

Running Head: TYPES OF NONPROFIT ORGANIZATIONS

Types of Nonprofit Organizations in the United States:

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

Special thanks to Amy Benton, MSW and Loren Farrar, MSW for their help with this project.

Abstract

This review of the literature documents the dramatic growth and change in the number and type of nonprofit organizations over the past thirty years. This review is based on the assessment of 419 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. It illustrates the political, financial and social changes facing communities that led to the emergence of different types of nonprofits. This review addresses nonprofit research and classification. In addition to advocacy, membership and citizen engagement nonprofits, these service nonprofits include services to the elderly, arts, the environment, health care, higher education, HIV/AIDS, homelessness, housing, public safety, and faith-based nonprofits. This literature review concludes with a research agenda expanding our understanding of different types of nonprofits.

KEY WORDS: Nonprofit service sectors, research and classification.

Managing Different Types of Nonprofit Organizations

Introduction

The nonprofit sector has undergone enormous changes over the past thirty years in relation to political, social, and economic forces that have transformed how nonprofit agencies finance and deliver human services. The services delivered by nonprofits have also changed in response to environmental shifts that have altered and expanded the service needs of the community. These changes have required nonprofit managers to develop skills that are essential to lead nonprofit organizations in the 21st Century. To build an understanding of nonprofit management in relation to service sectors, it is helpful to use a classification system that categorizes the literature on nonprofit management in the human services.

Nonprofit management can be understood through research that sheds light on how agencies are financed and how they operate to deliver services. Since nonprofits vary widely in their missions and organizational structures, developing and implementing empirical research studies can be challenging. Furthermore, nonprofits often do not have the finances or internal capacity to initiate internal research and therefore collaborate with other organizations, such as universities and funders, to realize their research goals. An understanding of nonprofit research strategies and best practices is helpful to guide the development of future studies.

To better understand the classification and research of nonprofits, it is helpful to review the articles published on nonprofit management in three prominent scholarly journals over the past thirty years. This analysis, one of five in this edition, addresses the topic of managing different types of nonprofit organizations by reviewing the literature, identifying themes, and specifying implications for future research and practice. The research agenda emerging from this analysis was developed to guide future research.

Methods

This review of the literature is based on all of the article titles and abstracts 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) up to and including 2008. These three nationally recognized journals were selected based on their history of focusing on nonprofit management in the human services. Using the University of California's library internet search engine, two independent raters conducted an initial sort of the total sample of 2013 article abstracts to identify major categories that would facilitate the mapping of the knowledge base of nonprofit management in the human services. As part of the sorting process, a set of 23 categories emerged.

These categories were used to sort the 2013 abstracts, resulting in 79% inter-rater reliability. Where there was disagreement, it became apparent that the disagreement resulted from 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, governance, leadership, management, and managing external relationships, including relationships with the 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 personnel management (supervision and performance appraisal), employee well being, workforce diversity, employee education and training and volunteer workforces (436 article abstracts).
- *Managing Different Types of Nonprofits* includes the classification of nonprofit organizations, research on nonprofits and service sectors (including membership organizations, community development nonprofits and citizen/political nonprofits) (419 article abstracts).
- *Managing NGOs Worldwide* includes the management of nonprofits in different countries around the world related to managing and leading, financing and evaluating, human resource management, and service sectors (192 article abstracts).

The major limitations of this method include the following: 1) while it is assumed that the majority of articles on nonprofit management related to the human services in the US appear in these three journals, it is well-known that other journals, domestic and international, publish articles on nonprofit and nongovernmental organizations (NGOs), 2) the rating process could

have been enhanced by reviewing the entire articles rather than relying solely on the published abstracts (a very costly alternative), and 3) inter-rater reliability would have been enhanced by the involvement of additional raters.

Managing Different Types of Nonprofits

This analysis reviews the 419 article titles and abstracts related to managing different types of nonprofit organizations. This literature captures the classification of nonprofit organizations, approaches to nonprofit research, and the different nonprofit service sectors in the United States, including community organizations, membership associations, citizen participation groups, and different types of nonprofit service organizations. It concludes with a set of implications for research and practice.

Classification and Research

There are a number of ways to classify the literature on nonprofit management. In 1993, two of the journals in this analysis (*Nonprofit and Voluntary Sector Quarterly* and *Nonprofit Management and Leadership*) included literature reviews designed to map the knowledge base of nonprofit management (Brudney & Kluessner, 1993; Young, 1993). Other approaches involved categorizing different types of organizations into service sectors (Hougland, 1979; Najam, 1996; Petersen, 1985; Smith, 1996; Smith, 1991; Smith, Seguin, & Collins, 1973). For example, mapping efforts include comparisons between the nonprofit and for-profit sectors (Bielefeld & Murdoch, 2004), between different geographic demographics (Bielefeld, Murdoch, & Waddell, 1997; Irvin, 2005; Joassart-Marcelli & Wolch, 2003), and by different types of organizations (Gibson, 1986; Gronbjerg & Nelson, 1998; Smith, 1997; Smith, 1992a). Other mapping efforts focus on nonprofits that deliver services to minority groups (Cortes, 1998), spatial analysis of service delivery systems (Gronbjerg, 1989; Peck, 2008), theoretical models for classifying and

understanding the nonprofit sector (Brunet, DeBoer, & McNamara, 2001; Gronbjerg & Paarlberg, 2001; Ortmann, 1996), and philanthropic capacity mapping (Irvin, 2007). The changing demographics of nonprofit human service organizations are analyzed in terms of the United States economy, changes in the political environment (Twombly, 2003), and other environment factors that can influence the nonprofit sector such as religious cohesion and demographic trends (Corbin, 1999; Tucker & Sommerfeld, 2006).

With respect to research strategies applied to nonprofits, the range includes transparent research (Milofsky, 2000), survey research (Passey & Lyons, 2006), historical research (Hammack, 2006), qualitative research (Bielefeld, 2006), and multi-methods ethnography (Schneider, 2006). In addition, nonprofit and voluntary action research is viewed through an historical lens (Smith, 1993) and the role it plays in influencing public policy (Hodgkinson, 1985).

The processes of conducting research on nonprofits include numerous methodological challenges (Christiansen-Ruffman, 1985; Gronbjerg, 1989; Herman, 1990; Schneider, 2006; Smith, 1995; Williams & Kindle, 1992). For example, considerable attention is given to research methods on individual charitable and giving behavior (Brooks, 2004; Hall, 2001; Havens & Schervish, 2001; Kirsch, McCormack, & Saxon-Harold, 2001; O'Neill, 2001; Rooney, Steinberg, & Schervish, 2004; Rooney, Steinberg, & Schervish, 2001; Wilhelm, 2007). Some of the challenges associated with survey research (Kennedy & Vargus, 2001; Smith, 1997) relate to the sampling approaches (Flynn, 1973; Gronbjerg & Clerkin, 2005) and data sources such as the Internal Revenue Service (Froelich & Knoepfle, 1996; Froelich, Knoepfle, & Pollak, 2000) and social indicators (Ben-Arieh, 2008). Other challenges involve instrumentation (Harris, Poertner, & Joe, 2000; Lee, McMillen, Knudsen, & Woods, 2007) and statistical analysis (Hughes, 2006).

The utilization of agency-based research can contribute to a greater understanding of the effectiveness of intervention strategies (Grasso, Epstein, & Tripodi, 1988; Uzzell, 1979; Weiss, 2000). Research on nonprofits can help to illuminate organizational changes over time (Selle & Oymyr, 1992), organizational effectiveness (Shilbury & Moore, 2006), client outcomes (Born, Ovwigho, & Cordero, 2002), and gender differences in the conduct of research (Connaway, Morelock, & Gentry, 1985). Collaborative research arrangements are designed to build capacity between researchers and practitioners (Coffin, 2005; Milofsky, 2006; Schuman & Abramson, 2000; Stiffman, Feldman, Evans, & Orme, 1984).

Types of Nonprofit Organizations

The nonprofit sector is made up of different kinds of organizations. For the purpose of this analysis, the types of nonprofit organizations are divided into the following categories: 1) membership associations (e.g., unions and political associations), 2) citizen participation (e.g., advocacy organizations and other voluntary social organizations), 3) community development (e.g., neighborhood and community organizations), and 4) and sector-based nonprofits (e.g., environmental and faith-based nonprofits).

Membership Associations

Voluntary membership associations include professional associations, unions and different types of membership societies. The history of voluntary associations can be described from multiple perspectives (Amis & Stern, 1974; Peterson & Peterson, 1973; Ross, 1976; Weber, 1972) including the purposes and functions of local (Kerri, 1972) and national associations (Zander, 1972) as well as trends in membership expansion (Palisi & Korn, 1989; Smith, 1992b). Particular attention is given to the relationship between voluntary organizations and political processes (Harman, 1973; Osborne & Tricker, 1994; Rogers & Bultena, 1975; Van Til, 1987).

Nonprofit research focuses on the motivations and dynamics that can lead individuals to participate in voluntary associations such as political reasons, personality characteristics, social contexts, and situational factors (Black & Platt, 1978; Hooghe, 2003; Meister, 1979; Nelson, 1973; Smith, 1994; Williams & Ortega, 1986; Wollebaek & Selle, 2002). One study describes how individuals shift their reliance on public agencies towards informal voluntary associations and peer groups (Warren & Warren, 1985). People and organizations also join voluntary associations for professional purposes such as credentialing, promoting the interest of member organizations, influencing policy in areas of special interests (Smith, 1972; Weinstein, 1973; Weissman, 1980), and protecting employee interests through unionization (Fraser, 1979; Peters & Masaoka, 2000; Pynes, 1997).

The research literature on the functions of membership associations includes organizational structures (Edwards, 1994), leadership (Sherlock & Nathan, 2007), major challenges (Harris, 1998), strategic planning (Kloss, 1999), organizational effectiveness (Smith, 1999a; Smith, 1999b), and changing organizational missions (Rugh, 1997; Schmidt & Babchuk, 1972). Considerable attention is given to the internal structure and politics of membership associations and the interaction patterns among its members (Boynton & Elitzak, 1984; DeVall & Harry, 1975; Petersen, 1976; Ross, 1977; Schafer, 1979; Smith, J., 1997; Smith, T., 1972; Stephenson, 1973; Wilmeth & Wilmeth, 1979) as well as collaboration with other groups, community members, and institutions (Babchuk & Schmidt, 1976; Chandler, 1973; Markham, Johnson, & Bonjean, 1999; Schwartz, 1982).

Research in this area also focuses on the socio-demographic characteristics of volunteer leaders and members and the roles that they play (Friedmann, Florin, Wandersman, & Meier, 1988; Lemon, Palisi, & Jacobson, 1972; Zurcher, 1978), especially related to participation and

giving behaviors (Busching, 1987) and living in poverty (Landsberger, 1972; Magill, 1973; Sandis, 1977). Historical analyses of membership associations and movements include the Elks (Fiske, 1973), the Gay Liberation Movement (Devall, 1973), the Congress on Racial Equality (Rudwick, 1972), and the Children of God Movement (Leming & Smith, 1974).

Citizen Participation

The role of citizen participation in the nonprofit sector can be viewed from different perspectives. Predictors of voluntary citizen participation include individual demographic characteristics (Edwards & White, 1980; Hougland & Shepard, 1985; McPherson & Lockwood, 1980; Weinir, 1980) such as gender and age (Edwards, White, & Owens, 1977; Keith, 1978), religious affiliation (Petersen & Lee, 1976), education, income and employment (Elkind, 1992), levels of social engagement (Auslander & Litwin, 1988) and external factors such as interactions with disadvantaged populations (Benedict, Shaw, & Rivlin, 1992).

Multiple theories and frameworks are used to explain citizen participation (Molnar & Purohit, 1977; Paris & Blackaby, 1979; Pollak, 1985; Uzzell, 1980; Wagner, 2008; Washburn & Anderson, 1978). For example, the concept of empowerment can be viewed as both a process and a product of citizen participation (Staples, 1990) and government can play a significant role in promoting citizen participation (Checkoway, 1982; Jones, 1988; Nanetti, 1980; Parkum, 1984; Sundeen, 1990), including the implementation of enterprise zones to increase citizen participation (Jones, 1988; Jones, 1983).

Citizen participation in the delivery of public services can be an important way to influence future public policy and assess current policy implementation (Grant, 1989; Holden, 1973; Rich, 1978; Weil, 1982) as can participation in social action and advocacy (Donaldson, 2008; Hudson, 1982; Nicholson-Crotty, 2007; Schmid, Bar, & Nirel, 2008; Suarez & Hwang,

2008). Research focuses on the relationship between voluntary association membership and participation in political activities (Freedman, 1972; Schulman, 1978), the relationship between civic engagement and social capital (Schneider, 2007), and the evaluation of participation outcomes (Fendrich, 1973; Schumaker, 1980). The relationship between citizen participation and organized voluntary action for system change (Walker, 1975) can be seen in the role of citizens in public school desegregation (Harris, 1980) and the role of parents in childhood education (Peart & Bryant, 2000).

Citizen participation can be viewed as a form of civic engagement that promotes community ties and increased giving (Brilliant, 2000; Jones, 2006), as a way to overcome barriers to community involvement (Faramelli, 1976; Salem, 1978) and structure for providing youth with the opportunity to gain knowledge and skills that can transfer in the future to adult participation (Raskoff & Sundeen, 1998; Walter, 1990). In the public policy arena, citizens can participate in activities to influence the direction of public policy development (Rossini & Porter, 1982), such as participation in congressional hearings related to nuclear power development and testing (Abma, 1980; Kronick, 1982; MacDougall, 1988). The use of communication technologies has revolutionized the practice of political advocacy (McNutt & Boland, 1999).

Citizen participation outside of political action includes monitoring community safety (Bennett-Sandler, 1978; Gluck, 1978; Kelly, 1978; Sharp, 1978; Van Til, 1975), protecting the rights of vulnerable populations and the use of grievance procedures (Kaye & Monk, 1988; Ziegenfuss, 1984), and participation in neighborhood associations (Bolduc, 1980; Cohen & Ely, 1981; Krimsky, 1982). Research has identified some of the characteristics of successful citizen participation programs (Berry, Portney, Bablitch, & Mahoney, 1984; Hyman, 1986). For

example, partnerships between foundations and social action groups can greatly facilitate voluntary and citizen participation (Hollander & Stoloff, 1982; Sklar & Ames, 1983).

Communities and Neighborhoods

One component of citizen participation relates to community development where citizens organize themselves around identified needs in order to influence decisions that impact specific communities. In this case, associations are formed to address larger community issues through the use of local neighborhood groups. One way to differentiate community development from citizen participation is to view them as two different expressions of community involvement (Griffiths, 1979). Another approach is to view community development through the lens of community practice, research on communities, community development programs, and community partnerships.

Community practice focuses on the community as the focal point for intervention (Adams & Nelson, 1997; Cnaan & Rothman, 1986; Fabricant, 1986; Mondros & Wilson, 1990; Moxley & Jacobs, 1995; Specht, 1978). Conceptual frameworks to guide community practice, derived from community-level research and theory development, are used to inform practice (Taylor, 1979), especially the use of participatory research to empower disadvantaged groups and communities in the United States (Sarri & Sarri, 1992) and in developing countries (Smith, 1973).

The development of community groups includes many challenges (Bishop, 2004; Sills, Butcher, Collis, & Glen, 1980), especially for nonprofit community-based organizations seeking to strengthen communities through self-help groups (Ashman, Brown, & Zwick, 1998; Backman & Smith, 2000; Roberts, Denomme, & Perlmutter, 2000; Whitmore, Sappington, Lin Compton, & Green, 1988). Examples include AmeriCorps (a national service program) that helps build

local community organizations to address community-identified goals (Thomson & Perry, 1998) and other community development programs (Litz & Samu, 2008; Slovak & Lucas, 1985; Stephenson, 1979).

Community partnerships and coalitions can influence public policy (Sink & Stowers, 1989). For example, a small community foundation partnered with a community group to influence public policy in Chicago (McKersie, 1997). Urban community partnerships (Yanich, 1984), transnational community development programs (Levitt, 1997) and community development coalitions face many challenges, including resource development (Bulmer, 1987; Speer & Zippay, 2005). Considerable resources need to be invested in community development programs and activities (Lackey, 1985) including building the capacity to manage financial resources (Jegen, 1998).

Neighborhood associations are a unique type of citizen participation group (Spiegel, 1987) with their own special history (Rosenbloom, 1981) and factors that contribute to member participation (Bailey, 1973; Checkoway & Zimmerman, 1992). Neighborhood problems can be understood from the perspectives of the residents as well as from the perspectives of local nonprofits (Dudley, 1989; Kissane & Gingerich, 2004) and local government officials (Armstrong, 1997; Minicucci, 1997).

Neighborhood groups often engage in policy advising and public decision-making processes (King, 2004; White, 1981). There are multiple case studies illustrating the strategies used by neighborhood associations to recruit members and respond to identified community problems (Checkoway, 1991; Hyland & Ciaramitaro, 1984; Oropesa, 1995; Saltman, 1984). There are also multiple strategies for neighborhood organizations that enhance their legitimacy

and accountability in building relationships with other local entities (e.g., foundations, nonprofits and government) (Chaskin, 2003; Rapp & Whitfield, 1999).

Community groups, neighborhood associations, and membership groups represent one approach to categorizing different types of nonprofits. Another approach focuses on service sectors related to specific target populations (e.g., persons living with HIV/AIDS and the homeless populations).

Service Sectors

The service sector can be categorized in terms of the following eleven service areas: 1) aging populations, 2) the arts, 3) environmental agencies, 4) faith related organizations, 5) health, 6) higher education, 7) HIV/AIDS, 8) homeless services, 9) housing, 10) public safety, and 11) self-help organizations.

Nonprofit Services to the Elderly

Nonprofit human service organizations serving aging populations often experience considerable tension related to implementing legislative decisions in connection with local needs (Norman, 1979). The range of issues include quality and efficiency concerns in private and public nursing homes (Knox, Blankmeyer, & Stuzman, 2006), training informal caregivers (Cheung & Ngan, 2007), advanced care planning (Bradley & Walker, 1998), advocacy (Moxley & Hyduk, 2003) and volunteer and paid ombudsmen services (Netting, Huber, Borders, Kautz, & Nelson, 2000).

Arts

Supporting the arts is a form of community building by making them accessible to community members (Plotinsky, 1994) and those who volunteer and are employed in the arts (Brooks, 2002). The role that philanthropy has played in financing and sustaining arts

organizations and programs is significant as cuts in public subsidies have forced arts organizations to seek alternative revenue streams including the support of foundations, private donors and corporations (Brooks, 1999; File & Prince, 1995; Hughes & Luksetich, 2004; Schuster, 1991; Useem, 1991). These changes have called for unique management strategies (Brooks, 2000; Palmer, 1997; Rossheim, Kim, & Ruchelman, 1995), including the use of mergers (Toepler, Seitchek, & Cameron, 2004), the development of performance and accountability indicators (Boerner, 2004; Schuster, 1997), and strategies to increase attendance (Swanson, Davis, & Zhao, 2008).

Environmental Nonprofits

The growth of the environmental movement represents another aspect of the nonprofit sector (Albrecht, 1972; Morrison, 1973). The literature reflects issues involving cause-related marketing (Hemphill, 1996), the role of the media (Stephenson & Chaves, 2006), and strategies for promoting voluntary participation (Cummings, 1977).

Faith-Based Nonprofits

Political changes through federal support for charitable choice and the faith-based initiative increased the visibility of faith-based organizations as a result of access to federal funding. The characteristics and nature of faith-based service delivery (Jeavons, 2004; Netting, 2004; Sider & Unruh, 2004) and the role that congregations and religious networks play in advocacy and service delivery (Cnann, Sinha, & McGrew, 2004; Gronbjerg & Never, 2004; Kinney & Carver, 2007; Slessarev-Jamir, 2004; Wineburg, 1992) provide an important context for understanding supplemental services delivered by secular nonprofits and government-supported social services (Chaves & Tsitsos, 2001; Harris, Hutchinson, & Cairns, 2005; Stritt, 2008; Wineburg, 1993).

The roles played by religious organizations in community development and service delivery have been long overlooked in the literature (Owens & Smith, 2005; Smith, 1984; Wineburg, 1994). For example, church involvement in the development of low-income housing began in the 1960s (Mares, 1994) and Black churches over time have established voluntary associations and groups to help community members (Chang, William, Griffith, & Young, 1994; Nelson, 1994; Williams, 1984). There is a similar history in Quaker communities (Schneider, 1999). The changing identities of faith groups in relation to their community participation have had significant influence on religious communities themselves (Cavan, 1984; Richardson, Simmonds, & Stewart, 1979; Wittberg, 2000).

The management and leadership of faith-based organizations has received considerable attention related to the leadership qualities of a minister (Butlet & Herman, 1999), the efficiency of leadership in the Catholic Church (Zaleski & Zech, 1997), and the management of faith-based organizations (Gibelman & Gelman, 2002) in relation to financial management, internal control strategies and the use of technology (Berlinger & Te'eni, 1999; Duncan & Stocks, 2003; Solansky, Duchon, Plowman, & Martinez, 2008; Wooten, Coker, & Eelmore, 2003).

The literature also focuses on the structure, service delivery approaches and performance of faith-based nonprofit organizations (Barman & Chaves, 2001; Campbell, 2002). For example, faith-based and secular community service organizations are compared (Kearns, Park, & Yankoski, 2005), challenges facing faith-based social service delivery are identified (Lewis, 2003), environmental and institutional challenges facing theological educational programs are explored (Williams, 1994), and stakeholder satisfaction and service-recipient reactions to faith components in service delivery are assessed (Crittenden, Crittenden, & Hunt, 1988; Sager & Stephens, 2005).

The funding of services delivered by congregations and faith-based organizations can pose many challenges (Vanderwood, 2004). Fundraising for faith-based coalitions and organizations includes the development of commercial enterprises (Ebaugh, Chafetz, & Pipes, 2005; Engdahl, 1991; La Barbera, 1992). Research explores the links between a person's religious beliefs and their volunteerism and giving behavior (Cnaan, Kasternakis, & Wineburg, 1993; Eckel & Grossman, 2004; Hoge, 1994).

Health Care Nonprofits

The nonprofit health care service sector reflects the many health needs of community members (Frate, Whitehead, & Johnson, 1984). Political and financial changes have influenced the delivery of health services and required nonprofits to develop unique survival strategies (Beaulaurier, 2001; Beinecke, Goodman, & Lockhart, 1997; Corbett, 2005; Ferris & Graddy, 1999; Kingson, Larson, & Petersen, 1986; Lune, 2002; Pietroburgo & Wernet, 2004; Pink & Leatt, 1991; Rosentraub, Harlow, & Harris, 1992).

Special attention is given to the ownership (e.g., government-owned, for-profit or nonprofit) of health service agencies and its relationship to management, finances and service quality (Burke & Rafferty, 1994; Hamilton, 1994; Irvin, 2000; Robinson, Barbee, Martin, Singer, & Yegidis, 2003; Schlesinger, Mitchell, & Gray, 2004; Wolff & Schlesinger, 1998). Research also focuses on the relationships between agency ownership, provider salaries, and quality of care (Holtmann & Idson, 1991), agency ownership and supply of volunteer labor (Wolff, Weisbrod, & Bird, 1993), and agency affiliation and service effectiveness (Byington, Martin, DiNitto, & Maxwell, 1991).

Management strategies used to govern health-related nonprofits are identified in relationship to managing finances (Abramovitz, 1993; Gallagher & Radcliffe, 2002), promoting

service integration (Lyman, Pulice, & McCormick, 1993), leading organizational transitions (Gummer, 1988; Kelley, Lune, & Murphy, 2005), managing innovations (Delbecq & Pierce, 1978), delivering disaster relief health services (Aeberhard, 2008), improving services (Ovwigbo, Suanders, & Born, 2008; Mohan & Patrick-Mohan, 2008), and responding to accountability requirements (Milofsky & Blades, 1991; Ziegenfuss & Hadley, 1980). Research addresses the administration and management of community mental health services (Auslander, 2000; Berger & Nash, 1984; Kruzich & Friesen, 1984), health disparities (Treadwell, 2008), and the relationship between organizational climate and treatment outcomes (Larrison, Schoppelrey, Hadley-Ives, & Ackerson, 2008). For example, case studies illustrate the real life challenges and strategies for managing nonprofit health care agencies related to chemically-addicted women (Kravetz & Jones, 1988), gynecological services (Schwartz, Gottesman, & Perlmutter, 1988), pediatric primary care (Barth & Sherlock, 2003), substance abuse rehabilitation (Ofshe, Berg, Coughlin, Dolinajec, Gerson, & Johnson, 1974) and prevention services (Nuehring, 1978).

Other nonprofits related to the health and wellbeing of community members include the provision of food (Berner & O'Brien, 2004; Daponte & Bade, 2006), vouchers for services for children with disabilities and their families (Block, Rosenberg, Gunther-Kellar, Rees, & Hodges, 2002), and Aid to Families with Dependent Children (Bendick, 1980). Also addressed are the management issues related to eligibility for public services (Berns, 1983; Sosin, 1982), service delivery issues (Albert & King, 1996), and jurisdictional specialization in the juvenile justice system (Figueira-McDonough, 1980).

Nonprofit Higher Education

Limited attention is given in the three journals to the management and oversight of independent colleges (Olson, 2000), enrollment management (Gowen & Owen, 1991), levels of

campus civic engagement (Ostrander, 2004), and financial management of educational nonprofits (Ferreri & Cowen, 1993). University fundraising is considered from the perspectives of understanding fundraising costs and benefits (Rooney, 1999), identifying patterns of alumni giving (Clotfelter, 2001), and the management of restricted endowments (Helms, 2005).

HIV/AIDS Nonprofits

The delivery of services to people diagnosed with HIV/AIDS is identified as a nonprofit service sector separate from health service delivery because of the unique response of the voluntary sector to the AIDS crisis in the 1980s and 1990s and its role in political advocacy (Chambre, 1991; Kayal, 1991). For example, new alternative agencies delivering services to those diagnosed with HIV/AIDS have emerged (Hooyman, Fredriksen, & Perlmutter, 1988) along with a consortium of foundations to stimulate private sector leadership in HIV/AIDS services (Levine, 1991). There are multiple factors influencing philanthropy's response to AIDS (Seltzer & Gavin, 1991), including policy responses (Chambre, 1996) and the reliance on multiple sources of funding (Chambre & Fatt, 2002; Lewis & Crook, 2001). The management of HIV/AIDS services is often based on the unmet needs of those with an HIV diagnosis (Bonuck, 1996; Poindexter, 2007) and the multiple needs of intravenous drug users who are dually diagnosed with HIV/AIDS and substance abuse (Clapp & Burke, 1997; Winkle, 1991).

Homelessness Nonprofits

While homeless persons who seek services can encounter multiple obstacles (Gould & Ardinger, 1988), the organizational factors that influence client responses to programs (Crook, 2002) include the problems that providers experience when serving the homeless community (Dattalo & Benda, 1991). Attitudes towards homelessness are examined and linked with charitable giving for homeless programs (Benedict, Shaw, & Rivlin, 1988). The challenges

facing the nonprofit sector include collaboration with the public sector in meeting the needs of homeless populations (Stoner, 1988), collaborative planning in rural communities (Macduff, 1988), and developing organizational capacity and effectiveness in meeting the needs of the homeless community (Eisinger, 2002; Wong, Park, & Nemon, 2006).

Nonprofit Housing

Nonprofit organizations addressing housing issues, unrelated to homelessness, encompass a separate service sector. Research on the problems associated with urban housing, or lack of affordable housing (Lawson, 1975), includes the history of community development corporations to promote affordable housing and social development (Berger & Kasper, 1993) and the relationship between public and private funding in the co-provision, co-financing and co-production of public goods (Weschler & Mushkatel, 1987), including the ways that federal funding influences service delivery in housing programs (Saltman, 1973).

Advocacy groups that are concerned with equal housing options and fair housing laws often use litigation as a strategy for generating nonprofit funding (Cheever & DeLeon, 2001) and promoting housing for older Americans (Laws, 1997). Another focus is on the methods used by nonprofits to develop housing for client populations (Zippay, 1999).

Public Safety Nonprofits

Crime prevention and control includes the role of nonprofits in collaboration with publicly-funded law enforcement and emergency systems (Pennell, 1978; Renig, 1978). For example, research focuses on the structure, processes, and survival strategies of voluntary ambulance corps (Perkins, 1990; Perlstadt, 1975), the orientations of emergency service volunteers (Thompson, 1995), on-call blood donations (Kessler, 1975), and disaster management (Britton, 1991). Family violence is another aspect of public safety, especially the provision and

evaluation of services for battered women (McNeely & Jones, 1980; Pahl, 1979), the domestic violence provision in the 1996 Personal Responsibility and Work Opportunity Reconciliation Act (Hetling & Born, 2006), and Child Protective Services (Huebner, Werner, Hartwig, White, & Shewa, 2008).

Self-Help Organizations

The voluntary self-help movement has a long history in the nonprofit sector (Bender, 1986; Zev Kalifon, 1991; Katz, 1986; Pincus & Hermann-Keeling, 1982; Rich, 1988; Taunstein & Steinman, 1973). Strategies for studying self-help groups include recognizing the developmental stages of self-help organizations (Bargal, 1992; Karisson, Grassman, & Hansson, 2002; Trojan, Halves, Wetendorf, & Bauer, 1990), understanding the reasons for using self-help and mutual support groups (Chesler, Chesney, & Gidron, 1990), and using an organizational-ecological focus to map the trajectory of self-help organizations (Archibald, 2007). Also recognized are clearinghouse programs designed to promote mutual-aid among self-help groups (Madara, 1986) and collaborative efforts between professionals and volunteers in self-help movements (Hermalin, 1986). The significance of Alcoholics Anonymous as a self-help movement (Bloomfield, 1994; Borkman, 2006) is illustrated by the number of studies of its organizational structure (Zohar & Borkman, 1997), group management and accountability (Messer, 1994), and member support (Petrunik, 1972).

Youth Service Nonprofits

The field of youth services has changed dramatically over the past several decades as youth advocacy organizations have played an important role in redefining youth services and influencing policy decisions (Gormley & Cymort, 2006; Scott, Deschenes, Hopkins, Newman, & McLaughlin, 2006). Research focuses on the role of nonprofits in promoting public education

reform (Graham, 1973), assessing the performance and quality of nonprofit and for-profit child care centers (Morris & Helburn, 2000) and the relationship between efficiency and sponsorship (Quinn & Kunz, 1972).

Building a Research Agenda

The 419 articles included in this analysis of managing different types of nonprofits addressed the classification of nonprofits, nonprofit research and the multiple service sectors. It is clear that a classification system needs further development to inform research and practice. Also apparent is the need to expand the dialogue around the relationships between the type of organization and the most relevant research methodologies.

The nonprofit sector encompasses a diverse array of organizations that respond to multiple community needs, including service delivery, advocacy, membership and citizen engagement. The literature describes particular service sectors and the management strategies that are essential for specific types of nonprofit organizations. The development of knowledge and understanding about how the nonprofit sector operates and the different types of organizations that fall under the umbrella of the nonprofit sector can only improve the way that services are managed, financed and delivered. Inquiry into the following questions can help inform future research and practice:

1. What is the most useful way to classify nonprofits?
2. What research methodologies are most effective in generating new knowledge about nonprofit organizations?
3. What factors contribute to civic engagement and how can the nonprofit sector foster community participation in future generations?
4. What is the impact of different service sectors on the management of nonprofits?

References

- Abma, E. (1980). Citizen participation in nuclear energy policy. *Journal of Voluntary Action Research*, 9(4), 232-236.
- Abramovitz, A.J. (1993). Interlakes community health centers: A case study. *Nonprofit Management and Leadership*, 4(2), 229-232.
- Adams, P., & Nelson, K. (1997). Reclaiming community: An integrative approach to human services. *Administration in Social Work*, 21(3/4), 67-81.
- Aeberhard, P. (2008). Expectations are changing for disaster relief. *Nonprofit and Voluntary Sector Quarterly*, 37(1, Supp), 17-24.
- Albert, V.N., & King, W.C. (1996). Allocating resources for child welfare services: the effect of a caseload-driven approach. *Administration in Social Work*, 20(2), 61-77.
- Albrecht, S.L. (1972). Environmental social movements and counter-movements: An overview and an illustration. *Journal of Voluntary Action Research*, 1(4), 2-11.
- Amis, W.D. & Stern, S.E. (1974). A critical examination of theory and functions of voluntary associations. *Journal of Voluntary Action Research*, 3(3-4), 91-99.
- Archibald, M.E. (2007). An organizational ecology of national self-help/mutual-aid organizations. *Nonprofit and Voluntary Sector Quarterly*, 36(4), 598-621.
- Armstrong, K.L. (1997). Launching a family-centered, neighborhood-based human services system: lessons from working the hallways and street corners. *Administration in Social Work*, 21(3/4), 109-126.
- Ashman, D., Brown, D.L., & Zwick, E. (1998). The strength of strong and weak ties. *Nonprofit Management and Leadership*, 9(2), 153-173.
- Auslander, G.K. (2000). A friend in need: Use of personal connections by social work clients.

- Administration in Social Work*, 24(1), 39-56.
- Auslander, G.K., & Litwin, H. (1988). Sociability and patterns of participation: Implications for social service policy. *Nonprofit and Voluntary Sector Quarterly*, 17(2), 25-37.
- Babchuk, N. & Schmidt, A.J. (1976). Voluntary associations, social change and racial discrimination: An analysis of means and ends. *Journal of Voluntary Action Research*, 5(2), 65-74.
- Backman, E.V., & Smith, S.R. (2000). Healthy organizations, unhealthy communities? *Nonprofit Management and Leadership*, 10(4), 355-374.
- Bailey, R. (1973). Militants and conventionals: role behavior and neighborhood participation. *Journal of Voluntary Action Research*, 2(2), 102-111.
- Bargal, D. (1992). The early stage in the creation of two self-help organizations: an exploratory study. *Administration in Social Work*, 16(3/4), 81-98.
- Barman, E., & Chaves, M. (2001). Lessons for multisite nonprofits from the united church of christ. *Nonprofit Management and Leadership*, 11(3), 339-353.
- Barth, M.C., & Sherlock, C.H. (2003). The diffusion of a pediatric care innovation in a large urban nonprofit health care system. *Nonprofit Management and Leadership*, 14(1), 93-106.
- Beaulaurier, R.L. (2001). Legislators' views regarding the privatization of involuntary treatment: Implications for mental health administrators. *Administration in Social Work*, 25(4), 47-62.
- Beinecke, R.H., Goodman, M., & Lockhart, A. (1997). The impact of managed care on Massachusetts mental health and substance abuse providers. *Administration in Social Work*, 21(2), 41-53.

- Ben-Arieh, A. (2008). The influence of social indicators data on decision making in regard to children's well-being. *Administration in Social Work, 32*(1), 23-38.
- Bender, E.I. (1986). The self-help movement seen in the context of social development. *Nonprofit and Voluntary Sector Quarterly, 15*(2), 77-84.
- Bendick, M. (1980). Quality control in a federal-state public assistance program. *Administration in Social Work, 4*(1), 7-20.
- Benedict, A., Shaw, J.S., & Rivlin, L.B. (1988). Attitudes toward the homeless in two new york city metropolitan samples. *Nonprofit and Voluntary Sector Quarterly, 17*(3-4), 90-98.
- Benedict, A., Shaw, J.S., & Rivlin, L.G. (1992). Attitudes towards homeless persons of those attending New York City community board meetings. *Nonprofit and Voluntary Sector Quarterly, 21*(1), 69-80.
- Bennett-Sandler, G. (1978). Citizen participation in policing: The social control of a social control agency. *Journal of Voluntary Action Research, 7*(1-2), 15-24.
- Berger, C.S., & Nash, K.B. (1984). Developing roles for macro practitioners within the health field. *Administration in Social Work, 8*(4), 67-76.
- Berger, R.A., & Kasper, G. (1993). An overview of the literature on community development corporations. *Nonprofit Management and Leadership, 4*(2), 241-255.
- Berlinger, L.R., & Te'Eni, D. (1999). Leaders' attitudes and computer use in religious congregations. *Nonprofit Management and Leadership, 9*(4), 399-413.
- Berner, M., & O'Brien, K. (2004). The shifting pattern of food security support: Food stamp and food bank usage in north Carolina. *Nonprofit and Voluntary Sector Quarterly, 33*(4), 655-672.
- Berns, G.T. (1983). An evaluation of the declaration method of eligibility determination.

- Administration in Social Work*, 7(2), 23-36.
- Berry, J.M., Portney, K.E., Bablitch, M.B., & Mahoney, R. (1984). Public involvement in administration: The structural determinants of effective citizen participation. *Journal of Voluntary Action Research*, 13(2), 7-23.
- Bielefeld, W. (2006). Quantitative research for nonprofit management. *Nonprofit Management and Leadership*, 16(4), 395-409.
- Bielefeld, W., Murdoch, J.C., & Waddell, P. (1997). The influence of demographics and distance on nonprofit location. *Nonprofit and Voluntary Sector Quarterly*, 26(2), 207-225.
- Bielefeld, W., & Murdoch, J.C. (2004). The locations of nonprofit organizations and their for-profit counterparts: An exploratory analysis. *Nonprofit and Voluntary Sector Quarterly*, 33(2), 221-246.
- Bishop, S.W. (2004). Building a profile of Missouri csbg community action agencies: Capacities, coping strategies, and the new public management. *Nonprofit Management and Leadership*, 15(1), 71-94.
- Black, C.R. & Platt, L.A. (1978). Patterns of leadership in women's voluntary associations: The auxiliary as a case in point. *Journal of Voluntary Action Research*, 7(3-4), 130-137.
- Block, S.R., Rosenberg, S.A., Gunther-Kellar, Y., Rees, D., & Hodges, N. (2002). Improving human services for children with disabilities and their families: The use of vouchers as an alternative to traditional service contracts. *Administration in Social Work*, 26(1), 23-36.
- Bloomfield, K. (1994). Beyond sobriety: The cultural significance of alcoholics anonymous as a social movement. *Nonprofit and Voluntary Sector Quarterly*, 23(1), 21-40.

- Boerner, S. (2004). Artistic quality in an opera company: toward the development of a concept. *Nonprofit Management and Leadership, 14*(4), 425-436.
- Bolduc, V.L. (1980). Representation and legitimacy in neighborhood organizations: A case study. *Journal of Voluntary Action Research, 9*(1-4), 165-178.
- Bonuck, K.A. (1996). Theory and method: A social work approach to unmet needs. *Administration in Social Work, 20*(2), 29-40.
- Borkman, T. (2006). Sharing experience, conveying hope: Egalitarian relations as the essential method of alcoholics anonymous. *Nonprofit Management and Leadership, 17*(2), 145-161.
- Born, C.E., Ovwigho, P.C., & Cordero, M.L. (2002). Returns to welfare under welfare reform: early patterns and their implications. *Administration in Social Work, 26*(3), 53-69.
- Boynton, R.D., & Elitzak, H. (1984). Member control of farmer cooperatives: level and causal factors. *Journal of Voluntary Action Research, 13*(3), 7-21.
- Bradley, E.H., & Walker, L.C. (1998). Education and advance care planning in nursing homes: The impact of ownership type. *Nonprofit and Voluntary Sector Quarterly, 27*(3), 339-357.
- Brilliant, E.L. (2000). Women's gains: fundraising and fund allocation as an evolving social Movement strategy. *Nonprofit and Voluntary Sector Quarterly, 29*(4), 554-570.
- Britton, N.R. (1991). Permanent disaster volunteers: Where do they fit? *Nonprofit and Voluntary Sector Quarterly, 20*(4), 395-414.
- Brooks, A.C. (1999). Do public subsidies leverage private philanthropy for the arts? Empirical evidence on symphony orchestras. *Nonprofit and Voluntary Sector Quarterly, 28*(1), 32-45.

- Brooks, A.C. (2000). The "income gap" and the health of arts nonprofits. *Nonprofit Management and Leadership*, 10(3), 271-286.
- Brooks, A.C. (2002). Artists as amateurs and volunteers. *Nonprofit Management and Leadership*, 13(1), 5-14.
- Brooks, A.C. (2004). What do "don't know" responses really mean in giving surveys? *Nonprofit and Voluntary Sector Quarterly*, 33(3), 423-434.
- Brudney, J.L., & Kluessner, T. (1993). Twenty years of the Journal of Voluntary Action research/Nonprofit and Voluntary Sector Quarterly: An assessment of past trends and future directions. *Nonprofit and Voluntary Sector Quarterly*, 22(3), 207-218.
- Brunet, A., DeBoer, L., & McNamara, K.T. (2001). Community choice between volunteer and professional fire departments. *Nonprofit and Voluntary Sector Quarterly*, 30(1), 26-50.
- Bulmer, M. (1987). Privacy and confidentiality as obstacles to interweaving formal and informal social care: the boundaries of the private realm. *Nonprofit and Voluntary Sector Quarterly*, 16(1/2), 112-125.
- Burke, A.C., & Rafferty, J.A. (1994). Ownership differences in the provision of outpatient substance abuse services. *Administration in Social Work*, 18(3), 59-91.
- Bushing, W. (1987). An examination of volunteering among members of a fraternal benefit society employing the ISSTAL and general activity models. *Nonprofit and Voluntary Sector Quarterly*, 16(4), 69-85.
- Butlet, D.M. & Herman, R.D. (1999). Effective ministerial leadership. *Nonprofit Management and Leadership*, 9(3), 229-240.
- Byington, D.B., Martin, P.Y., DiNitto, D.M., & Maxwell, M.S. (1991). Organizational affiliation and effectiveness: the case of rape crisis centers. *Administration in Social*

- Work*, 15(3), 83-103.
- Campbell, D. (2002). Beyond charitable choice: The diverse service delivery approaches of local faith-related organizations. *Nonprofit and Voluntary Sector Quarterly*, 31(2), 207-230.
- Cavan, R.S. (1984). Public and private areas and the survival of communal subsocieties. *Journal of Voluntary Action Research*, 13(2), 46-58.
- Chambre, S.M. (1991). The volunteer response to the AIDS epidemic in New York City: Implications for research on volunteerism. *Nonprofit and Voluntary Sector Quarterly*, 20(3), 267-287.
- Chambre, S.M. (1996). AIDS funding and the rhetoric of scarcity. *Nonprofit Management and Leadership*, 7(2), 155-167.
- Chambre, S.M., & Fatt, N. (2002). Beyond the liability of newness: Nonprofit organizations in an emerging policy domain. *Nonprofit and Voluntary Sector Quarterly*, 31(4), 502-524.
- Chandler, C. (1973). Local voluntary associations and universities cooperating for change: A case study of the Chicago law enforcement study group. *Journal of Voluntary Action Research*, 2(3), 180-185.
- Chang, P.M.Y., Williams, D.R., Griffith, E.E.H., & Young, J. (1994). Church agency relationships in the black community. *Nonprofit and Voluntary Sector Quarterly*, 23(2), 107-118.
- Chaskin, R.J. (2003). Fostering neighborhood democracy: Legitimacy and accountability within loosely coupled systems. *Nonprofit and Voluntary Sector Quarterly*, 32(2), 161-189.
- Chaves, M., & Tsitsos, W. (2001). Congregations and social services: What they do, how they do it, and with whom. *Nonprofit and Voluntary Sector Quarterly*, 30(4), 660-683.

- Checkoway, B. (1982). Consumers and health planning: Issues and opportunities. *Journal of Voluntary Action Research, 11*(1), 60-73.
- Checkoway, B. (1991). Neighborhood needs and organizational resources: New lessons from detroit. *Nonprofit and Voluntary Sector Quarterly, 20*(2), 173-189.
- Checkoway, B., & Zimmerman, M.A. (1992). Correlates of participation in neighborhood organizations. *Administration in Social Work, 16*(3/4), 45-64.
- Cheever, K.A.L., & DeLeon, P. (2001). Fair housing advocacy groups: Litigation as a source of nonprofit funding. *Nonprofit and Voluntary Sector Quarterly, 30*(2), 298-320.
- Chesler, M.A., Chesney, B., & Gidron, B. (1990). Israeli and U.S. orientations towards self-help groups for families in crisis. *Nonprofit and Voluntary Sector Quarterly, 19*(3), 251-262.
- Cheung, C., & Ngan, R.M. (2007). Helping informal caregivers with responsive communication in the adult care center. *Administration in Social Work, 31*(2), 27-48.
- Christiansen-Ruffman, L. (1985). Participation theory and the methodological construction of invisible women: Feminism's call for appropriate methodology. *Nonprofit and Voluntary Sector Quarterly, 14*(2-3), 94-111.
- Clapp, J.D., & Burke, A.C. (1997). Supervisor ideology and organizational response: HIV/AIDS prevention in outpatient substance abuse treatment units. *Administration in Social Work, 21*(1), 49-64.
- Clotfelter, C.T. (2001). Who are the alumni donors? Giving by two generations of selective colleges. *Nonprofit Management and Leadership, 12*(2), 119-139.
- Cnaan, R.A., Kasternakis, A., & Wineburg, R.J. (1993). Religious people, religious congregations, and volunteerism in human services: Is there a link? *Nonprofit and Voluntary Sector Quarterly, 22*(1), 33-51.

- Cnaan, R.A., & Rothman, J. (1986). Conceptualizing community intervention: An empirical test of “three models” of community organization. *Administration in Social Work, 10*(3), 41-55.
- Cnaan, R.A., Sinha, J.W., & McGrew, C.C. (2004). Congregations as social service providers: Services, capacity, culture, and organizational behavior. *Administration in Social Work, 28*(3-4), 47-68.
- Coffin, B. (2005). Building ethical capacity for collaborative research. *Nonprofit and Voluntary Sector Quarterly, 34*(4), 531-539.
- Cohen, M.W., & Ely, R.O. (1981). Voluntary associations as resources for neighborhood problem-solving. *Journal of Voluntary Action Research, 10*(2), 40-48.
- Connaway, R.S., Morelock, M., & Gentry, M.E. (1985). Research productivity of women and men in selected social work positions. *Administration in Social Work, 9*(1), 81-91.
- Corbett, C. (2005). Stewardship of public assets under nonprofit conversion models. *Nonprofit Management and Leadership, 16*(2), 153-169.
- Corbin, J.J. (1999). A study of factors influencing the growth of nonprofits in social services. *Nonprofit and Voluntary Sector Quarterly, 28*(3), 296-314.
- Cortes, M. (1998). Counting Latino nonprofits: A new strategy for finding data. *Nonprofit and Voluntary Sector Quarterly, 27*(4), 437-458.
- Crittenden, W.F., Crittenden, V.L., & Hunt, T.G. (1988). Planning and stakeholder satisfaction in religious organizations. *Nonprofit and Voluntary Sector Quarterly, 17*(2), 60-73.
- Crook, W.P. (2002). Trickle-down bureaucracy: Does the organization affect client responses to programs? *Administration in Social Work, 26*(1), 37-59.
- Cummings, L.D. (1977). Voluntary strategies in the environmental movement: Recycling as

- cooptation. *Journal of Voluntary Action Research*, 6(3-4), 153-160.
- Daponte, B.O., & Bade, S. (2006). How the private food assistance network evolved: Interactions between public and private responses to hunger. *Nonprofit and Voluntary Sector Quarterly*, 35(4), 668-690.
- Dattalo, P., & Benda, B.B. (1991). Providers of services to the homeless: Problems and prospects. *Administration in Social Work*, 15(3), 105-119.
- Delbecq, A.L., & Pierce, J.L. (1978). Innovation in professional organizations. *Administration in Social Work*, 2(4), 411-424.
- Devall, B. (1973). Gay liberation: An overview. *Journal of Voluntary Action Research*, 2(1), 24-35.
- DeVall, W.B. & Harry, J. (1975). Associational politics and internal democracy. *Journal of Voluntary Action Research*, 4(1-2), 90-97.
- Donaldson, L.P. (2008). Developing a progressive advocacy program within a human services agency. *Administration in Social Work*, 32(2), 25-48.
- 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.
- Duncan, J.B., & Stocks, M.H. (2003). The understanding of internal control principles by pastors. *Nonprofit Management and Leadership*, 14(2), 213-225.
- Ebaugh, H.R., Chafetz, J.S., & Pipes, P. (2005). Funding good works: Funding sources of faith-based social service coalitions. *Nonprofit and Voluntary Sector Quarterly*, 34(4), 448-472.
- Eckel, C.C., & Grossman, P.J. (2004). Giving to secular causes by the religious and nonreligious: An experimental test of the responsiveness of giving to subsidies.

- Nonprofit and Voluntary Sector Quarterly*, 33(2), 271-289.
- Edwards, B. (1994). Semiformal organizational structure among social movement organizations: An analysis of the US peace movement. *Nonprofit and Voluntary Sector Quarterly*, 23(4), 309-333.
- Edwards, J.N., & White, R.P. (1980). Predictors of social participation: Apparent or real? *Journal of Voluntary Action Research*, 9(1-4), 60-73.
- Edwards, J.N., White, R.P., & Owens, A. (1977). Age and social involvement. *Journal of Voluntary Action Research*, 6(3-4), 127-132.
- Eisinger, P. (2002). Organizational capacity and organizational effectiveness among street-level food assistance programs. *Nonprofit and Voluntary Sector Quarterly*, 31(1), 115-130.
- Elkind, P.D. (1992). Active members in nuclear repository issues organizations: A demographic research note. *Nonprofit and Voluntary Sector Quarterly*, 21(1), 95-104.
- Engdahl, R.L. (1991). Religious fund-raising: The theology of stewardship. *Nonprofit Management and Leadership*, 1(4), 345-356.
- Fabricant, M. (1986). Creating survival services. *Administration in Social Work*, 10(3), 71-84.
- Faramelli, N.J. (1976). From protest to planning: Some reflections on citizen's participation. *Journal of Voluntary Action Research*, 5(2), 106-114.
- Fendrich, J.M. (1973). Radicals revisited: Long range effects of student protest. *Journal of Voluntary Action Research*, 2(3), 161-168.
- Ferreri, L.B., & Cowen, S.S. (1993). The university budget process: A case study. *Nonprofit Management and Leadership*, 3(3), 299-311.
- Ferris, J.M., & Graddy, E.A. (1999). Structural changes in the hospital industry, charity care, and the nonprofit role in health care. *Nonprofit and Voluntary Sector Quarterly*, 28(1),

18-31.

- Figueira-McDonough, J. (1980). Courts' domain and juvenile justice goals: Organizational correlates. *Administration in Social Work*, 4(1), 55-70.
- File, K.M., & Prince, R.A. (1995). Cause-related marketing, philanthropy, and the arts. *Nonprofit Management and Leadership*, 5(3), 249-260.
- Fiske, F.M. (1973). The elks: An American ideology. *Journal of Voluntary Action Research*, 2(3), 135-147.
- Flynn, J.P. (1973). Snowball sampling for voluntary participation research. *Journal of Voluntary Action Research*, 2(1), 60-63.
- Fraser, N. (1979). The labor movement in the explanation of social service growth: The United States and Britain. *Administration in Social Work*, 3(3), 301-312.
- Frate, D.A., Whitehead, T.L., & Johnson, S.A. (1984). The use of traditional social settings in the management of contemporary health problems. *Journal of Voluntary Action Research*, 13(4), 42-48.
- Freedman, A. (1972). A research note on the voluntary association participation of political activists. *Journal of Voluntary Action Research*, 1(4), 54-56.
- Friedmann, R.R., Florin, P., Wandersman, A., & Meier, R. (1988). Local action on behalf of local collectives in the US and Israel: How different are leaders from members in voluntary associations? *Nonprofit and Voluntary Sector Quarterly*, 17(3-4), 36-54.
- Froelich, K.A., & Knoepfle, T.W. (1996). Internal revenue service 900 data: Fact or fiction? *Nonprofit and Voluntary Sector Quarterly*, 25(1), 40-52.
- Froelich, K.A., Knoepfle, T.W., & Pollak, T.H. (2000). Financial measures in nonprofit organization research: Comparing IRS 990 return and audited financial statement data.

- Nonprofit and Voluntary Sector Quarterly*, 29(2), 232-254.
- Gallgher, M., & Radcliffe, V.S. (2002). Internal controls in nonprofit organizations: The case of the American cancer society, Ohio division. *Nonprofit Management and Leadership*, 12(3), 313-326.
- Gibelman, M., & Gelman, S.R. (2002). Should we have faith in faith-based services? Rhetoric versus realistic expectations. *Nonprofit Management and Leadership*, 13(1), 49-66.
- Gibson, T.L. (1986). Classification of human services. *Administration in Social Work*, 19(2), 39-51.
- Gluck, P.R. (1978). Citizen participation in urban services: prevention program. *Journal of Voluntary Action Research*, 7(1-2), 33-44.
- Gormley, W.T., & Cymrot, H. (2006). The strategic choices of child advocacy groups. *Nonprofit and Voluntary Sector Quarterly*, 35(1), 102-122.
- Gould, M., & Ardinger, R. (1988). Self advocacy: A community solution to access discrimination and service problems encountered by the "homeless disabled". *Nonprofit and Voluntary Sector Quarterly*, 17(1), 46-53.
- Gowen, J., & Owen, V.L. (1991). Enrollment management and strategic planning: Resolving a classic tension in higher education. *Nonprofit Management and Leadership*, 2(2), 143-158.
- Graham, R.A. (1973). Voluntary action and experiential education. *Journal of Voluntary Action Research*, 2(4), 186-193.
- Grant, J.A. (1989). Consumer participation in health planning: Policy and political implications. *Nonprofit and Voluntary Sector Quarterly*, 18(2), 147-165.
- Grasso, A.J., Epstein, I., & Tripodi, T. (1988). Agency-based research utilization in a residential

- child care setting. *Administration in Social Work*, 12(4), 61-80.
- Griffiths, H. (1979). Community action and voluntary organization. *Journal of Voluntary Action Research*, 8(1-2), 36-46.
- Gronbjerg, K.A. (1989). Developing a universe of nonprofit organizations: Methodological considerations. *Nonprofit and Voluntary Sector Quarterly*, 18(1), 63-80.
- Gronbjerg, K.A., & Clerkin, R.M. (2005). Examining the landscape of Indiana's nonprofit sector: Does what you know depend on where you look? *Nonprofit and Voluntary Sector Quarterly*, 34(2), 232-259.
- Gronbjerg, K.A. & Nelson, S. (1998). Mapping small religious nonprofit organizations: An Illinois profile. *Nonprofit and Voluntary Sector Quarterly*, 27(1), 13-31.
- Gronbjerg, K.A., & Never, B. (2004). The role of religious networks and other factors in different types of volunteer work. *Nonprofit Management and Leadership*, 14(3), 263-289.
- Gronbjerg, K.A., & Paarlberg, L. (2001). Community variations in the size and scope of the nonprofit sector: Theory and preliminary findings. *Nonprofit and Voluntary Sector Quarterly*, 30(4), 684-706.
- Gummer, B. (1988). The hospice in transition: organizational and administrative perspectives. *Administration in Social Work*, 12(2), 31-43.
- Hall, M.H. (2001). Measurement issues in surveys of giving and volunteering and strategies applied in the design of Canada's national survey of giving, volunteering, and participating. *Nonprofit and Voluntary Sector Quarterly*, 30(3), 515-526.
- Hamilton, V. (1994). The impact of ownership form and regulatory measures on firm behavior: Study of hospices. *Nonprofit Management and Leadership*, 4(4), 415-430.

- Hammack, D.C. (2006). Historical research for the nonprofit sector. *Nonprofit Management and Leadership*, 16(4), 451-466.
- Harman, W.W. (1973). The voluntary sector in a time of social transformation. *Journal of Voluntary Action Research*, 2(2), 112-115.
- Harris, I.M. (1980). Community involvement in desegregation: The Milwaukee experience. *Journal of Voluntary Action Research*, 9(1-4), 179-188.
- Harris, G., Poertner, J., & Joe, S. (2000). The parents with children in foster care satisfaction scale. *Administration in Social Work*, 24(2), 15-27.
- Harris, M. (1998). Doing it their way: organizational challenges for voluntary associations. *Nonprofit and Voluntary Sector Quarterly*, 27(2), 144-158.
- Harris, M., Hutchinson, R., & Cairns, B. (2005). Community-wide planning for faith-based service provision: Practical, policy, and conceptual challenges. *Nonprofit and Voluntary Sector Quarterly*, 34(1), 88-109.
- Havens, J.J., & Schervish, P.G. (2001). The methods and metrics of the Boston area diary study. *Nonprofit and Voluntary Sector Quarterly*, 30(3), 527-550.
- Helms, L. (2005). Playing by the rules: restructured endowment assets in colleges and universities. *Nonprofit Management and Leadership*, 15(3), 341-356.
- Hemphill, T.A. (1996). Cause-related marketing, fundraising, and environmental nonprofit organizations. *Nonprofit Management and Leadership*, 6(4), 403-418.
- Hermalin, J.A. (1986). Self-help clearinghouses: Promoting collaboration between professionals and volunteers. *Nonprofit and Voluntary Sector Quarterly*, 15(2), 64-76.
- Herman, R.B. (1990). Methodological issues in studying the effectiveness of nongovernmental and nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 19(3), 293-306.

- Hetling, A., & Born, C.E. (2006). Specialists in welfare offices: do family violence experts matter? *Administration in Social Work, 30*(4), 19-36.
- Hodgkinson, V.A. (1985). Positioning ourselves as a sector: Research and public policy. *Nonprofit and Voluntary Sector Quarterly, 14*(2), 17-24.
- Hoge, D.R. (1994). Religious giving in the united states. *Nonprofit Management and Leadership, 5*(1), 53-66.
- Holden, M. (1973). Politics and voluntary social action: Some rules of thumb. *Journal of Voluntary Action Research, 2*(1), 48-59.
- Hollander, R.D., & Stoloff, J.G. (1982). Institutionalizing public service science: Its perils and promise. *Journal of Voluntary Action Research, 11*(1), 34-45.
- Holtmann, A., & Idson, T. (1991). Why nonprofit nursing homes pay higher nurses' salaries. *Nonprofit Management and Leadership, 2*(1), 3-12.
- Hooghe, M. (2003). Participation in voluntary associations and value indicators: The effect of current and previous participation experiences. *Nonprofit and Voluntary Sector Quarterly, 32*(1), 47-69.
- Hooyma, N.R., Fredriksen, K.I., & Perlmutter, B. (1988). Shanti: An alternative response to the AIDS crisis. *Administration in Social Work, 12*(2), 17-30.
- Hougland, J.G., Jr. (1979). Toward a participation-based typology of voluntary organizations. *Journal of Voluntary Action Research, 8*(3-4), 84-92.
- Hougland, J.G., & Shepard, J.M. (1985). Voluntarism and the manager: the impacts of structural pressure and personal interest on community participation. *Nonprofit and Voluntary Sector Quarterly, 14*(2-3), 65-78.
- Hudson, R.B. (1982). Issues in advocacy, politics and participation. *Administration in Social*

- Work*, 6(2-3), 109-124.
- Huebner, R.A., Werner, M., Hartwig, S., White, S., & Shewa, D. (2008). Engaging fathers: Needs and satisfaction in child protective services. *Administration in Social Work*, 32(2), 87-103.
- Hughes, P. (2006). The economics of nonprofit organizations. *Nonprofit Management and Leadership*, 16(4), 429-450.
- Hughes, P., & Luksetich, W. (2004). Nonprofit arts organizations: Do funding sources influence spending patterns? *Nonprofit and Voluntary Sector Quarterly*, 33(2), 203-220.
- Hyland, S.E., & Ciaramitaro, B. (1984). Developing new modes of communication in low-to-moderate income neighborhoods: Issues in energy conservation and folk beliefs. *Journal of Voluntary Action Research*, 13(4) 31-41.
- Hyman, D. (1986). Prosuming, participation, consumer education and the deregulation of telecommunications. *Nonprofit and Voluntary Sector Quarterly*, 15(3), 7-23.
- Irvin, R.A. (2000). Should st merciful hospital become corphealth, inc? Ownership and quality in U.S. health care organizations. *Nonprofit Management and Leadership*, 11(1), 3-21.
- Irvin, R.A. (2005). State regulation of nonprofit organizations: Accountability regardless of outcome. *Nonprofit and Voluntary Sector Quarterly*, 34(2), 161-178.
- Irvin, R.A. (2007). Regional wealth and philanthropic capacity mapping. *Nonprofit and Voluntary Sector Quarterly*, 36(1), 165-172.
- Jeavons, T.H. (2004). Religious and faith-based organizations: Do we know one when we see one? *Nonprofit and Voluntary Sector Quarterly*, 33(1), 140-145.
- Jegen, D.L. (1998). Community development venture capital. *Nonprofit Management and Leadership*, 9(2), 187-201.

- Joassart-Marcelli, P. & Wolch, J.R. (2003). The intrametropolitan geography of poverty and the nonprofit sector in southern California. *Nonprofit and Voluntary Sector Quarterly*, 32(1), 70-96.
- Jones, E.R. (1983). Enterprise zones: Preliminary observations. *Journal of Voluntary Action Research*, 12(3), 57-68.
- Jones, E.R. (1988). Models for public participation in state enterprise zone programs. *Nonprofit and Voluntary Sector Quarterly*, 17(2), 38-46.
- Jones, K.S. (2006). Giving and volunteering as distinct forms of civic engagement: The role of community integration and personal resources in formal helping. *Nonprofit and Voluntary Sector Quarterly*, 35(2), 249-266.
- Karisson, M., Grassman, E.J., & Hansson, J-H. (2002). Self-help groups in the welfare state: Treatment program or voluntary action? *Nonprofit Management and Leadership*, 13(2), 155-169.
- Katz, A.H. (1986). Fellowship, helping and healing: The re-emergence of self-help groups. *Nonprofit and Voluntary Sector Quarterly*, 15(2), 4-13.
- Kayal, P.M. (1991). Gay AIDS volunteerism as political activity. *Nonprofit and Voluntary Sector Quarterly*, 20(3), 289-312.
- Kaye, L.W., & Monk, A. (1988). Factors affecting nursing home patient participation in a volunteer grievance resolution service. *Nonprofit and Voluntary Sector Quarterly*, 17(2), 47-59.
- Kearns, K., Park, C., & Yankoski, L. (2005). Comparing faith-based and secular community service corporations in Pittsburgh and Allegheny county, Pennsylvania. *Nonprofit and Voluntary Sector Quarterly*, 34(2), 206-231.

- Keith, P.M. (1978). Sex differences in correlates of political activity among the aged. *Journal of Voluntary Action Research*, 7(3-4), 55-64.
- Kelley, M.S., Lune, H., & Murphy, S. (2005). Doing syringe exchange: Organizational transformation and volunteer commitment. *Nonprofit and Voluntary Sector Quarterly*, 34(3), 362-386.
- Kelly, R.M. (1978). Sources of the community control over police movement. *Journal of Voluntary Action Research*, 7(1-2), 25-32.
- Kennedy, J.M. & Vargus, B. (2001). Challenges in survey research and their implications for philanthropic studies research. *Nonprofit and Voluntary Sector Quarterly*, 30(3), 483-494.
- Kerri, J.N. (1972). An inductive examination of voluntary association functions in a single-enterprise base community. *Journal of Voluntary Action Research*, 1(2), 43-51.
- Kessler, R.C. (1975). A descriptive model of emergency on-call blood donation. *Journal of Voluntary Action Research*, 4(3), 159-171.
- King, K.N. (2004). Neighborhood associations and urban decision making in Albuquerque. *Nonprofit Management and Leadership*, 14(4), 391-409.
- Kingson, E.R., Larson, R.E., & Petersen, C. (1986). Estimating the cost of continuing disability reviews to the state of Maryland. *Administration in Social Work*, 10(2), 79-90.
- Kinney, N.T., & Carver, M.L. (2007). Urban congregations as incubators of service organizations. *Nonprofit Management and Leadership*, 18(2), 193-214.
- Kirsch, A.D., McCormackw, M.T., & Saxon-Harrold, S.K.E. (2001). Evaluation of differences in giving and volunteering data collected by in-home and telephone interviewing. *Nonprofit and Voluntary Sector Quarterly*, 30(3), 495-504.

- Kissane, R.J., & Gingerich, J. (2004). Do you see what I see? Nonprofit and resident perceptions of urban neighborhood problems. *Nonprofit and Voluntary Sector Quarterly*, 33(2) 311-333.
- Kloss, L.L. (1999). The suitability and application of scenario planning for national professional associations. *Nonprofit Management and Leadership*, 10(1), 71-83.
- Knox, K.J., Blankmeyer, E.C., & Stutzman, J.R. (2006). Comparative performance and quality among nonprofit nursing facilities in Texas. *Nonprofit and Voluntary Sector Quarterly*, 35(4), 631-667.
- Kravetz, D., & Jones, L.E. (1988). Women reaching women: a project on alcohol and other drug abuse. *Administration in Social Work*, 12(2), 45-58.
- Krimsky, S. (1982). Beyond technocracy: new routes for citizen involvement in social risk assessment. *Journal of Voluntary Action Research*, 11(1), 8-23.
- Kronick, J.C. (1982). Public interest group participation in congressional hearings on nuclear power development. *Journal of Voluntary Action Research*, 11(1), 46-59.
- Kruzich, J.M., & Friesen, B.J. (1984). Blending administrative and community organization practice: the case of community residential facilities. *Administration in Social Work*, 8(4), 55-66.
- La Barbera, P.A. (1992). Enterprise in religious-based organizations. *Nonprofit and Voluntary Sector Quarterly*, 21(1), 51-67.
- Lackey, A.S. (1985). Resources generated through extension community development programs. *Nonprofit and Voluntary Sector Quarterly*, 14(2-3), 79-93.
- Landsberger, H.A. (1972). "Maximum feasible participation": Working class and peasant movements as a theoretical model for the analysis of current U.S. movements of poor and

- minority groups. *Journal of Voluntary Action Research*, 1(3), 25-41.
- Larrison, C.R., Schoppelrey, S., Hadley-Ives, E., & Ackerson, B.J. (2008). Organizational climate and treatment outcomes for African-American clients receiving services at community mental health agencies. *Administration in Social Work*, 32(3), 111-138.
- Laws, G. (1997). Voluntary organizations and advocacy: the case of housing for older Americans. *Nonprofit and Voluntary Sector Quarterly*, 26(3), 307-335.
- Lawson, R. (1975). Community leaders and urban housing problems: Leadership roles, organizational goals and effectiveness in 7 new york city community planning districts. *Nonprofit and Voluntary Sector Quarterly*, 4(1-2), 75-84.
- Lee, B.R., McMillen, J.C., Knudsen, K., & Woods, C.M. (2007). Quality-directed activities and barriers to quality in social service organizations. *Administration in Social Work*, 31(2), 67-85.
- Leming, M.R., & Smith, T.C. (1974). The children of god as a social movement. *Journal of Voluntary Action Research*, 3(3-4), 77-83.
- Lemon, M, Palisi, B.J., & Jacobson Jr, P.E. (1972). Dominant statuses and involvement in formal voluntary organizations. *Journal of Voluntary Action Research*, 1(2), 30-42.
- Levine, C. (1991). The citizens commission on AIDS: A private-sector response to an epidemic. *Nonprofit and Voluntary Sector Quarterly*, 20(3), 329-349.
- Levitt, P. (1997). Transnationalizing community development: The case of migration between Boston and the Dominican Republic. *Nonprofit and Voluntary Sector Quarterly*, 26(4), 509-526.
- Lewis, B.M. (2003). Issues and dilemmas in faith-based social service delivery: The case of the salvation army of grater Philadelphia. *Administration in Social Work*, 27(3), 87-106.

- Lewis, S., & Crook, W.P. (2001). Shifting sand: An AIDS service organization adapts to a changing environment. *Administration in Social Work, 25*(2), 1-20.
- Litz, R.A., & Samu, S. (2008). Altruistic by association, altruistic for advantage? Buying groups and small firm community involvement. *Nonprofit and Voluntary Sector Quarterly, 37*(4), 646-667.
- Lune, H. (2002). Weathering the storm: Nonprofit organization survival strategies in a hostile climate. *Nonprofit and Voluntary Sector Quarterly, 31*(4), 463-483.
- Lyman, S.R., Pulice, R.T., & McCormick, L.L. (1993). Developing strategies for providing services to the mentally ill chemically abusing population. *Administration in Social Work, 17*(4), 97-108.
- MacDougall, J. (1988). Disarmament, citizen activism, or what? Beliefs and values of the nuclear test ban movement of 1957-63. *Nonprofit and Voluntary Sector Quarterly, 17*(2), 74-81.
- MacDuff, N. (1988). The task force model: A successful needs assessment method for rural populations. *Nonprofit and Voluntary Sector Quarterly, 17*(1), 66-70.
- Madara, E.J. (1986). A comprehensive systems approach to promoting mutual aid self-help groups: The new jersey self-help clearinghouse model. *Nonprofit and Voluntary Sector Quarterly, 15*(2), 57-63.
- Magill, R.S. (1973). Joining formal voluntary associations and social action among the poor. *Journal of Voluntary Action Research, 2*(4), 224-229.
- Mares, A.S. (1994). Housing and the church. *Nonprofit and Voluntary Sector Quarterly, 23*(2), 139-157.
- Markham, W.T., Johnson, M.A., & Bonjean, C.M. (1999). Nonprofit decision making and

- resource allocation: the importance of membership preferences, community needs, and interorganizational ties. *Nonprofit and Voluntary Sector Quarterly*, 28(2), 152-184.
- McNeely, R.L., & Jones, J.M. (1980). Refuge from violence: Establishing shelter services for battered women. *Administration in Social Work*, 4(4), 71-82.
- McNutt, J.G., & Boland, K.M. (1999). Electronic advocacy by nonprofit organizations in social welfare policy. *Nonprofit and Voluntary Sector Quarterly*, 28(4), 432-451.
- McPherson, J.M., & Lockwood, W.G. (1980). The longitudinal study of voluntary association memberships: A multivariable analysis. *Journal of Voluntary Action Research*, 9(1-4), 74-84.
- McKersie, W.S. (1997). Fostering community participation to influence public policy: Lessons from the woods fund of Chicago, 1987-1993. *Nonprofit and Voluntary Sector Quarterly*, 26(1), 11-26.
- Meister, A. (1979). Personal and social factors of social participation. *Journal of Voluntary Action Research*, 8(3-4), 6-11.
- Messer, J.G. (1994). Emergent organization as a practical strategy: Executive trustee functions in alcoholics anonymous. *Nonprofit and Voluntary Sector Quarterly*, 23(4), 293-308.
- Milofsky, C. (2000). Transparent research. *Nonprofit and Voluntary Sector Quarterly*, 29(1), 61-80.
- Milofsky, C. (2006). The catalyst process: What academics provide to practitioners. *Nonprofit Management and Leadership*, 16(4), 467-480.
- Milofsky, C., & Blades, S.D. (1991). Issues of accountability in health charities: A case study of accountability problems among nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 20(4), 371-393.

- Minicucci, C. (1997). Assessing a family-centered neighborhood service agency: the Del Paso Heights model. *Administration in Social Work, 21*(3/4), 127-143.
- Mohan, A., & Patrick-Mohan, C. (2008). Throw the money upstream: An alternative strategy to improve public health. *Nonprofit and Voluntary Sector Quarterly, 37*(1, Supp), 34-43.
- Molnar, J.J., & Purohit, S.R. (1977). Citizen participation in rural community development: community group perspectives. *Journal of Voluntary Action Research, 6*(1-2), 48-58.
- Mondros, J.B., & Wilson, S.M. (1990). Staying alive: Career selection and sustenance of community organizers. *Administration in Social Work, 14*(2), 95-109.
- Morris, J.R., & Helburn, S.W. (2000). Child care center quality differences: the role of profit status, client preferences, and trust. *Nonprofit and Voluntary Sector Quarterly, 29*(3), 377-399.
- Morrison, D.E. (1973). The environmental movement: Conflict dynamics. *Journal of Voluntary Action Research, 2*(2), 74-85.
- Moxley, D.P., & Hyduk, C.A. (2003). The logic of personal advocacy with older adults and its implications for program management in community-based gerontology. *Administration in Social Work, 27*(4), 5-23.
- Moxley, D.P., & Jacobs, D.R. (1995). The role of animation as a program development strategy. *Administration in Social Work, 19*(1), 1-13.
- Najam, A. (1996). Understanding the third sector: Revisiting the prince, the merchant, and the citizen. *Nonprofit Management and Leadership, 7*(2), 203-219.
- Nanetti, R.Y. (1980). From the top down: Government promoted citizen participation. *Journal of Voluntary Action Research, 9*(1-4), 149-164.
- Nelson, L.D. (1973). Proximity to emergency and helping behavior: Data from the Lubbock

- tornado disaster. *Journal of Voluntary Action Research*, 2(4), 194-199.
- Nelson, S. (1994). Catholic elementary schools in Chicago's black inner city: Four modes of adaptation to environmental change. *Nonprofit and Voluntary Sector Quarterly*, 23(3), 209-226.
- Netting, F.E. (2004). Commentary on typology of religious characteristics of social service and educational organizations and programs. *Nonprofit and Voluntary Sector Quarterly*, 33(1), 135-139.
- Netting, F.E., Huber, R., Boarders, K., Kautz, J.R., & Nelson, H.W. (2000). Volunteer and paid ombudsmen investigating complaints in six states: A natural triaging. *Nonprofit and Voluntary Sector Quarterly*, 29(3), 419-438.
- Nicholason-Crotty, J. (2007). Politics, policy, and the motivations for advocacy in nonprofit reproductive health and family planning providers. *Nonprofit and Voluntary Sector Quarterly*, 36(1), 5-21.
- Norman, A.J. (1979). Issues in promoting planning in the human service delivery system: the case of area agencies on aging. *Administration in Social Work*, 3(1), 79-89.
- Nuehring, E.M. (1978). The technological character of barriers to primary preventive activity in mental health: A framework for analysis. *Administration in Social Work*, 2(4), 451-468.
- Ofshe, R., Berg, N.E., Coughlin, R., Dolinajec, G., Gerson, K., & Johnson, A. (1974). Social structure and social control in synanon. *Journal of Voluntary Action Research*, 3(3-4), 67-76.
- Olson, D.E. (2000). Agency theory in the not-for-profit sector: Its role at independent colleges. *Nonprofit and Voluntary Sector Quarterly*, 29(2), 280-296.
- O'Neill, M. (2001). Research on giving and volunteering: Methodological considerations.

- Nonprofit and Voluntary Sector Quarterly*, 30(3), 505-514.
- Oropesa, S.R. (1995). The ironies of human resource mobilization by neighborhood associations. *Nonprofit and Voluntary Sector Quarterly*, 24(3), 235-251.
- Ortmann, A. (1996). Modern economic theory and the study of nonprofit organizations: Why the twain shall meet. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 470-484.
- Osborne, S.P. & Tricker, M. (1994). Local development agencies: Supporting voluntary action. *Nonprofit Management and Leadership*, 5(1), 37-51.
- Ostrander, S.A. (2004). Democracy, civic participation, and the university: A comparative study of civic engagement on five campuses. *Nonprofit and Voluntary Sector Quarterly*, 33(1), 74-93.
- Ovwigbo, P.C., Saunders, C., & Born, C.E. (2008). Barriers to independence among TANF recipients: comparing caseworker records and client surveys. *Administration in Social Work*, 32(3), 84-110.
- Owens, M.L., & Smith, R.D. (2005). Congregations in low-income neighborhoods and the implications for social welfare policy research. *Nonprofit and Voluntary Sector Quarterly*, 34(3), 316-339.
- Pahl, J. (1979). Refuges for battered women: Social provision or social movement? *Journal of Voluntary Action Research*, 8(1-2), 25-35.
- Palisi, B.J. & Korn, B. (1989). National trends in voluntary association memberships: 1974-1984. *Nonprofit and Voluntary Sector Quarterly*, 18(2), 179-190.
- Palmer, I. (1997). Arts management cutback strategies: A cross-sector analysis. *Nonprofit Management and Leadership*, 7(3), 271-290.
- Paris, C., & Blackaby, B. (1979). Public participation and urban renewal: Theoretical issues and

- a local study. *Journal of Voluntary Action Research*, 8(1-2), 94-101.
- Parkum, K.H. (1984). Dominance and activity trends of consumer and provider volunteers in health planning organizations. *Journal of Voluntary Action Research*, 13(2), 24-36.
- Passey, A., & Lyons, M. (2006). Nonprofits and social capital: Measurement through organizational surveys. *Nonprofit Management and Leadership*, 16(4), 481-495.
- Peart, N.A., & Bryant, D.M. (2000). "Bringing reality to the table": Contributions to the lack of parent participation in an early childhood service program. *Administration in Social Work*, 24(4), 21-37.
- Peck, L.R. (2008). Do antipoverty nonprofits locate where people need them? Evidence from a spatial analysis of Phoenix. *Nonprofit and Voluntary Sector Quarterly*, 37(1), 138-151.
- Pennell, F.E. (1978). Private vs collective strategies for dealing with crime, citizen attitudes and the police in urban neighborhoods. *Journal of Voluntary Action Research*, 7(1-2), 59-74.
- Perkins, K.B. (1990). Volunteer fire and rescue corporations: Structure, process, and survival. *Nonprofit and Voluntary Sector Quarterly*, 19(4), 359-370.
- Perlstadt, H. (1975). Voluntary associations and the community: The case of volunteer ambulance corps. *Journal of Voluntary Action Research*, 4(1-2), 85-89.
- Peters, J., & Masaoka, J. (2000). A house divided. *Nonprofit Management and Leadership*, 10(3), 305-318.
- Petersen, J.C. (1976). Ideological diffuseness and internal democracy in voluntary associations. *Journal of Voluntary Action Research*, 5(1), 33-41.
- Petersen, J.C. (1985). One does what one can. *Nonprofit and Voluntary Sector Quarterly*, 14, 7-9.

- Petersen, J.C., & Lee, G.R. (1976). Religious affiliation and social participation: Differences between Lutheran and Catholics. *Journal of Voluntary Action Research*, 5(2), 92-94.
- Peterson, S., & Peterson, V.A. (1973). Voluntary associations in ancient Greece. *Journal of Voluntary Action Research*, 2(1), 2-15.
- Petrunik, M.G. (1972). Seeing the light: A study of conversion to alcoholics anonymous. *Journal of Voluntary Action Research*, 1(4), 30-38.
- Pietroburgo, J., & Wernet, S.P. (2004). Joining forces, fortunes, and futures: Restructuring and adaptation in nonprofit hospice organizations. *Nonprofit Management and Leadership*, 15(1), 117-138.
- Pincus, C.S., Hermann-Keeling, E. (1982). Self-help systems and the professional as volunteer: threat or solution? *Journal of Voluntary Action Research*, 11(2-3), 85-96.
- Pink, G.H., & Leatt, P. (1991). Fundraising by hospital foundations. *Nonprofit Management and Leadership*, 1(4), 313-327.
- Plotinsky, A.H. (1994). Music as philanthropy: Making music and building community in nineteenth-century America. *Nonprofit and Voluntary Sector Quarterly*, 23(4), 371-381.
- Poindexter, C.C. (2007). Management successes and struggles for AIDS service organizations. *Administration in Social Work*, 31(3), 5-28.
- Pollak, P.B. (1985). Does citizen participation matter? Toward the development of theory. *Journal of Voluntary Action Research*, 14(1), 16-29.
- Pynes, J.E. (1997). The anticipated growth of nonprofit unionism. *Nonprofit Management and Leadership*, 7(4), 355-371.
- Quinn, R., & Kunz, P.R. (1972). Sponsorship and organizational efficiency: A comparison of two voluntary youth organizations. *Journal of Voluntary Action Research*, 1(2), 13-18.

- Rapp, C.A., & Whitfield, C.M. (1999). Neighborhood-based services: Organization change and integration prospects. *Nonprofit Management and Leadership*, 9(3), 261-275.
- Raskoff, S., & Sundeen, R.A. (1998). Youth socialization and civic participation: the role of secondary schools in promoting community service in southern California. *Nonprofit and Voluntary Sector Quarterly*, 27(1), 66-87.
- Renig, J. (1978). Copping a cop: Neighborhood organizations and police patrol allocation. *Journal of Voluntary Action Research*, 7(1-2), 75-84.
- Rich, R.C. (1978). Voluntary action and public services. *Journal of Voluntary Action Research*, 7(1-2), 4-15.
- Rich, R.C. (1988). A cooperative approach to the logic of collective action: Voluntary organizations and the prisoners' dilemma. *Nonprofit and Voluntary Sector Quarterly*, 17(3-4), 5-18.
- Richardson, J.T., Simmonds, R.B., & Stewart, M. (1979). The evolution of a Jesus movement organization. *Journal of Voluntary Action Research*, 8(3-4), 93-111.
- Roberts, D., Denomme, M., & Perlmutter, F.D. (2000). Creating nonprofit organizations within disenfranchised communities. *Administration in Social Work*, 24(3), 17-34.
- Robinson, M.M., Barbee, A.P., Martin, M., Singer, T., & Yegidis, B. (2003). The organizational costs of caregiving: A call to action. *Administration in Social Work*, 27(1), 83-102.
- Rogers, D.L. & Bultena, G.L. (1975). Voluntary associations and political equality: An extension of mobilization theory. *Journal of Voluntary Action Research*, 4(3-4), 172-183.
- Rooney, P.M. (1999). A better method for analyzing the costs and benefits of fundraising at universities. *Nonprofit Management and Leadership*, 10(1), 39-56.

- Rooney, P.M., Steinberg, K.S., & Schervish, P.G. (2001). A methodological comparison of giving surveys: Indiana as a test case. *Nonprofit and Voluntary Sector Quarterly*, 30(3), 551-568.
- Rooney, P.M., Steinberg, K., & Schervish, P.G. (2004). Methodology is destiny: The effect of survey prompts on reported levels of giving and volunteering. *Nonprofit and Voluntary Sector Quarterly*, 33(4), 628-654.
- Rosenbloom, R.A. (1981). The neighborhood movement: Where has it come from? Where is it going? *Journal of Voluntary Action Research*, 10(2), 4-26.
- Rosentraub, M.S., Harlow, K.S., & Harris, M. (1992). Uncompensated costs and indigent health care: volunteers and a community services budget. *Nonprofit and Voluntary Sector Quarterly*, 21(4), 351-366.
- Ross, J.C. (1976). Anthropological studies of voluntary associations and voluntary action: A reassessment. *Journal of Voluntary Action Research*, 5(1), 27-32.
- Ross, R.J. (1977). Primary groups in social movements: A memoir and interpretation. *Journal of Voluntary Action Research*, 6(3-4), 139-152.
- Rossheim, B.N., Kim, P.S., & Ruchelman, L. (1995). Managerial roles and entrepreneurship in nonprofit urban arts agencies in Virginia. *Nonprofit and Voluntary Sector Quarterly*, 24(2), 143-166.
- Rossini, F.A., & Porter, A.L. (1982). Public participation and professionalism in impact assessment. *Journal of Voluntary Action Research*, 11(1), 24-33.
- Rudwick, E. (1972). CORE: The road from interracialism to black power. *Journal of Voluntary Action Research*, 1(4), 12-19.
- Rugh, T.E. (1997). Remissioning nonprofits: two case studies of membership organizations.

- Nonprofit Management and Leadership*, 7(3), 305-316.
- Sager, R., & Stephens, L.S. (2005). Serving up sermons: Clients' reactions to religious elements at congregation-run feeding establishments. *Nonprofit and Voluntary Sector Quarterly*, 34(3), 297-315.
- Salem, G.W. (1978). Maintaining participation in community organizations. *Journal of Voluntary Action Research*, 7(3-4), 18-27.
- Saltman, J. (1973). Funding, conflict, and change in an open housing group. *Journal of Voluntary Action Research*, 2(4), 216-223.
- Saltman, J. (1984). Neighborhood stabilization strategies as social interventions. *Journal of Voluntary Action Research*, 13(2), 37-45.
- Sandis, E.E. (1977). Some sociological observations on voluntary organizations among recent immigrants in New York. *Journal of Voluntary Action Research*, 6(1-2), 98-101.
- Sarri, R.C., & Sarri, C.M. (1992). Organizational and community change through participatory action research. *Administration in Social Work*, 16(3/4), 99-122.
- Schafer, R.B. (1979). Equity in relationship between individuals and a fraternal organization. *Journal of Voluntary Action Research*, 8(3-4), 12-20.
- Schlesinger, M., Mitchell, S., Gray, B. (2004). Restoring public legitimacy to the nonprofit sector: A survey experiment using descriptions of nonprofit ownership. *Nonprofit and Voluntary Sector Quarterly*, 33(4), 673-710.
- Schmid, H., Bar, M., & Nirel, R. (2008). Advocacy activities in nonprofit human service organizations: Implications for policy. *Nonprofit and Voluntary Sector Quarterly*, 37(4), 581-602.
- Schmidt, A.J. & Babchuk, N. (1972). Formal voluntary organizations and change over time: A

- study of American fraternal associations. *Journal of Voluntary Action Research*, 1(1), 46-55.
- Schneider, J.A. (1999). Trusting that of god in everyone: three examples of quaker-based social service in disadvantaged communities. *Nonprofit and Voluntary Sector Quarterly*, 28(3), 269-295.
- Schneider, J.A. (2006). An interdisciplinary conversation on research method best practices for nonprofit studies. *Nonprofit Management and Leadership*, 16(4), 387-394.
- Schneider, J.A. (2006). Using multimethods ethnography to promote quality service and understand interactions among organizations. *Nonprofit Management and Leadership*, 16(4), 411-427.
- Schneider, J.A. (2007). Connections and disconnections between civic engagement and social capital in community-based nonprofits. *Nonprofit and Voluntary Sector Quarterly*, 36(4), 572-597.
- Schulman, D.C. (1978). Voluntary organization involvement and political participation. *Journal of Voluntary Action Research*, 7(3-4), 86-105.
- Schumaker, P.D. (1980). The effectiveness of militant tactics in contemporary urban protest. *Journal of Voluntary Action Research*, 9(1-4), 131-148.
- Schuman, C.H., & Abramson, A.J. (2000). Collaborating for useful knowledge: A work in progress by the nonprofit sector research fund. *Nonprofit and Voluntary Sector Quarterly*, 29(1), 11-23.
- Schuster, J.M. (1997). The performance of performance indicators in the arts. *Nonprofit Management and Leadership*, 7(3), 253-269.
- Schuster, M.D. (1991). The formula funding controversy at the national endowment for the arts.

- Nonprofit Management and Leadership*, 2(1), 37-57.
- Schwartz, F.S. (1982). Volunteerism, volunteers and social work practice. *Journal of Voluntary Action Research*, 11 (2-3), 38-46.
- Schwartz, A.Y., Gottesman, E.W., & Perlmutter, F.D. (1988). Blackwell: a case study in feminist administration. *Administration in Social Work*, 12(2), 5-15.
- Scott, W.R., Deschenes, S., Hopkins, K., Newman, A., & McLaughlin, M. (2006). Advocacy organizations and the field of youth services: Ongoing efforts to restructure a field. *Nonprofit and Voluntary Sector Quarterly*, 35(4), 691-714.
- Selle, P., & Oymyr, B. (1992). Explaining changes in the population of voluntary organizations: the roles of aggregate and individual level data. *Nonprofit and Voluntary Sector Quarterly*, 21(2), 147-179.
- Seltzer, M., & Gavin, K.M. (1991). Organized philanthropy's response to AIDS. *Nonprofit and Voluntary Sector Quarterly*, 20(3), 249-266.
- Sharp, E.B. (1978). Citizen organizations in policing issues and crime prevention: Incentives for participation. *Journal of Voluntary Action Research*, 7(1-2), 45-58.
- Sherlock, J.J., & Nathan, M.L. (2007). Nonprofit association CEOs: How their context shapes what, how, and why they learn. *Nonprofit Management and Leadership*, 18(1), 19-39.
- Shilbury, D., & Moore, K.A. (2006). A study of organizational effectiveness for national olympic sporting organizations. *Nonprofit and Voluntary Sector Quarterly*, 35(1), 5-38.
- Sider, R.J., & Unruh, H.R. (2004). Typology of religious characteristics of social service and educational organizations and programs. *Nonprofit and Voluntary Sector Quarterly*, 33(1), 109-134.
- Sills, P., Butcher, H., Collis, P., & Glen, A. (1980). The formation and forms of community

- groups. *Journal of Voluntary Action Research*, 9(1-4), 189-202.
- Sink, D.W., & Stowers, G. (1989). Coalitions and their effect on the urban policy agenda. *Administration in Social Work*, 13(2), 83-98.
- Sklar, F., & Ames, R.G. (1983). Corporate philanthropy and inner-city social action groups: Can partnership policies succeed? *Journal of Voluntary Action Research*, 12(2), 46-58.
- Slessarev-Jamir, H. (2004). Exploring the attraction of local congregations to community organizing. *Nonprofit and Voluntary Sector Quarterly*, 33(4), 585-605.
- Slovak, J.S., & Lucas, W. (1985). Voluntary action for community economic development: The case of BREP in new jersey. *Journal of Voluntary Action Research*, 14(1), 4-15.
- Smith, D.H. (1972). Ritual in voluntary associations. *Journal of Voluntary Action Research*, 1(4), 39-53.
- Smith, D.H. (1973). Volunteerism and socio-economic development: Some key questions for research. *Journal of Voluntary Action Research*, 2(3), 156-160.
- Smith, D.H. (1984). Churches are generally ignored in contemporary voluntary action research: causes and consequences. *Journal of Voluntary Action Research*, 13(4), 11-18.
- Smith, D.H. (1991). Four sectors or five? Retaining the member-benefit sector. *Nonprofit and Voluntary Sector Quarterly*, 20(2), 137-150.
- Smith, D.H. (1992a). National nonprofit, voluntary associations: Some parameters. *Nonprofit and Voluntary Sector Quarterly*, 21(1), 81-94.
- Smith, D.H. (1992b). A neglected type of voluntary nonprofit organization: Exploration of the semiformal, fluid membership organization. *Nonprofit and Voluntary Sector Quarterly*, 21(3), 251-269.
- Smith, D.H. (1993). The field of nonprofit and voluntary action research: then and now.

- Nonprofit and Voluntary Sector Quarterly* 22(3), 197-200.
- Smith, D.H. (1994). Determinants of voluntary association participation and volunteering: A literature review. *Nonprofit and Voluntary Sector Quarterly*, 23(3), 243-263.
- Smith, D.H. (1995). Some challenges in nonprofit and voluntary action research. *Nonprofit and Voluntary Sector Quarterly*, 24(2), 99-101.
- Smith, D.H. (1996). Improving the international classification on nonprofit organizations. *Nonprofit Management and Leadership*, 6(3), 317-324.
- Smith, D.H. (1997). The rest of the nonprofit sector: Grassroots associations as the dark matter ignored in prevailing "flat earth" maps of the sector. *Nonprofit and Voluntary Sector Quarterly*, 26(2), 114-131.
- Smith, D.H. (1997). Grassroots associations are important: Some theory and a review of the impact literature. *Nonprofit and Voluntary Sector Quarterly*, 26(3), 269-306.
- Smith, D.H. (1999a). The effective grassroots association, Part One. *Nonprofit Management and Leadership*, 9(4), 443-457.
- Smith, D.H. (1999b). The effective grassroots association II: Organizational factors that produce external impact. *Nonprofit Management and Leadership*, 10(1), 103-116.
- Smith, D.H., Seguin, J., & Collins, M. (1973). Dimensions and categories of voluntary organizations/NGOs. *Journal of Voluntary Action Research*, 2(2), 116-120.
- Smith, J. (1997). Nonresponse bias in organizational surveys: Evidence from a survey of groups and organizations working for peace. *Nonprofit and Voluntary Sector Quarterly*, 26(3), 359-368.
- Smith, T.A. (1972). Industrial associations: Reflections of an insider. *Journal of Voluntary Action Research*, 1(2), 8-12.

- Solansky, S.T., Duchon, D., Plowman, D.A., & Martinez, P.G. (2008). On the same page: The value of paid and volunteer leaders sharing mental models in churches. *Nonprofit Management and Leadership, 19*(2), 203-219.
- Sosin, M. (1982). Emergency and special needs programs: Administrative issues. *Administration in Social Work, 6*(4), 1-13.
- Spiegel, H.B.C. (1987). Coproduction in the context of neighborhood development. *Nonprofit and Voluntary Sector Quarterly, 16*(3), 54-61.
- Specht, H. (1978). The grassroots and government in social planning and community organization. *Administration in Social Work, 2*(3), 319-334.
- Speer, P.W., & Zippay, A. (2005). Participatory decision-making among community coalitions: An analysis of task group meetings. *Administration in Social Work, 29*(3), 61-77.
- Staples, L.H. (1990). Powerful ideas about empowerment. *Administration in Social Work, 14*(2), 29-42.
- Stephenson, L.K. (1979). Contemporary kumiai's in Hawaii. *Journal of Voluntary Action Research, 8*(3-4), 74-83.
- Stephenson, T. (1973). Internal structure of a voluntary political organization: A case study. *Journal of Voluntary Action Research, 2*(4), 240-243.
- Stephenson, M., & Chaves, E. (2006). The nature conservancy, the press, and accountability. *Nonprofit and Voluntary Sector Quarterly, 35*(3), 345-366.
- Stiffman, A.R., Feldman, R.A., Evans, D.A., & Orme, J.G. (1984). Collaborative research for social service agencies: Boon or bane? *Administration in Social Work, 8*(1), 45-57.
- Stoner, M.R. (1988). The voluntary sector leads the way in delivering health care to the

- homeless ill. *Nonprofit and Voluntary Sector Quarterly*, 17(1), 24-35.
- Stritt, S.B. (2008). Estimating the value of the social services provided by faith-based organizations in the United States. *Nonprofit and Voluntary Sector Quarterly*, 37(4), 730-742.
- Suarez, D.F., & Hwang, H. (2008). Civic engagement and nonprofit lobbying in California, 1998-2003. *Nonprofit and Voluntary Sector Quarterly*, 37(1), 93-112.
- Sundeen, R.A. (1990). Citizens serving government: The extent and distinctiveness of volunteer participation in local public agencies. *Nonprofit and Voluntary Sector Quarterly*, 19(4), 329-344.
- Swanson, S.R., Davis, J.C., & Zhao, Y. (2008). Art for art's sake? An examination of motives for arts performance attendance. *Nonprofit and Voluntary Sector Quarterly*, 37(2), 300-323.
- Taunstein, D.M., & Steinman, R. (1973). Voluntary self-help organizations: An exploratory study. *Journal of Voluntary Action Research*, 2(4), 230-239.
- Taylor, M. (1979). Community action and research. *Journal of Voluntary Action Research*, 8(1-2), 56-64.
- Thompson, A.M. (1995). Latent cosmopolitan and local orientation among rural emergency services. *Nonprofit and Voluntary Sector Quarterly*, 24(2), 103-116.
- Thomson, A.M., & Perry, J.L. (1998). Can AmeriCorps build communities? *Nonprofit and Voluntary Sector Quarterly*, 27(4), 399-420.
- Toepler, S., Seitchek, C., & Cameron, T. (2004). Small organization mergers in arts and humanities. *Nonprofit Management and Leadership*, 15(1), 95-116.
- Treadwell, H. (2008). Population-based approaches to inform policy: Men's health disparities

- and opportunities for nonprofits and philanthropy to leverage change. *Nonprofit and Voluntary Sector Quarterly*, 37(1, Supp), 25-33.
- Trojan, A., Halves, E., Wetendorf, H-W., & Bauer, R. (1990). Activity areas and developmental stages in self-help groups. *Nonprofit and Voluntary Sector Quarterly*, 19(3), 263-278.
- Tucker, D.J., & Sommerfeld, D.H. (2006). The larger they get: The changing size distributions of private human service organizations. *Nonprofit and Voluntary Sector Quarterly*, 35(2), 183-203.
- Twombly, E.C. (2003). What factors affect the entry and exit of nonprofit human service organizations in metropolitan areas? *Nonprofit and Voluntary Sector Quarterly*, 32(2), 211-235.
- Useem, M. (1991). Corporate funding of the arts in a turbulent environment. *Nonprofit Management and Leadership*, 1(4), 329-343.
- Uzzell, D. (1979). Four roles for the community researcher. *Journal of Voluntary Action Research*, 8(1-2), 65-75.
- Uzzell, D.L. (1980). Conflicting explanations of participatory group membership. *Journal of Voluntary Action Research*, 9(1-4), 203-210.
- Vanderwood, J.R. (2004). How faith-based social service organizations manage secular pressures associated with government funding. *Nonprofit Management and Leadership*, 14(3), 239-262.
- Van Til, J. (1975). Citizen participation in criminal justice: Opportunity, constraint, and the arrogance of the law. *Journal of Voluntary Action Research*, 4(1-2), 69-74.
- Van Til, J. (1987). The three sectors: Voluntarism in a changing political economy. *Nonprofit and Voluntary Sector Quarterly*, 16(1-2), 50-63.

- Wagner, A. (2008). Religion and civil society: A critical reappraisal of America's civic engagement debate. *Nonprofit and Voluntary Sector Quarterly*, 37(4), 626-645.
- Walker, J.M. (1975). Organizational change, citizen participation, and voluntary action. *Journal of Voluntary Action Research*, 4(1-2), 4-22.
- Walter, V.A. (1990). Children as citizens in training: Political socialization for a strong democracy. *Nonprofit and Voluntary Sector Quarterly*, 19(1), 7-20.
- Warren, D.I., & Warren, R.B (1985). U.S national patterns of problem coping networks: Preliminary results from 1983 and 1984 gallup surveys. *Nonprofit and Voluntary Sector Quarterly*, 14(2-3), 31-53.
- Washburn, P.C., & Anderson, J.G. (1978). Toward a general model of political action: The case of picketing. *Journal of Voluntary Action Research*, 7(3-4), 44-54.
- Weinstein, D. (1973). Social science associations and the polity: advising, activism, and apathy. *Journal of Voluntary Action Research*, 2(2), 86-94.
- Weissman, H.H. (1980). Accreditation, credentialing, and accountability. *Administration in Social Work*, 4(4), 41-52.
- Weber, M. (1972). Max Weber's proposal for the sociological study of voluntary associations. *Journal of Voluntary Action Research*, 1(1), 20-23.
- Weil, M. (1982). Involvement of senior citizens in needs assessment and services planning. *Journal of Voluntary Action Research*, 11(2-3), 59-71.
- Weinir, P.L. (1980). Sex-linked inconsistency, disturbing interaction, and voluntary participation: A re-examination of the social participation hypothesis. *Journal of Voluntary Action Research*, 9(1-4), 45-59.
- Weiss, J.A. (2000). From research to social improvement: understanding theories of

- intervention. *Nonprofit and Voluntary Sector Quarterly*, 29(1), 81-110.
- Weschler, L.F., & Mushkatel, A.H. (1987). The developer's role in coprovision, cofinancing, and coproduction of urban infrastructure and services. *Nonprofit and Voluntary Sector Quarterly*, 16(3), 62-69.
- White, L.G. (1981). Functions of neighborhood advisory groups. *Journal of Voluntary Action Research*, 10(2), 4-26.
- Whitmore, E., Sappington, H.W., Lin Compton, J., & Green, J.C. (1988). Adult learning through participation in rural community groups. *Nonprofit and Voluntary Sector Quarterly*, 17(3-4), 55-67.
- Wilhelm, M.O. (2007). The quality and comparability of survey data on charitable giving. *Nonprofit and Voluntary Sector Quarterly*, 36(1), 65-84.
- Wilmeth, M.W., & Wilmeth, R.J. (1979). Lesser angels and minor profits. *Journal of Voluntary Action Research*, 8(3-4), 21-32.
- Williams, A.R., & Kindle, C. (1992). Effectiveness of nongovernmental and nonprofit organizations: Some methodological caveats. *Nonprofit and Voluntary Sector Quarterly*, 21(4), 381-390.
- Williams, C. (1984). Contemporary voluntary associations and the urban black church: The development and growth of mutual aid societies. *Journal of Voluntary Action Research*, 13(4), 19-30.
- Williams, J.A., & Ortega, S.T. (1986). The multidimensionality of joining. *Nonprofit and Voluntary Sector Quarterly*, 15(4), 35-44.
- Williams, R.H. (1994). Organizational change in theological schools: Dilemmas of ideology and resources. *Nonprofit and Voluntary Sector Quarterly*, 23(2), 123-137.

- Wineburg, R.J. (1992). Local human services provision by religious congregations: A community analysis. *Nonprofit and Voluntary Sector Quarterly*, 21(2), 107-117.
- Wineburg, R.J. (1993). Social policy, community service development, and religious organizations. *Nonprofit Management and Leadership*, 3(3), 283-297.
- Wineburg, R. (1994). A longitudinal case study of religious congregations in local human services. *Nonprofit and Voluntary Sector Quarterly*, 23(2), 159-169.
- Winkle, C.R. (1991). Inequity and power in the nonprofit sector: A comparative analysis of AIDS-related services for gay men and intravenous drug users in Chicago. *Nonprofit and Voluntary Sector Quarterly*, 20(3), 313-328.
- Wittberg, P. (2000). Called to service: The changing institutional identities of American denominations. *Nonprofit and Voluntary Sector Quarterly*, 29(3), 357-376.
- Wollebaek, D., & Selle, P. (2002). Does participation in voluntary associations contribute to social capital? The impact of intensity, scope, and type. *Nonprofit and Voluntary Sector Quarterly*, 31(1), 32-61.
- Wolff, N., & Schlesinger, M. (1998). Access, hospital ownership, and competition between for-profit and nonprofit institutions. *Nonprofit and Voluntary Sector Quarterly*, 27(2), 203-236.
- Wolff, N., Weisbrod, B.A., & Bird, E.J. (1993). The supply of volunteer labor: the case of hospitals. *Nonprofit Management and Leadership*, 4(1), 23-45.
- Wong, Y.I., Park, J.M., & Nemon, H. (2006). Homeless service delivery in the context of continuum of care. *Administration in Social Work*, 30(1), 67-94.
- Wooten, T.C., Coker, J.W., & Eelmore, R.C. (2003). Financial control in religious organizations: A status report. *Nonprofit Management and Leadership*, 13(4), 343-365.

- Yanich, B. (1984). Urban community partnerships: Symbols that succeed and strategies that fail. *Journal of Voluntary Action Research*, 13(1), 23-37.
- Young, D.R. (1993). The first three years of NML: Central issues in the management of nonprofit organizations. *Nonprofit Management and Leadership*, 4(1), 3-22.
- Zaleski, P.A., & Zech, C.E. (1997). Efficiency in religious organizations. *Nonprofit Management and Leadership*, 8(1), 3-18.
- Zander, A. (1972). The purposes of national associations. *Journal of Voluntary Action Research*, 1(4), 20-29.
- Zev Kalifon, S. (1991). Self-help groups providing services: Conflict and change. *Nonprofit and Voluntary Sector Quarterly*, 20(2), 191-205.
- Ziegenfuss, J.T. (1984). The varied role of the patients' rights representative in an organizational grievance program. *Administration in Social Work*, 8(2), 59-67.
- Ziegenfuss, J.T., & Hadley, T. (1980). Understanding purposes of regulation: A case example in mental health. *Administration in Social Work*, 4(3), 53-60.
- Zippay, A. (1999). Establishing group housing: community outreach methods. *Administration in Social Work*, 23(2), 33-46.
- Zohar, A., & Borkman, T. (1997). Emergent order and self-organization: A case study of alcoholics anonymous. *Nonprofit and Voluntary Sector Quarterly*, 26(4), 527-552.
- Zurcher, L.A. (1978). Ephemeral roles, voluntary, and voluntary associations. *Journal of Voluntary Action Research*, 7(3-4), 65-74.

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					