

---

# CONTENTS

---

Acknowledgments ix

The Authors xiii

---

## **PART ONE: UNDERSTANDING, ENVISIONING, AND CREATING 1**

- 1 Understanding Nonprofit Organizations 3
- 2 Effective and Ethical Organizations 11
- 3 Founding Nonprofits and the Business Case 33
- 4 Organizational Structure 60

---

## **PART TWO: STRATEGIZING, RESOURCING, AND ALIGNING 83**

- 5 Formulation of Strategy 85
- 6 Resource Acquisition 111
- 7 Financial Stewardship and Management 140
- 8 Marketing 168

---

**PART THREE: LEADING, MANAGING, AND DELIVERING 199**

- 9 Boards and Governance 201
- 10 Executive Directors and Leadership 228
- 11 Strategic Human Resource Management 255
- 12 Motivation and Performance 280

---

**PART FOUR: EVALUATING, CONNECTING, AND ADAPTING 299**

- 13 Program Evaluation 301
- 14 Public and Government Relations 327
- 15 Partnerships, Alliances, and Affiliations 356
- 16 Organizational Change and Innovation 384
- 17 The Future of Nonprofit Leadership and Management 418

Appendix: Mapping of Chapter Content to NACC Guidelines  
for Study in Nonprofit Leadership, the Nonprofit Sector, and  
Philanthropy 425

Notes 429

Index 469