

Enterprising Nonprofits A Toolkit For Social Entrepreneurs

Social Entrepreneurship is a global phenomenon that impacts the lives of citizens by using innovative approaches to solving social problems. This book offers a comprehensive examination of this growing area of research and provides an excellent introduction to social entrepreneurship theory and a framework for future research.

People and organizations at every stage of Internet sophistication face the same burning question: How should they change in order to succeed in a digital world? Renowned thinker and business trailblazer Rosabeth Moss Kanter says answers will be found not in cyberspace but on the ground, where real people connect, collaborate, and form thriving human communities. In this eye-opening book, Kanter explores what she calls "e-culture"-a new way of living and working that will transform every aspect of today's organizations. Kanter argues that networks of relationships, not just new technologies, permit speed and seamlessness, encourage creativity and collaboration, and release energy and brainpower-the "soul" of e-business. And every organization-from dotcoms to dotcom-enablers (technology and service providers) to wannadots (traditional companies struggling to embrace the Web)- must learn to build and foster them. Based on a landmark project with rare on-site access, over 300 interviews, and a 785-company global survey, *Evolve!* provides a hands-on blueprint for adopting the core principles of e-culture: treat strategy as improvisational theater; nurture networks of partners; reconstruct organizations as online and offline "communities"; and attract and retain top talent. With colorful and memorable stories, Kanter illuminates vast differences between older, more conservative companies and aggressive, born-digital dotcoms. She takes us deep inside evolving organizations-including IBM, eBay, Reuters, Sun Microsystems, Razorfish, Abuzz, Barnesandnoble.com, Williams-Sonoma, and pioneering public schools-to provide best practices from e-culture pacesetters and cautionary lessons from Internet laggards. Defining the skills leaders need to master change, she reveals how dotcoms and dotcom-enablers can grow fast while crafting a great culture, and how wannadots can benefit by becoming Web-enabled. For anyone who wants to realize the potential and avoid the pitfalls of the Internet age, this pathbreaking book identifies and analyzes the emergence of e-culture-and provides a lively, roll-up-your-sleeves guide to profiting from tomorrow. Rosabeth Moss Kanter is the Ernest L. Arbuckle Professor of Business Administration at Harvard Business School. She has been named one of the "50 Most Powerful Women in the World" by The Times of London, and is the author of several bestselling books.

Social entrepreneurship differs from traditional forms of entrepreneurship in that the primary goal of the social venture is to address social problems and needs that are as yet unmet. The driving force of such ventures is social value creation. This new textbook aims to provide a comprehensive, cutting edge resource for students, introducing them to the unique concerns and challenges that face social ventures through a comparison with the principles of traditional entrepreneurship. The book consists of fourteen chapters covering all aspects of venture creation and management—from writing a business plan, to financing, people management, marketing, and social impact measurement. Social Entrepreneurship uses real-life examples and sources to expose students to contemporary developments in the field, encouraging them to think critically about the issues faced by social ventures across the globe, and experiential exercises and assignments are included to provide students with hands-on experience in creating and managing their own social ventures.

Also containing review and application questions, illustrative cases, definitions of key terms, and a comprehensive companion website, Social Entrepreneurship is the essential guide to this rapidly emerging field. Visit the companion website at www.routledge.com/cw/beugre to find: For Instructors PowerPoint slides Instructor's manual Multiple-choice questions For Students Extra illustrative cases Web links Links to video

A courageous call to free charity from its ideological and economic constraints

Results Now for Nonprofits

Accountability and Social Accounting for Social and Non-profit Organizations

Text and Cases

Discourses and Ecologies of Innovation in the Creative University

Effective Nonprofit Management

The Perfect Board

The SAIC Solution

With increased competition for external funding, technological advancement, and public expectations for transparency, not-for-profit and non-governmental organizations are facing new challenges and pressures. While research has explored the roles of accounting, accountability, and performance management in nonprofit organizations, we still lack evidence on the best practices these organizations implement in the areas of accountability and performance management. This book collects and presents that evidence for the first time, offering insights to help nonprofits face these new challenges head-on. *Performance Management in Nonprofit Organizations* focuses on both conventional and contemporary issues facing nonprofits, presenting evidence-based insights from leading scholars in the field. Chapters examine the design, implementation, and working of accounting, accountability, governance, and performance management measures, providing both retrospective and contemporary views, as well as critical commentaries on accounting and performance related issues in nonprofit organizations. The book's contributors also offer critical commentaries on the changing role of accounting and performance management in this sector. This research-based collection is an interesting and useful read for academics, practitioners, students, and consultants in nonprofit organizations, and is highly accessible to accounting and non-accounting audiences alike.

The second edition of this popular book uses in-depth theoretical study and international case studies to explore new developments in social entrepreneurship, such as the rise of the social investment market and the increasing importance of social impact measurement.

Understanding Social Entrepreneurship is the leading textbook that provides students with a comprehensive overview of the field. It brings the mindset, principles, strategies, tools, and techniques of entrepreneurship into the social sector to present innovative solutions to today's vexing social issues. Kickul and Lyons cover all the key topics relevant to social entrepreneurship, including a detailed examination of each of the steps in the entrepreneurial process. This third edition includes several new features: A process-oriented format, taking students through discovery, design, development, and delivery Two new chapters: one on lean startup and design thinking for social entrepreneurship, and another on unconventional approaches from developing countries Updated and new case studies, with improved global coverage 'Practically Speaking' sections that explore evidence-based research from the field Bringing together a rigorous theoretical foundation and a strong practical focus, this is the go-to resource for students of social entrepreneurship at undergraduate and postgraduate levels. A companion website includes an instructor's manual, PowerPoint slides, test bank, and other tools to provide additional support for students and instructors.

Written in plain English and supplemented annually, The Law of Tax-Exempt Organizations, Ninth Edition can help the lawyers and managers of tax-exempt organizations make sure that they are up-to-date on all current regulations pertaining to tax-exempt organizations, and well-prepared to make decisions about their organization's actions and future.

The Relentless Pursuit of Mission in an Ever Changing World

The New Social Entrepreneurship

Social Entrepreneurship (second Edition)

New Models of Sustainable Social Change

What Awaits Social Entrepreneurial Ventures?

The Executive Director's Guide to Thriving as a Nonprofit Leader

Leadership in Nonprofit Organizations

Leaders of nonprofit organizations deliver programs and services vital to the quality of life in the United States. All the activities of our religious communities; the vast majority of the arts and culture, human services, and community development pursuits; as well as education and environmental advocacies take root and deliver their services within the nonprofit sector. Welcome to the world of leadership in nonprofit organizations. This sector offers an opportunity to serve as well as to lead. Leadership in Nonprofit Organizations: A Reference Handbook engages voices on issues and leadership topics important to those seeking to understand more about this dynamic sector of society. A major focus of this two-volume reference work is on the specific roles and skills required of the nonprofit leader in voluntary organizations. Key Features Presents contributions from a wide range of authors who reflect the variety, vibrancy, and creativity of the sector itself Provides an overview of the history of nonprofit organizations in our country Describes a robust and diverse assortment of organizations and opportunities for leadership Explores the nature of leadership and its complexity as exemplified in the nonprofit sector Includes topics such as personalities of nonprofit leaders; vision and starting a nonprofit organization; nonprofit law, statutes, taxation, and regulations; strategic management; financial management; collaboration; public relations for promoting a nonprofit organization; and human resource policies and procedures Nonprofit organizations are a large, independent, diverse, and dynamic part of our society. This landmark Handbook tackles issues relevant to leadership in the nonprofit realm, making it a welcome addition to any academic or public library.

As the position of nonprofit ED becomes more demanding, there is a need for an up-to-date resource. This revised edition of the best-selling book is filled with management advice for succeeding as an executive director. This new edition includes thoroughly updated information and new content. It covers topics on timely issues and practical strategies including: Avoiding Burnout, Accountability, Professional Networking, Financial Literacy, Measuring Effectiveness, and much more. Ideal for ED's and board members, the book also includes new cases and stories from the field and "practical tips" sidebars.

This compilation offers students a comprehensive overview of the field of social entrepreneurship. Leading European researchers and lecturers such as Ann-Kristin Achleitner, Markus Beckmann, Heather Cameron, Pascal Dey, Andreas Heinecke, Benjamin Huybrechts, Alex Nicholls, Johanna Mair, Susan Müller and Chris Steyaert have contributed to this textbook.

The field of social entrepreneurship is attracting attention from multiple industries. Social entrepreneurs are responsible for finding ways to creatively contribute to society by providing affordable products and services. Creating Business Value and Competitive Advantage With Social Entrepreneurship is a useful scholarly resource that examines the broad topic of social entrepreneurship by looking at relevant theoretical frameworks and fundamental terms. Focused on topics such as creating business value, promoting social entrepreneurship, and enacting programs of social change, this book provides the latest research and practical solutions concerning social entrepreneurship. The source proves valuable to academicians, researchers, entrepreneurship practitioners, and individuals interested in learning more about social entrepreneurship.

The Routledge Companion to Nonprofit Marketing

Performance Management in Nonprofit Organizations

Community Action Leaders

A Skills Approach

Creating Business Value and Competitive Advantage With Social Entrepreneurship

Global Perspectives

Purpose, Strategy, Operations, and Governance

The SAGE Text and Cases Series, featuring IVEY Cases is a co-publishing partnership between SAGE Publications and the Richard Ivey School of Business at The University of Western

Ontario. Due to their popularity in more than 60 countries, approximately 200 new cases are added to the Ivey School of Business library each year. These affordable collections not only help students connect to real-world situations, but benefit corporations seeking continued education in the field as well. Introduction to Nonprofit Management: Text and Cases is a unique collection of 28 cases from Ivey Publishing. This casebook helps students gain a better understanding of nonprofit management by providing them with a look at the complex issues that leaders of nonprofit organizations must tackle on a regular basis.

The second volume of the CIVICUS Global Survey of the State of Civil Society offers a wide-ranging analysis of key issues facing civil society worldwide with contributions from prominent researchers and civil society practitioners. Comprising 24 chapters, the book draws on the information collected by the CIVICUS Civil Society Index project in more than 45 countries to explore issues such as civil society's accountability, its relations to the state and corporate sector and its role in governance and development. It also includes regional overviews of the state of civil society in different continents. By bringing together a diversity of perspectives and themes, this book offers one of the most comprehensive and engaging analyses of civil society worldwide. Other Contributors: Helmut Anheier, Stefanie Bailer, Monica Blagescu, Thilo Bodenstern, David Bonbright, L. David Brown, Jerzy Celichowski, Julius Court, Wolfgang Dörner, Alan Fowler, Marc M. Howard, Mohini Kak, Mahi Khallaf, Natalia Kirytopoulou, Petr Kopecky, Barry Knight, Carmen Malena, Jacob Mati, Cas Mudde, Kumi Naidoo, Paul Opoku-Mensah, Aruna Rao, Laurie Regelbrugge, Janine Schall-Emden, Andres Serbin, Catherine Shea, Carla Suarez, Rajesh Tandon, Özlem Tür, and Jan van Deth.

The first comparative look at how social enterprise is shaped by local conditions worldwide

Outstanding social entrepreneurs inspire students, transform communities, and ignite innovative approaches to solving social needs. This timely book has been inspired by the increasing interest around social entrepreneurship scholarship and the practice of delivering innovative solutions to social issues. The in-depth theoretical study of stakeholder engagement, financial options, leadership management and organizational challenges is complemented by compelling international case studies of real social enterprise success. The book will be essential reading for students, academics, practitioners and entrepreneurs to expand their knowledge, skills and passion and sustainably pursue their social missions to bring about real social change.

A Reference Handbook

Effectively Managing and Leading Human Service Organizations

Scaling the Social Enterprise

Enhancing the Performance of Your Enterprising Nonprofit

A skills approach

From the Ground Up

Handbook of Research on Social Entrepreneurship and Solidarity Economics

Employees with valuable skills and a sense of their own worth can make their jobs, pay, perks, and career opportunities different from those of their coworkers in subtle and not-so-subtle ways. This book shows how such individual arrangements can be made fair and acceptable to coworkers, and beneficial to both the employee and the employer.

Education programs in social entrepreneurship helps to create and fill jobs devoted to developing the local economy, which has become a dual transfer strategy by which a virtuous circle occurs between a retrofitted educational system based on social entrepreneurship, and vocational students who are highly entrepreneurial. The Handbook of Research on Social Entrepreneurship and Solidarity Economics focuses on practical experience and theoretical models for popularizing the concept of social entrepreneurship as a critical element of economic growth. Emphasizing the ways in which social entrepreneurship benefits developing regions, small and medium enterprises, and low-income communities, this handbook of research is a pivotal reference source for professionals, academics, and graduate-level students in the fields of economics, business administration, sociology, education, politics, and international relations.

This book provides a state-of-the-art assessment of citizen participation practice and research in the United States. With contributions from a stellar group of scholars, it provides readers an overview of a field at the heart of democratic governance. Individual chapters trace shifts in participation philosophy and policy, examine trends at different government levels, analyze technology/participation interactions, identify the participation experiences of minority populations, and explore the impact of voluntary organizations on this topic. A five-chapter section illustrates innovative cases. Another section explores the role of various methodologies in advancing participation research. The scope, depth, and timeliness of the coverage fills two voids in the public administration literature. First, the book provides a unique collection of articles for graduate courses in citizen participation and democratic governance. The volume also offers an excellent compendium for researchers who are at the frontline of participation research and practice.

Giving Back: Connecting You, Business, and Community More than ever before, businesspeople are seeking new ways to get involved in their communities by affiliating with charities and nonprofits in meaningful and deeply powerful ways. This new mindset is one where doing good is not just positive public relations, but essential to the way the company does business. Giving Back: Connecting You, Business, and Community is a revolutionary book about the new enlightenment in business that is a direct result of the demographic, political, and social changes in the nation today. Brimming with exclusive stories of leaders who have been successful at making a difference in their own communities, this book shows you how many successful businesspeople have made giving back a part of their everyday lives. Giving Back also shows how your business's participation in charitable activities can enhance its brand—and bottom line. Providing a wealth of hands-on, practical experience, this insightful book covers essential topics, including: Why doing good is smart business Leading by example A revolution in retail Partnering with nonprofits A new spirit of volunteerism The venture philanthropists The

personal benefits of giving back When businesspeople focus their energy, organizational talent, and personal connections on achieving a social goal, they can be a powerful force for community good. Giving Back provides you with the tools, facts, and know-how to build mutually beneficial relationships where the sum of the two parts can be greater than either one alone. There will never be a shortage of problems to be solved, but there will always be a need for talented and passionate people to help solve them. Giving Back will inspire you to give back to create a positive and long-lasting impact in your community and in the world around you.

Nonprofit Management: Principles and Practice

How Restraints on Nonprofits Undermine Their Potential

Organization and Newness

Social Entrepreneurship and Social Business

Strategic Tools for Social Entrepreneurs

An Introduction and Discussion with Case Studies

Lessons Learned from Founders of Social Startups

Enterprising Nonprofits A Toolkit for Social Entrepreneurs John Wiley & Sons

An updated edition of a groundbreaking book on best practices for nonprofits What makes great nonprofits great? In the original book, authors Crutchfield and McLeod Grant employed a rigorous research methodology derived from for-profit books like Built to Last. They studied 12 nonprofits that have achieved extraordinary levels of impact—from Habitat for Humanity to the Heritage Foundation—and distilled six counterintuitive practices that these organizations use to change the world. Features a new introduction that explores the new context in which nonprofits operate and the consequences for these organizations Includes a new chapter on applying the Six Practices to small, local nonprofits, including some examples of these organizations Contains an update on the 12 organizations featured in the original book—how they have fared, what they've learned, and where they are now in their growth trajectory This book has lessons for all readers interested in creating significant social change, including nonprofit managers, donors, and volunteers.

This book addresses the issues and functioning of accounting and accountability for social and non-profit organizations. It presents research papers that address the limitations of conventional accounting, the meaning of accountability, and the potential of social and environmental accounting for these organizations.

A hands-on resource that shows nonprofits how to adopt entrepreneurial behaviors and techniques The rising spirit of social entrepreneurship has created all kinds of new opportunities for nonprofit organizations. But at the same time, many are discovering more than their share of challenges as well. This essential book will help anyone in the field gain the necessary skills to meet these challenges. Written by the leading thinkers and practitioners in the field, Enterprising Nonprofits offers concise and engaging explanations of the most successful business tools being used by nonprofits today. The authors clearly describe all the concepts so you'll be able to embrace the methods of social enterprise for your organization. With this book, you'll learn how to use practical business techniques to dramatically improve the performance of your nonprofit.

Praise for Enterprising Nonprofits "I can't imagine a better team to bring powerful insights and practical guidance to social entrepreneurs. Readers will be inspired by the examples, and then they will roll up their sleeves to apply the many useful management tools in this engaging book."-Rosabeth Moss Kanter, Harvard Business School, Author of Evolve!: Succeeding in the Digital Culture of Tomorrow

"In one book, Enterprising Nonprofits does for social entrepreneurs what countless volumes have done for entrepreneurs in the business sector. A wonderful mixture of analysis, practical advice, and inspiration."-Paul Brest, President, William and Flora Hewlett Foundation All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship.

Enterprising Nonprofits

How Businesses Can Transform Society

The Six Practices of High-Impact Nonprofits

Uncharitable

A Toolkit for Social Entrepreneurs

Managing Nonprofit Organizations

Hank Rosso's Achieving Excellence in Fund Raising

This book aims to define a novel conception of what social entrepreneurship (SE) actually is, and what it is not, starting from a sharp and focused vision of SE: it entails innovations designed to explicitly improve societal well-being, housed within entrepreneurial organizations, which initiate change in society. In so doing, it provides a critical and comprehensive framework for current and future research in the area. Francesco Perrini adopts a novel approach to the SE phenomenon, considering it as a dynamic process created and managed by innovative social entrepreneur (an individual or team) who strives to create new social

values in the market and community at large. By now SE has attained a wider and more enthusiastic acceptance in corporate thinking and practice than in the literature. This double line of reasoning, partly theoretical and partly practitioner-based, drives the bottom line of the book. In the first part *The New Social Entrepreneurship* looks for a consistent answer to a muddle of still-unresolved questions: How can SE be defined? How can SEVs be identified? What are the main dimensions along which organizations vary and what factors lead to success? What does success mean? Does the way in which an SEV is designed matter? Does it make sense to talk about a social business plan? Is an SEV aligned with traditional sources of financing? And so on. In the second part, the book changes perspective, examining several practical examples of how perspectives on SE are translated into concrete phenomena: 'LocalFeed', CafeDirect, The Sekem Initiative, Teleserinita, the NYC Watershed Agreement, and sustainable tourism in Turkey and so on. They illustrate theoretical frameworks, each enlightening specific aspects of SE and making theory and practice comparisons. *Scaling the Social Enterprise* is an ideal text for courses that focus on social entrepreneurship and social innovation, at either the graduate or undergraduate level. Common themes across high growth social startups discussed in the book include: • building and modifying a management team for growth • creating and maintaining a dynamic stakeholder network • choosing corporate form and funders • moving from idea to pilot, to roll-out, and pivots along the way • the importance of media magic in building a brand • developing and refining one's value chain • the pivotal role of technology in scaling Featuring high profile, high growth social startups including Fair Trade USA, Revolution Foods, Sanergy, Kiva, d.light, Back to the Roots, and Grameen America, the chapter on funding social startups also profiles social funders such as Bridges Fund Management and Better Ventures, amongst others. Now in its Fourth Edition, *Effectively Managing and Leading Human Service Organizations* continues to provide invaluable creative ideas for achieving managerial success. Authors Ralph Brody and Murali Nair dissect and diagnose common workplace dilemmas, offering current and future managers the skills to implement positive changes in organizations large and small. Easy-to-read, this book connects a conceptual framework and essential managerial practices with hundreds of real-life examples and case studies of applied managerial skills in organizational settings.

A complete set of tools for applying entrepreneurial strategies and techniques to your nonprofit As a follow-up to their book *Enterprising Nonprofits*, the authors of *Strategic Tools for Social Entrepreneurs* provide a full set of practical tools for putting the lessons of business entrepreneurship to work in your nonprofit. The book offers hands-on guidance that helps social sector leaders hone their entrepreneurial skills and carry out their social missions more effectively than ever before. This practical and easy-to-use book is filled with examples, exercises, checklists, and action steps that bring the concepts, frameworks, and tools to life. Detailed explanations of all the tools and techniques will help you personalize and apply them to your nonprofit organization—making it stronger, healthier, and better able to serve the needs of our communities. Praise for *Strategic Tools for Social Entrepreneurs* "I search constantly for resources that can help provide insight and guidance to take Teach For America to a higher level; *Strategic Tools for Social Entrepreneurs* does this and more. The book takes the best practices of for-profits and social enterprises and adapts them to the needs of entrepreneurial, mission-driven nonprofits. *Strategic Tools for Social Entrepreneurs* is a tremendous contribution to social entrepreneurs and to the nonprofit sector—many thanks to the authors for identifying this need and filling it!" -Wendy Kopp Founder and President, Teach For America All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship.

Social Enterprise

Succeeding in the Digital Culture of Tomorrow

Introduction to Nonprofit Management

Understanding Social Entrepreneurship

Context and Environment

Exporting Press Freedom

Grassroots Organizations Making Social Change

Build your nonprofit into a high performer with this practical approach to purpose, strategy, operations, and governance Planning is vital to achieving your nonprofit's purpose—too bad most nonprofits are strapped for time. Not anymore. Using a lightning-fast and inclusive process, Results Now® puts purpose,

strategy, operations, and governance into one user-friendly, comprehensive plan that your board can pass in a single vote and your organization can maintain as a regular part of its business throughout the year. Results Now for Nonprofits relies on accountability and performance measurement to increase the level of effective decision-making. This "big picture first, details next" planning process helps you: Use the Results Now master plan as a centerpiece of board meetings and as a standard part of board meeting advance information Foster a welcome climate for give-and-take strategic thinking Clarify the organization's story for the community and keep people on point about what's important Develop team cohesion Orient newer leadership members and recharge seasoned ones Attract new funders who reward nonprofits who plan A must-have for all nonprofit executives and directors, members of boards and trustees, and nonprofit managers, Results Now for Nonprofits is a results-driven, practical tool that will help your organization achieve its mission, values, and destiny.

Nonprofit Management: Principles and Practice is a comprehensive textbook written for the Nonprofit Management course, covering the scope and structure of the nonprofit sector, leadership of nonprofits, managing the nonprofit organization, fundraising, earned income strategies, financial management, nonprofit lobbying and advocacy, managing international and global organizations, and social entrepreneurship. Written specifically for students, this text integrates research, theory, and the practitioner literature and includes more than is found in the more prescriptive, practitioner-oriented alternatives. Providing an overview suitable for students enrolled in their first course in the field, the book also includes cases and discussions of advanced issues for those with experience. Key Features: - Includes a chapter on Social Entrepreneurship, which examines the theories behind this concept as well as the successful practices of high-impact nonprofits around the world - Takes a balanced approach to varied perspectives and controversial issues and encompasses traditional concepts as well as new approaches and thinking - Integrates social sciences research, management theory, and practitioner literature Includes mini-cases to enhance student understanding of the issues involved in real-world situations - Chapter-ending suggestions for further reading and questions for discussion at the end of each chapter help students apply chapter content to actual nonprofit organizations.

Organization and Newness: Discourses and Ecologies of Innovation in the Creative University offers a view from a perspective of organizational education on the 'new', which analyzes the production of the 'new' within organizations, in relation to the inherent learning processes.

This timely collection of cutting-edge articles offers a complete overview of marketing in the nonprofit sector. Written by a leading team of international experts, it examines the issues faced by public and nonprofit organizations in marketing and raising funds, and provides a comprehensive review of the latest research. An introductory section reviews the history of ideas in nonprofit marketing and examines those fundamental marketing principles of special relevance to nonprofit organizations. The book then explores in-depth the latest thinking in each of the most important nonprofit arenas, including: voluntary sector marketing fundraising arts marketing education marketing political marketing social marketing volunteer recruitment, management and retention public sector marketing and e-government. Containing real-world examples and case study material throughout, *The Routledge Companion to Nonprofit Marketing* makes an important contribution to our understanding of marketing theory and practice in the nonprofit sector. It is an essential reference for all students, researchers and practitioners working in nonprofit marketing, fundraising or philanthropy.

Forces for Good

Social entrepreneurship

The Law of Tax-Exempt Organizations

The State of Citizen Participation in America

CIVICUS Global Survey of the State of Civil Society: Comparative perspectives

A Global Comparison

Rooting Out Poverty at the Local Level

MANAGING NONPROFIT ORGANIZATIONS This essential resource offers an overall understanding of nonprofits based on both the academic literature and practitioner experience. It shows how to lead, manage, govern, and structure effective and ethical nonprofit organizations. *Managing Nonprofit Organizations* reveals what it takes to be entrepreneurial and collaborative, formulate successful strategies, assess performance, manage change, acquire resources, be a responsible financial steward, and design and implement solid marketing and communication plans. "Managing Nonprofit Organizations is the only introductory text on this subject that manages to do three critical things equally well: It's comprehensive, covering all the key topics leaders of NPOs need to know about; it's practical, providing lots of examples, case incidents, and experiential exercises that connect the content to the real world; and, best of all (and most unique compared to others), it's research-based, drawing on the latest and best empirical studies that look into what works and doesn't work in the world of nonprofit management." —Vic Murray, professor, School of Public Administration, University of Victoria "This book is a rarity—a text that can be used both as the focus for academic study and as a source of stimulating ideas for those practitioners who want to explore theories about management and how they can be applied so they can do a better job. Tschirhart and Bielefeld have explained all aspects of nonprofit management and leadership in a way that will stimulate as well as inform." —Richard Brewster, executive director, National Center on Nonprofit

Enterprise, Virginia Tech University "Managing Nonprofit Organizations presents a comprehensive treatment of this important topic. The book satisfies the competencies and curriculum guidelines developed by NASPAA and by NACC and would be ideal for instruction. The book maintains its commitment to informing management and leadership throughout the nonprofit sector." —Jeffrey L. Brudney, Albert A. Levin Chair of Urban Studies and Public Service, Cleveland State University "This is an important book, written by two of the leading scholars in the nonprofit studies field. Nonprofit managers, board members, funders, educators, and others will find Managing Nonprofit Organizations extremely valuable." —Michael O' Neill, professor of nonprofit management, University of San Francisco "Here's the book that my students have been asking for—just the right mix of theory presentation, research findings, and practical suggestions to serve the thoughtful nonprofit management practitioner. It will inform, instruct, and ultimately, inspire." —Rikki Abzug, professor of management, Anisfield School of Business, Ramapo College

The Perfect Board is a combination narrative and informative book that offers an in-depth review of the pertinent issues that await the modern member of a Board of Directors. Calvin K. Clemons introduces us to Rebecca Mayfield, an up-and-coming Board member learning the ropes of her new job. Through Rebecca's story, Clemons shares the informative tips he has gleaned from extensive personal experience. From loyalty and care to leadership and Rules of Order, The Perfect Board lends insight and direction into this very important position. Perfect for Board members of all experience levels.

Nationwide, approximately 1,000 Community Action agencies advocate for the poor and provide diverse but critical services such as (but not limited to) emergency food and shelter, energy bill assistance, weatherization, education, job training, transportation, housing, and health services. In the face of dynamic environments and shifting poverty needs, Community Action agencies are constantly seeking innovative ways to effectively address poverty in their communities while building their internal capacity to ensure sustained impact and outcomes. This book focuses on the major leadership roles and responsibilities of the Community Action leaders, the types of challenges they face, and how they address those challenges, covering questions such as: How do Community Action leaders identify the needs of low-income people and use that knowledge to tailor programs to meet those needs? In what ways are low-income people involved in Community Action agencies (e.g. board or advisory council members, volunteers, employees, advocates)? What are the advantages and disadvantages associated with their participation? How do the leaders and their staff assess and demonstrate the effectiveness of their organizations and programs? What challenges do they encounter in assessing and communicating performance? What approaches are Community Action leaders using to diversify their revenues? What are the advantages and challenges associated with those approaches? How are the leaders developing their staffs and preparing for leadership succession? How do the leaders benefit from an affiliation with state and national associations? Through original and comprehensive research undertaken by the Center for State Policy and Leadership at the University of Illinois Springfield and the Illinois Association of Community Action Agencies (IACAA), this book is designed to inform and enhance leadership in Community Action agencies and other nonprofit or government organizations with similar missions. It is written in a nontechnical manner and includes a chapter on the history and evolution of Community Action agencies for readers who are unfamiliar with Community Action and the War on Poverty. It will be required reading for professionals working at the frontlines of income inequality, as well as university professors and their students in the fields of public administration, nonprofit management, and social work.

Tackling one of the hottest topics in business today, experts share practical insights about how to finance, market, manage, and assess a social entrepreneurship venture to create a new organization that can do well and do good. * Useful examples of how successful social entrepreneurship enterprises develop marketing plans and promote themselves with integrity * Models for exemplary performance measurement * A concluding chapter in each volume that summarizes and focuses the insights offered * Contributions from the leading practitioners and scholars in the field of social entrepreneurship * Graphics that illustrate and illuminate key points, facilitating comprehension * A glossary of terms to assist students and lay readers

Connecting You, Business, and Community

Giving Back

**Evolve!
How We Built an \$8 Billion Employee-Owned Technology Company**

Social Entrepreneurship

Managing the Creation of Social Value

Grassroots social-change organizations are a critical resource for progressive movement-building in the United States. They provide political education and sites for constituent engagement, and they are beginning to create networks across issues and/or communities; they promote home-grown leadership among groups that have been disadvantaged; they contribute to a shared understanding of the problems of inequality and injustice; and they offer a public space for the

dialogue needed to identify common principles.--From the Ground Up From community organizing for affordable housing in neglected neighborhoods to providing antiviolence training for youth or litigating for the rights of sex workers, grassroots organizations are engaged in energetic efforts to increase the power of marginalized groups. Social-change organizations operate in communities all over the United States, but little has been written about the details of their operations. From the Ground Up takes a close look at how social-change organizations address challenges related to leadership, staff development, decision-making, resource needs, and collaborations. Carol Chetkovich and Frances Kunreuther, both experienced nonprofit managers, draw on their in-depth interviews with leaders and staff members from sixteen diverse social-change organizations to provide a detailed analysis of these groups and their activities. They note that even working in isolation, these organizations make important contributions to justice in their communities; together they might form the base of a larger progressive movement for change.

'Social Entrepreneurship' is a term that has come to be applied to the activities of grass-roots activists, NGOs, policy makers, international institutions, and corporations, amongst others, which address a range of social issues in innovative and creative ways. Themed around the emerging agendas for developing new, sustainable models of social sector excellence and systemic impact, Social Entrepreneurship offers, for the first time, a wide-ranging, internationally-focused selection of cutting-edge work from leading academics, policy makers, and practitioners. Together they seek to clarify some of the ambiguity around this term, describe a range of social entrepreneurship projects, and establish a clear set of frameworks with which to understand it. Included in the volume are contributions from Muhammad Yunus, winner of the 2006 Nobel Peace Prize and the father of microfinance, Geoff Mulgan, former head of the British prime minister's policy unit, and Bill Drayton, founder of the Ashoka network of social entrepreneurs. Jeff Skoll, founder of the Skoll Foundation, and first president of eBay, provides a preface. Alex Nicholls provides a substantial new preface to this paperback edition, reflecting on the latest developments in the study and practice of social entrepreneurship.

International media assistance is a small but important form of international democracy-promotion aid. Media assistance boomed after the 1989 transitions in Central Europe, but now flows to virtually all regions of the world. Today the media assistance industry is focused on the problem of sustainability: How are free and independent public affairs media supposed to maintain their editorial mission while facing hostile political systems or the demands of the consumer marketplace? Many media in developing countries have been or are grant-dependent. When grants are exhausted or withdrawn, media that were funded to further democratic consolidation typically wither and die. Some become mere grant chasers. Others abandon public service to the demands of market competition, or political patronage. As a result, governmental and non-governmental grant makers now emphasize the need for sustainability in considering grants in the media sector. Many grant recipients have grown frustrated, sometimes bitter, and have sought to take a much more active role in the way assistance programs are put together. Just how is sustainability to be achieved while also ensuring a public-service editorial mission? Exporting Press Freedom examines the history and practice of media assistance, and argues that the dilemma of media independence and sustainability is best understood as an economic problem rather than one of poor editorial standards or lack of will. It includes profiles of news and public affairs media in developing and democratizing countries, and also of two non-governmental organizations that have pioneered the use of low-interest loans in media assistance. These profiles exemplify strategic and entrepreneurial approaches to developing and supporting public service media. Such approaches may be of use not only in the developing world, but in the consolidated Western democracies as well, where concern has grown about poor journalistic performance and its consequences f