.
- Stone, M.M., & Crittenden, W. (1993). A guide to journal articles on strategic management in nonprofit organizations, 1977-1992. *Nonprofit Management and Leadership*, 4(2), 193-
- Stone, M.M., & Ostrower, F. (2007). Acting in the public interest? Another look at research on nonprofit governance. *Nonprofit and Voluntary Sector Quarterly*, 36(3), 416-438.
- Stoner, M. (1983). Social service administration and practice in a conservative welfare delivery system. *Administration in Social Work*, 7(3/4), 21-31.
- Stoner, M.R. (1986). Marketing of social services gains prominence in practice. *Administration in Social Work*, 10(4), 41-52.
- Sugarman, B. (1988). The well-managed human service organization: Criteria for a management audit. *Administration in Social Work*, 12(4), 17-27.
- Takahashi, L.M., & Smutny, G. (2002). Collaborative windows and organizational governance: exploring the formation and demise of social service partnerships. *Nonprofit and Voluntary Sector Quarterly*, 31(2), 165-185.
- Taylor, B.E., Chait, R.P., & Holland, T.P. (1991). Trustee motivation and board effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 20(2), 207-224.
- Taylor, M., & Lansley, J. (2000). Relating the central and the local. *Nonprofit Management and Leadership*, 10(4), 421-434.
- Te'eni, D., & Young, D. (2003). The changing role of nonprofits in the network economy. *Nonprofit and Voluntary Sector Quarterly*, 32(3), 397-414.
- Tempkin, T., & Cummings, H.W. (1986). The use of conflict management behaviors in

- voluntary organizations: An exploratory study. *Nonprofit and Voluntary Sector Quarterly*, 15(1), 5-18.
- Team, E., & Igra, U. (2005). Crazy versus epoxy gluing: control and trust in the merger of human services. *Administration in Social Work*, 29(1), 45-61.
- Thomas, E. (1987). Design and development in organizational innovation. *Administration in Social Work*, 11(3/4), 103-114.
- Tiuraniemi, J. (2008). Leader self-awareness and its relationship to subordinate assessment of organizational atmosphere in the social welfare sector. *Administration in Social Work*, 32(4), 23-38.
- Toseland, R.T., & Rivas, R.F. (1984). Structured methods for working with task groups. *Administration in Social Work*, 8(2), 49-58.
- Tourigny, A., & Miller, J. (1981). Community-based human service organizations: Theory and practice. *Administration in Social Work*, 5(1), 79-86.
- Tropman, J. (1989a). The organizational circle: a new approach to drawing an organizational chart. *Administration in Social Work*, 13(1), 35-44.
- Tropman, J.E. (1989b). Human service entrepreneurship: the four "C" approach. *Administration in Social Work*, 13(3-4), 219-242.
- Tropman, J.E., & Shaefer, H.L. (2004). Flameout at the top- Executive calamity in the nonprofit sector: Its precursors and sequelae. *Administration in Social Work*, 28(3/4), 161-182.
- Tucker, D. (1980). A quantitative assessment of the "parallel bars" theory of public-voluntary collaboration. *Administration in Social Work*, 4(2), 29-46.
- Turem, J. (1986). Social work administration and modern management technology. *Administration in Social Work*, 19(3), 15-24.

- Urwin, C.A., & Haynes, D.T. (1998). A reflexive model for collaboration: empowering partnerships through focus groups. *Administration in Social Work, 22*(2), 23-39.
- Valentinov, V. (2008). The transaction cost theory of the nonprofit firm: Beyond opportunism. *Nonprofit and Voluntary Sector Quarterly, 37*(1), 5-18.
- Van Breda, A. (2000). The practical value of strategic direction. *Administration in Social Work, 24*(3), 1-16.
- Vandervelde, M. (1979). The semantics of participation. *Administration in Social Work, 3*(1), 65-77.
- Vogel, L.H., & Patterson, I. (1986). Strategy and structure: A case study of the implications of strategic planning for organizational structure and management practice. *Administration in Social Work, 10*(2), 53-66.
- Vosburgh, W.W. (1983). Service integration, advocacy planning, and public voluntary nexus. *Journal of Voluntary Action Research, 12*(4), 46-64.
- Vosburgh, W. (1988). Voluntary associations, the homeless and hard-to-serve populations – perspectives from organizational theory. *Nonprofit and Voluntary Sector Quarterly, 17*(1), 10-23.
- Wagner, A. (1991). On sharing: A preface to an economic theory of voluntary action. *Nonprofit and Voluntary Sector Quarterly, 20*(4), 359-370.
- Walden, G.I. (2006). Who's watching us now? The nonprofit sector and the new governance by surveillance. *Nonprofit and Voluntary Sector Quarterly, 35*(4), 715-720.
- Walden, T. (1981). The matrix organization: an alternative to bureaucracy. *Administration in Social Work, 5*(1), 31-42.
- Walden, T., Hammer, K., & Kurland, C.H. (1990). Case management: Planning and

- coordinating strategies. *Administration in Social Work*, 14(4), 61-72.
- Walker, J.M. (1983). Limits of strategic management in voluntary organizations. *Journal of Voluntary Action Research*, 12(3), 39-55.
- Wardell, P.J. (1988). The implications of changing interorganizational relationships and resource constraints for human services survival: a case study. *Administration in Social Work*, 12(1), 89-105.
- Weatherley, R.A. (1983). Participating management in public welfare: What are the prospects? *Administration in Social Work*, 7(1), 39-49.
- Weaver, D. (2000). Organizational technology as institutional ideology: case management practices in welfare-to-work programs. *Administration in Social Work*, 24(1), 1-19.
- Webb, N.J. (1994). Tax and government policy implications for corporate foundation giving. *Nonprofit and Voluntary Sector Quarterly*, 23(1), 41-67.
- Webb, N.J. (1996). Tax incentives for corporate giving programs: what measures increase funds available? *Administration in Social Work*, 20(3), 39-56.
- Webster, S.A., & Wylie, M.(1988). Strategic planning in competitive environments. *Administration in Social Work*, 12(3), 25-43.
- Weil, M. (1988). Creating an alternative work culture in a public service setting. *Administration in Social Work*, 12(2), 69-82.
- Weiner, M.E. (1984). Images and organization: A strategic conception of human services management. *Administration in Social Work*, 8(3), 79-91.
- Weiner, M.E. (1990). Trans-organizational management: the new frontier for social work administrators. *Administration in Social Work*, 14(4), 11-27.
- Weinert, B.A. (1982). A dialogue for change: policy, politics and advocacy. *Administration in*

- Social Work*, 6(2-3), 125-137.
- Weissman, H. (1980). Accreditation, credentialing, and accountability. *Administration in Social Work*, 4(4), 41-52.
- Weissman, H. (1982). Fantasy and reality of staff involvement in organizational change. *Administration in Social Work*, 6(1), 37-45.
- Wernet, S.P., & Austin, D.M. (1991). Decision making style and leadership patterns in nonprofit human service organizations. *Administration in Social Work*, 15(3), 1-17.
- Wernet, S.P., & Jones, S.A. (1992). Merger and acquisition activity between nonprofit social service organizations: A case study. *Nonprofit and Voluntary Sector Quarterly*, 21(4), 367-380.
- Whetten, D. (1977). Coping with incompatible expectations: role conflict among directors of manpower agencies. *Administration in Social Work*, 1(4), 379-393.
- Whitcomb, G.R., & Williams, E.G. (1978). Leadership and productivity in planning organizations: A case study. *Administration in Social Work*, 2(1), 85-94.
- Widmer, C. (1985). Why board members participate. *Nonprofit and Voluntary Sector Quarterly*, 14(4), 8-23.
- Widmer, C. (1987). Minority participation on boards of directors of human service agencies: Some evidence and suggestions. *Nonprofit and Voluntary Sector Quarterly*, 16(4), 33-44.
- Widmer, C. (1993). Role conflict, role ambiguity, and role overload on boards of directors of nonprofit human service organizations. *Nonprofit and Voluntary Sector Quarterly*, 22(4), 339-356.
- Wiehe, V.R. (1984). Evaluating the executive director's performance. *Administration in*

- Social Work*, 8(4), 1-12.
- Wimpfheimer, S. (2004). Leadership and management competencies defined by practicing social work managers: An overview of standards developed by the National Network for social Work Managers. *Administration in Social Work*, 28(1), 45-56.
- Wimpfheimer, R., Bloom, M., & Kramer, M. (1990). Inter-agency collaboration: Some working principles. *Administration in Social Work*, 14(4), 89-102.
- Wimpfheimer, R.S., Klein, M., & Kramer, M. (1993). The impact of liability concerns on intraorganizational relationships. *Administration in Social Work*, 17(4), 41-55.
- Wineburg, R.J. (1993). Social policy; community service development, and religious organizations. *Nonprofit Management and Leadership*, 3(3), 283-297.
- Wolch, J.R., & Rocha, E.M. (1993). Planning responses to voluntary sector crises. *Nonprofit Management and Leadership*, 3(4), 377-395.
- Wolk, J.L., Way, L.F., & Bleeke, M.A. (1982). Human service management: The art of interpersonal relationships. *Administration in Social Work*, 6(1), 1-10.
- Wollebaek, D., & Seize, P. (2002). Passive support: No support at all? *Nonprofit Management and Leadership*, 13(2), 187-206.
- Wolpert, J. (1989). Prudence and parsimony: A regional perspective. *Nonprofit and Voluntary Sector Quarterly*, 18(3), 223-236.
- Wood, M.M. (1992). Is governing board behavior cyclical? *Nonprofit Management and Leadership*, 3(2), 139-163.
- Woodard, K.L. (1994). Packaging effective community service delivery: the utility of mandates and contracts in obtaining administrative cooperation. *Administration in Social Work*, 18(2), 17-43.

- Woodard, K.L. (1995). Introduction and acceptance of inter-organizational agreements: the experience of seventy-five administrators in one county. *Administration in Social Work, 19*(4), 51-83.
- Wortman, M.S. (1981). A radical shift from bureaucracy to strategic management in voluntary organizations. *Journal of Voluntary Action Research, 10*(1), 62-81.
- Wuenschel, P.C. (2006). The diminishing role of social work administrators in social service agencies: Issues for consideration. *Administration in Social Work, 30*(4), 5-18.
- Yankey, J., & Coulton, C. (1979). Promoting contributions to organizational goals: Alternative models. *Administration in Social Work, 3*(1), 45-55.
- Yoo, J. (2002). The relationship between organizational variables and client outcomes: A case study in child welfare. *Administration in Social Work, 26*(2), 39-61.
- York, A., & Zychlinski, E. (1996). Competing nonprofit organizations also collaborate. *Nonprofit Management and Leadership, 7*(1), 15-27.
- York, R.O. (1977). Can change be effectively managed? *Administration in Social Work, 1*(2), 187-198.
- York, R., & Henley, H. (1986). Perceptions of bureaucracy. *Administration in Social Work, 10*(1), 3-13.
- Young, D. (1989). Local autonomy in a franchise age: Structural change in national voluntary associations. *Nonprofit and Voluntary Sector Quarterly, 18*(2), 101-117.
- Young, D.R. (2000). Alternative models of government-nonprofit sector relations: theoretical And international perspectives. *Nonprofit and Voluntary Sector Quarterly, 29*(1), 149-172.
- Young, D. (2001a). Organizational identity and the structure of nonprofit umbrella associations.

- Nonprofit Management and Leadership*, 11(3), 289-305.
- Young, D. (2001b). Organizational identity in nonprofit organizations: Strategic and structural implications. *Nonprofit Management and Leadership*, 12(2), 139-158.
- Young, D., Bania, N., & Bailey, D. (1996). Structure and accountability: A study of national nonprofit associations. *Nonprofit Management and Leadership*, 6(4), 347-365.
- Zakour, M., & Gillespie, D. (1998). Effects of organizational type and localism on volunteerism and resource sharing during disasters. *Nonprofit and Voluntary Sector Quarterly*, 27(1), 49-65.
- Zalkind, C. (1993). Foster care on trial: liability, litigation and system reform. *Administration in Social Work*, 17(4), 27-39.
- Zimmermann, J.M., & Stevens, B.W. (2008). Best practices in board governance: Evidence from South Carolina. *Nonprofit Management and Leadership*, 19(2), 189-202.
- Zippay, A., & Bluestone, P. (1990). Experiment in intra-organizational coordination. *Administration in Social Work*, 14(4), 103-116.
- Zullo, R. (2006). Is social service contracting coercive, competitive, or collaborative? Evidence from the case allocation patterns of child protection services. *Administration in Social Work*, 30(3), 25-42.

Figure 1: Mapping the Major Topics on Nonprofit Management

Leading and Managing Nonprofits	Financing and Evaluating Nonprofits	Managing Nonprofit Human Resources	Managing Different Types of Nonprofits		Managing NGOs Worldwide
Nonprofit History	Financial Management	Personnel	Research and Classification of Nonprofits		Leading and Managing NGOs
Nonprofit Organizations – Theory	Philanthropy	Workforce Diversity	Membership Associations		Financing and Evaluating NGOs
Governance	Fundraising	Workforce Education and Training	Citizen/Political Nonprofits		Managing NGO Human Resources
Leadership	Social Enterprise	Volunteers	Community Development Nonprofits		Managing Different Types of NGOs
Management	Evaluation and Information Management		Nonprofit Service Sectors		
Managing External Relations					
Marketing Nonprofit Services					
Policy, Law, and Ethics					