

Leadership
in **NONPROFIT**
ORGANIZATIONS
A REFERENCE HANDBOOK

2

Kathryn A. Agard

Grand Valley State University

EDITOR

 SAGE



reference

Los Angeles | London | New Delhi
Singapore | Washington DC

VOLUME TWO

PART V. LEADING THE NONPROFIT ORGANIZATION (Continued)

- | | |
|---|-----|
| 55. Selection, Functions, Structure, and Procedures of the Nonprofit Board
<i>Barbara A. Metelsky, North Carolina State University</i> | 491 |
| 56. Differences in Boards Based on the Size, Age, and Type of the Organizations
<i>Rikki Abzug, Ramapo College of New Jersey</i> | 503 |
| 57. Board and Staff Leadership Roles: Theoretical Perspectives
<i>Thomas G. Fuechtmann, DePaul University</i> | 511 |
| 58. Philanthropic Leadership at the Community Level
<i>Mary B. Mc Donald, University of San Diego</i> | 522 |
| 59. Leading Nonprofit Partnerships With Government
<i>Ramya Ramanath, Grand Valley State University</i> | 530 |
| 60. What Nonprofit Leaders Should Know About Basic Economic Principles
<i>Alvin Kamienski, North Park University</i> | 540 |
| 61. When Things Go Wrong: Leadership and the Problem of Unintended Consequences
<i>Timothy O'Brien and Gianfranco Farruggia, North Park University</i> | 551 |
| 62. Leading Collaboration: Creating Strategic Alliances and
Restructuring via Mergers, Acquisitions, and Integration
<i>H. Luke Shaefer, Mariam DeLand, and Theodore R. Jones,
University of Michigan School of Social Work</i> | 559 |
| 63. Major Social Change Theories That Nonprofit Leaders Should Know
<i>Agnes Meinhard, Ryerson University</i> | 568 |
| 64. Public Policy on Tax Exemptions for Nonprofit Organizations
<i>Melissa A. Walker, Wichita State University</i> | 577 |
| 65. Nonprofit Organization Life Cycles
<i>Dorothy Norris-Tirrell, University of Memphis</i> | 585 |
| 66. Role of Nonprofit Leaders in Setting the Values, Vision, and Mission of the Organization
<i>Salvatore P. Alaimo, Grand Valley State University</i> | 595 |
| 67. Role of Nonprofit Leaders in Data and Needs Analysis and Assessment
<i>Teresa R. Behrens, Johnson Center for Philanthropy, Grand Valley State University.</i> | 603 |
| 68. Culture, Climate, and Social Context in Nonprofit Organizations
<i>Audrey Barrett, San Diego City College</i> | 611 |
| 69. Marketing Issues: Who Is the Customer?
<i>Chris Huizenga, North Park University</i> | 621 |
| 70. Role of Nonprofit Leaders in Marketing, Positioning, and Public Relations
<i>Robert Shalett, Johnson Center for Philanthropy, Grand Valley State University</i> | 629 |

71. Marketing Issues: Options, Types, and Targets	639
<i>Jenna Leigh Riedi, University of Wisconsin–Milwaukee</i>	
72. Traditional Print Vehicles and Stakeholder Groups	647
<i>Lora Vitek, American Veterinary Medical Foundation</i>	
73. Media Relations: Promotion and Crisis Communications	655
<i>Joseph Borrell, Shippensburg University</i>	
74. Role of Nonprofit Leaders in Evaluation and the Use of Logic Models	664
<i>Lisa Wyatt Knowlton, Phillips Wyatt Knowlton, Inc.</i>	
75. Role of the Nonprofit Leader in Managing Risk	675
<i>Paul Cavanagh, Seton Hall University</i>	
76. Using Data to Make Decisions	683
<i>John Risley, Johnson Center for Philanthropy, Grand Valley State University</i>	
77. Challenges in Delivering Services Using New Technologies: Organizational Capacity and IT Support	688
<i>Ashima Saigal, Johnson Center for Philanthropy, Grand Valley State University</i>	
78. Leading New Technology Innovation	697
<i>Heather Carpenter, University of San Diego</i>	
79. Social Media and Electronic Networks	706
<i>James Edwards, Johnson Center for Philanthropy, Grand Valley State University</i>	
PART VI. LEADING A GRANTMAKING FOUNDATION	
80. Role of the Foundation Leader in Defining Grantmaking Areas of Interest and Strategy	719
<i>Joseph Palus, Indiana University–Purdue University Indianapolis</i>	
81. Role of the Foundation Leader in Listening to Nonprofit Organizations	727
<i>Diana Sieger, Grand Rapids Community Foundation</i>	
82. Evaluation, Accountability, and Impact of Foundations	736
<i>Robert L. Fischer, Mandel School of Applied Social Sciences</i>	
83. Leadership Traps for the Grantmaker: The Problem of Consistent Positive Feedback	743
<i>Joel J. Orosz, Johnson Center for Philanthropy, Grand Valley State University</i>	
84. Ethics and Grantmaking	752
<i>James Gelatt, University of Maryland University College</i>	
PART VII. LEADERSHIP OF NONPROFITS AND THE INDIVIDUAL	
85. Understanding the Charitable, Philanthropic, Altruistic Impulse	763
<i>Philip L. Barclift, Seattle University</i>	
86. The Charitable Spirit: Tapping Into Altruism to Achieve the Nonprofit Mission	773
<i>Robb Shoaf, United Methodist Church in Madison</i>	
87. Philanthropic Motives: Who Gives and Volunteers, and Why?	781
<i>Seong-gin Moon, Inha University</i>	
<i>Matthew Downey, Grand Valley State University</i>	
88. Maintaining Personal Balance as a Leader of a Nonprofit Organization	789
<i>Monika L. Hudson, University of San Francisco</i>	
89. Professionalization of Leadership and the Rise of Formal Management and Leadership Education	796
<i>Karabi Chaudhury Bezboraiah, University of Texas at Arlington</i>	
90. Nurturing the Next Generation of Philanthropic Leadership	805
<i>Pier C. Rogers, The Axelson Center for Nonprofit Management, North Park University</i>	
91. Growing Your Career	815
<i>Michael Meyer and Johannes Leitner, WU Vienna University of Economics and Business</i>	

PART VIII. ETHICS AND SOCIAL RESPONSIBILITY IN THE NONPROFIT WORLD	
92. Fundraising Ethics	827
<i>Melissa Morriss-Olson, Bay Path College</i>	
93. Issues in Nonprofit Ethics	838
<i>Audrey Barrett, San Diego City College</i>	
94. Building an Ethic of Service	849
<i>Catherine McCall Marsh, North Park University</i>	
95. Cross-Cultural Management and NGO Capacity Building	859
<i>Terence Jackson and Frederik Claeÿ, Middlesex University Business School</i>	
96. Making the Case for Workplace Diversity	871
<i>Jasmine McGinnis, Georgia State University and Georgia Institute of Technology</i>	
Appendix A. Print Resources on Nonprofit Leadership	878
Appendix B. Online Resources in the Nonprofit and Philanthropic Sector	904
Appendix C. Nonprofit Organizations	908
Appendix D. Civic Ideals and the Giving Society: Connecting Social Studies and Philanthropy for Grades 9–12	917
Index	985