Nonprofit Organizations

Theory, management, policy

Helmut K. Anheier

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Nonprofit Organizations

This text provides a comprehensive overview of nonprofit and voluntary organizations, non-governmental organizations, philanthropic foundations, and civil society institutions. Taking an international perspective, Nonprofit Organizations details the background and concepts behind these organizations, examines relevant theories, and the central issues of nonprofit governance, management, and policy. Linking theory with practice, each chapter is illustrated with real life case studies.

Questions answered include:

- What is the history of the nonprofit sector?
- What is the scale and structure of the nonprofit sector?
- How can we explain the existence and behavior of nonprofit organizations?
- How do nonprofits obtain funding and how do they manage resources?

Nonprofit Organizations: Theory, Management, Policy is an invaluable core textbook for those studying nonprofit and voluntary organizations, as well as being of great interest to practitioners in the nonprofit sector.

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Preface

This book can be used as a general introduction to the study of nonprofit organizations and as a textbook for courses at the graduate and advanced undergraduate level. The lack of a multi-disciplinary textbook dedicated to the topic of nonprofit organizations, philanthropy, and civil society has long been a major complaint among faculty and students, as has been the absence of a general overview of current knowledge of the field. This book tries to meet both objectives.

The book grew out of over ten years of teaching nonprofit courses at various universities and in different curricular settings. First, between 1994 and 1998, for Master’s students in public policy at the Johns Hopkins Institute for Policy Studies, I wrote the initial lectures that eventually developed very much the first part of this book, with a focus on theory and conceptual approaches. Between 1998 and 2002, I served as course tutor for the Master in Voluntary Sector Management and Administration at the London School of Economics, and put emphasis on lectures that became the governance and management-related parts of the book. Since moving to UCLA, I have continued to add to these sections, and also expanded the coverage of theory and policy. In addition, teaching as part of the European Summer Academy of Philanthropy, at various universities in Europe (University of Bologna, University of Freiburg in Switzerland, University of Oslo), and in executive education in countries as different as the UK, Germany, Spain, and China has added useful perspectives that are reflected in the structure and content of the book.

This textbook tries to cover the major areas of knowledge and expertise when it comes to nonprofit organizations. It follows a sequence of background–history–concepts–facts–theory–behavior–management–policy to cover the interests of academics, nonprofit leaders, and managers alike. Each chapter offers an overview of the topic covered and review questions at the end, with suggested readings for those who wish to explore topics in greater detail.

As a basic overview text, this book cannot cover all aspects of nonprofit studies; and even those addressed cannot be dealt with in the depth the subject matter frequently warrants. It is a testimony to the breadth and richness the field has achieved in recent years that an overview text such as this struggles to do justice to all aspects worth covering. A textbook must make choices—and this one is no different. One choice was to add comparative, international dimensions to the extent possible; another to introduce applied topics even though the book is primarily targeted at academic audiences.
As best as I can judge, this book is the first dedicated and comprehensive textbook on nonprofit studies. As such, it shows all the weaknesses that come with such an endeavor, and it is my hope that it will also show some of its promise of which future editions of this book can benefit, and on which others can build.
Acknowledgments

This book owes much to the effort of others. I would like to thank Regina List who carefully and creatively edited the chapters of this book not once but twice; Marcus Lam who has been a terrific and tireless research assistant and conducted numerous background researches; Laurie Spivak for managing the Center for Civil Society at UCLA so efficiently and graciously that I could find the time to work on this textbook even during very busy periods. Thanks are due to Hagai Katz who contributed to Chapter 4, and was influential in developing Chapter 15 on international issues.

Thanks are also owed to Francesca Heslop who first suggested the idea of this textbook to me, and to her and Rachel Crookes for encouragement and helping me across the finish line. Their patience is legendary.

I am indebted to various institutions and companies for granting permission to reproduce material. Every effort has been made to trace copyright holders, but in a few cases this has not been possible. Any omissions brought to my attention will be remedied in future editions.

Some of my most sincere thanks are reserved for the hundreds of students at UCLA, LSE, and Johns Hopkins, who patiently sat and sometimes suffered through my lectures over the last ten years. Their enthusiasm and feedback made this book possible, as did the pleasure of working with Sarabajaya Kumar at LSE in teaching the voluntary sector course in the Social Policy Department. I am also grateful to Jane Schiemann and Sue Roebuck.

I also wish to thank Lester Salamon, Stefan Toepler, Nuno Themudo, Avner Ben-Ner, Jeremy Kendall, and Lynne Moulton. I had the privilege of working with these excellent scholars on a number of projects and papers, and the result of our work has clearly influenced my thinking, which is amply reflected in the various chapters of this book. Specifically, Chapters 3 (definitions and concepts), 4 and 5 (on the contours of the nonprofit sector) benefited from my long-standing collaboration with Lester Salamon; Chapters 11 (management models) and 14 (foundations) from various projects and writings with Stefan Toepler; Chapter 15 on international aspects would not have been possible without my cooperation with Nuno Themudo; Chapter 6 on theoretical approaches shows the intellectual impact of Avner Ben-Ner; Chapter 16, the policy chapter, shows the influence of Jeremy Kendall; and Chapter 13, dealing with state-government relations, of Lynne Moulton. Of course, final responsibility for any faults and mistakes in this book is mine.