

# CHAPTER 1

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## OVERVIEW

*Elaine P. Congress, Allan Luks, and Francis Petit*

### IMPORTANT QUESTIONS

Can nonprofit leaders apply business management skills in running their organizations?

Are future nonprofit leaders able to address the social justice challenges facing their organizations?

This book reviews both the management and social change skills and knowledge needed by nonprofit executives to succeed as nonprofit leaders.

*Nonprofit Management: A Social Justice Approach* is a book of many voices, as is the field. For many years, the nonprofit world with social service agencies and the profit world with businesses ranging from mega international corporations to corner mom and pop stores have existed on parallel tracts. The sharp divisions between the nonprofit and the profit seem to be moving closer together as nonprofit executives have become more concerned about financial issues necessary for their survival. There has been much recent media coverage of nonprofits that did not make it because of lack of attention to financial management. In an attempt to ensure financial stability, many nonprofits have hired MBAs with specialized knowledge of accounting and budgets to lead their organizations. On the other hand, the profit world has become much more concerned about social responsibility. It is not always “business as usual” and many for-profit businesses have been plagued in recent years by scandals involving unethical practices or financial indiscretions (Human Services Council, 2016). Thus, in this current social, economic climate it seemed most opportune to develop a program building on the strengths of each discipline.

The whole is greater than the parts, and this book is not just a composite of chapters by business and social service faculty and practitioners but infused throughout with a focus on social justice and advocacy. This focus permeates the agency and impacts on every aspect of nonprofit management. This has also been the focus of our Fordham Center for Nonprofit Leaders; in Chapter 2, Allan Luks, the director of our program, and Keneca Boyce, the researcher for our program, discuss how social justice and advocacy are integrated in the studies for the master’s program. A definition of social justice is given, followed by a discussion of different activities that advance social justice. Although students felt that all subjects were helpful in moving forth a social justice agenda, the course on public advocacy was cited as the most helpful.

Much has been written about preparing culturally competent workers for micro practice, but less in terms of macro organization. Yet all know that different organizations have different cultures. In the *Harvard Business Review*, Watkins (2013) quotes Richard Perrin, who states, "Organizational culture is the sum of values and rituals which serve as 'glue' to integrate the members of the organization." This is what this book is about. The value of social justice and advocacy is very important for a nonprofit leader to incorporate in the organization's work. It should permeate by "rituals," procedures, and structures how this orientation can be infused throughout the organization. Bissell (2012) raises the issue if the organizational culture is one of care (the ideal for a social service agency) or complaint. As the main focus of this book is to promote an integration of business and social service with a focus on social justice advocacy, it would be ideal to have an organizational culture that is supportive of this work, that is, all staff united with a culture of care rather than complaint.

Hiring and supporting a diverse workforce are inextricably linked for nonprofit leaders who want to develop and maintain a nonprofit agency committed to social justice. Our goal is to make a commitment to social justice and advocacy key to the organizational culture of the nonprofit organization.

Creating and promoting an agency committed to social justice should focus not only on external relationships with clients and community, but also address internal issues. Although laws such as the Americans with Disabilities Act (ADA) and Equal Employment Opportunity Act (EEOC) support equal work opportunities for all, having a diverse staff has also been seen as advantageous to nonprofit organizations. There are many types of diversity: age, racial/ethnic, sexual orientation, and ability (Kunish, Boehm, & Boppel, 2011). In the workplace, Baby Boomers, Generation X, and (shortly) Millennials all interact, each bringing diverse views on work assignments and staff relations but similar commitment to advancing the agency's mission. For example, Baby Boomers may feel it is important to keep regular work hours and have face-to-face meetings, while Generation X employees may complete assignments with their computers on a Saturday afternoon at Starbucks (Rezvani, 2015).

Although hiring policies may support a legal commitment to creating a diverse racial/ethnic workplace, a closer examination of staff in nonprofit organizations sometimes demonstrates inequities, especially at top administrative levels. For the nonprofit leader committed to promoting a social justice organizational agenda this might need attention. Also, although laws may support creating a diverse racial/ethnic staff, the nonprofit leader always has to work on reducing microaggressions that may occur in the workplace (Sue, 2010).

Although over the last 20 years since the passage of ADA there has been much progress in hiring employees with physical disabilities, including visual, hearing, or mobility issues, challenges may occur when the physical layouts of workplaces were designed before ADA accessibility requirements were instituted or disabled staff members require accommodations that affect workload for able-bodied staff.

What can be most challenging, however, is the employment of those with mental disabilities. Although the intention is to promote a diverse work environment, many nonprofit leaders struggle with employing those with developmental delays. For example, at an era of high unemployment, there may be many applicants for a

position requiring low-level knowledge and skills. Recently, an executive for a large nonprofit debated whether to hire an intellectually limited person for a mail delivery position when an able-bodied person who had applied could do the job more quickly and accurately. Also, with increased incidents of workplace violence, the nonprofit leader may be very cautious about hiring a new employee with a history of mental illness if there has been any prior indication of violent behavior. This also demonstrates how current media and social/economic/political events can influence the nonprofit leader. A continual challenge for the nonprofit leader is deciding what supports and promotes the development and maintenance of a nonprofit with a social justice orientation and what might jeopardize this.

An important type of diversity involves creating workplaces with lesbian, gay, bisexual, transgender, and questioning (LGBTQ) staff. Gay and lesbian staff work in nonprofit agencies and, in recent years, especially with federal changes, many are comfortable with being open about their orientation. A transgender staff, however, may not be as easily integrated into nonprofit organizations. State laws may also differ about the use of gender-specific bathrooms. Issues of inclusion in terms of physical and mental disabilities are still challenging.

Hiring and supporting a diverse workforce help to promote a social justice agenda for the nonprofit leader. Social justice means many things to different nonprofit leaders. The faculty of Fordham Center for Nonprofit Leaders struggled with this issue as they developed and taught courses in the master of nonprofit leadership degree program that grew out of collaboration between a social work and business school. More discussion on social justice, including its definition and actualization, are included in Chapter 2.

The chapters in this book all focus on areas that the authors—Allan Luks, the director of the Fordham Center for Nonprofit Leaders and a widely known and applauded executive director of major nonprofits in New York City; Francis Petit, associate director at the Gabelli School of Business and coordinator of its acclaimed EMBA program; Elaine P. Congress, associate dean of social work, educator, and administrator of joint programs, with many publications in the areas of cultural diversity and ethics—as well as staff Mica McKnight, MA; Sandra Guerra, MSW; Teresa Lupo; and researcher Keneca Boyce, PhD; faculty mentors; and other collaborators have found important for nonprofit leaders to study.

Chapter 3 looks at nonprofits and the role they play in our society. Dr. Lee sees that the proliferation of nonprofits has been to address the needs of those who fall through the cracks or are minimally helped by safety nets created by government institutions. She sees that nonprofits face a continual challenge in being true to mission given the multiple social and economic crises they continually face. In order to understand this issue, she looks at the history of nonprofits in the United States, the political and economic environments in which they exist, and their need to retain the social justice mission despite many threats they encounter. Nonprofits as we know them have only existed for the last 30 years. Although government contracts once provided a source of reliable income for staff and services with government cutbacks, this has been severely curtailed in recent years and nonprofits have had to look for additional sources of funding. This has led to the development of what Dr. Lee refers to as the fourth sector, in which organizations are formed that combine the profit with the nonprofit, or what Worth refers to as “for profit organization with a nonprofit

soul” (2014, p. 38). More about social entrepreneurships can be found in Michael Pirson’s Chapter 16.

The four types of nonprofits registered by the Internal Revenue Service (IRS) in 2012—social welfare organizations, private foundations, public charities, and other tax-exempt organizations—have all been affected by these four issues: (a) devolution and decentralization; (b) privatization and purchase of service contracting; (c) public management; and (d) heterogeneity and instability.

Dr. Lee adopts the National Association of Social Workers (NASW) definition of social justice, the belief that “everyone deserves equal economic, political and social rights and opportunities” (NASW, 2014) and raises concerns about “mission drift” (Moore, 2000, p. 183) as nonprofits have become more concerned about financial survival. To counteract this, she states that all organizations have to be committed to making social justice a priority and appropriate branding can help an agency stay true to its social justice mission.

The chapter on organizational development by William Catucci and Karen Jeisi has a dual purpose. In addition to providing very helpful information to nonprofit leaders who are engaged in developing a strategic plan for their nonprofit, Chapter 4 also looks at how two very successful for-profit executives with nonprofit experience were able to successfully develop and teach a course to nonprofit leaders with a social justice approach.

In Chapter 5, William Toppeta, a lawyer and business leader who teaches in our Fordham Center program, states very clearly that the chapter is primarily for nonprofit executives and board members who are not lawyers. The goal is to help readers understand the legal framework under which nonprofits operate and become more aware of and address legal and ethical issues that affect nonprofits. Both federal and state laws affect the creation and operation of nonprofits. This chapter focuses on federal tax laws and New York State laws that affect nonprofits. The laws governing nonprofits have been recently revised in New York State and thus reflect the most current legal opinions on nonprofit governance, but as laws differ from state to state it would behoove readers from other states to become familiar with laws in their states that govern nonprofit management.

In federal laws, the sections of the Internal Revenue Code (IRC) that deal with tax exemption rules are of major interest to those who govern nonprofit organizations. This book is dedicated to the principle that advocacy for social justice can and should be integrated into every nonprofit organization. This chapter provides helpful information about how this agenda can be integrated into the legal framework under which nonprofits operate.

New York State laws that focus on nonprofit operation—the Not-for-Profit Corporation Law (NPCL); the Estates, Powers and Trusts Law (EPTL); and the Executive Law (EXCL)—are also discussed in this chapter.

This chapter concludes with five guidelines that nonprofit leaders and students can use in developing and growing their nonprofit organizations:

1. What type of nonprofit organization do I have or want to have?
2. What are the primary responsibilities of directors, trustees, and officers?
3. How should I address conflicts of interest and related party transactions?
4. What are the most important governance rules related to fundraising?

5. What type of advocacy for social justice can nonprofit organizations engage in? What type of advocacy do I want my nonprofit to do?

Toppeta encourages readers to look beyond the legal framework of nonprofits and consider ethical issues and best practices that govern the operation of nonprofits.

To better understand the ethical context on nonprofit management, it is helpful to look at the ethical codes of different professions involved in nonprofit management. Social workers follow the professional code of the NASW. Although much of the social work code focuses on micro practice, the section on administrative macro practice stresses the importance of fair equitable treatment of all employees, especially in the area of evaluation.

What has been written specifically about ethics for nonprofits? The National Council of Nonprofits speaks about the need for a code, and uses NASW as an example, yet does not present its own code of ethics (see [www.councilofnonprofits.org/tools-resources/code-of-ethics-nonprofits](http://www.councilofnonprofits.org/tools-resources/code-of-ethics-nonprofits)) other than noting that honesty, integrity, transparency, confidentiality, and equity are each examples of values that need to be at the heart of a charitable nonprofit's code of ethics. The independent sector does have a code of ethics that includes the following categories: personal and professional integrity of mission and governance; legal compliance; responsible stewardship; openness and disclosure; program evaluation; inclusiveness and diversity; and fundraising ([www.independentsector.org/code\\_of\\_ethics](http://www.independentsector.org/code_of_ethics)).

Because a major challenge for all nonprofit executives is overseeing staff management, Chapter 6, written by Carl Gold, who heads a large HR department, is helpful in outlining how a social work manager can incorporate social justice into staff management. As Mr. Gold states initially, the socially just manager treats all others in the organization with respect, fairness, compassion, and concern. Even when the manager needs to take corrective action on an employee, the socially just manager does this with fairness and concern. Mr. Gold begins by discussing a history of management and then moves to a discussion of facts versus inference. The accuracy of our perceptions, as well as how we translate our perceptions into actions, can have serious consequences in staff management. An explanation of the concepts of motivation and human needs is followed with a discussion of the role that power plays in staff interactions. Even the most competent nonprofit manager at times approaches evaluation with trepidation. Methods that maximize positive motivation in employees, especially around evaluations, and the way to provide constructive criticism when necessary, are discussed. The chapter presents useful information about how the successful nonprofit manager can use a social justice approach to relieve conflict. At the end of the chapter, a case example provides an opportunity for nonprofit leaders to apply the principles of nonprofit staff management they have learned by reading this chapter.

Many in the nonprofit field without specialized education or experience in finance may find this area of nonprofit management particularly challenging. Even if a nonprofit leader has not had specialized education in this area, it is imperative for the leader to become knowledgeable about financial issues that impact on the operation of a nonprofit. Dr. Frank Werner, professor at Fordham Gabelli Business School, provides helpful information in the area of organizational finance in Chapter 7. In many respects, the financial needs of nonprofit organizations

are similar to those of for-profit organizations in that they both require sufficient accessible cash to operate and pay their bills (liquidity), both need to have enough money to be able to withstand bad times (resilience), and neither can afford to totally run out of money (solvency). Dr. Werner looks at four ways in which nonprofits differ financially from for-profits—goals, sources of funds, determinants of scale, and boundaries.

Dr. Werner discusses six aspects of financial management—(a) planning and budgeting, (b) control and evaluation of results, (c) cash flow management, (d) project evaluation, (e) fundraising, and (f) investment management. In financial management, attention is paid to budgeted spending and the comparison between actual receipts against planned receipts. This is helpful in evaluating performance and learning from the past in order to improve the organization's operation in the future.

Fundraising, which Dr. Lauri Goldkind, Fordham Graduate School of Social Service (GSS) faculty, addresses in Chapter 8, is an important concern for all nonprofit leaders. She looks at four sources of fundraising—individuals, government (city, state, and federal), foundations, and corporations. The majority of contributions, many of which are small, are from individuals. Charitable contributions can be general or unrestricted—giving nonprofit leaders the option to provide funds where the need is great—or earmarked for a specific purpose or program.

Why do individuals contribute? Dr. Goldkind provides important information about a large study of donors (Bekkers & Wiepking, 2010) that identified these eight factors as key to promoting individual contributions:

1. Awareness of need
2. Solicitation
3. Costs and benefits
4. Altruism: concern about benefits to clients that are supportive of a social justice mission
5. Reputation
6. Psychological benefits
7. Values: making the world a better place, promoting a social justice agenda.
8. Efficacy belief that their contribution will make a difference

According to Goldkind, these steps are essential for successful fundraising

1. Building relationships
2. Understanding the marketplace
3. Having a clear vision of the needs and goals of the program.

Traditional fundraising efforts begin with making connections with donors, whether individuals, corporations, or private foundations. Events—which can be labor intensive—and direct mail are frequently used to raise funds. In addition to individual or corporate donors, government contracts can be an effective way to garner program funding. The outsourcing of many government services has proved helpful for the nonprofit leader who wants to finance particular programs, but the need for data and careful monitoring of results can be daunting. Dr. Goldkind speaks about the newest trend in fundraising, reaching potential



contributors through electronic means. Strategies such as crowd funding, social media networking and appeals, and hosting virtual meetings and/or virtual events can be used, although he points out that the use of social media may not be that effective in securing financing. Given the current focus on data and evaluation to support funding, careful delineation of outcomes is essential for fundraisers who want to engage in fundraising for social justice activities. Dr. Goldkind concludes with some very helpful questions for further discussion.

In Chapter 9, Dr. Tina Maschi, GSS faculty member, and Morgan Jade de Saussure, GSS doctoral student, look at program development and grant writing from a social justice perspective. They begin with a consideration of how intervention and impact theories can be used to illustrate the change process in advancing a social justice mission. In developing a program or seeking grant funding, the agency's mission and goals need to be carefully articulated. The goals and objectives need to be clearly related to mission as this helps develop the proposed intervention in such a way that it can be positively presented to potential funders.

Maschi and de Saussure discuss the use of the logic model as a way to diagram the change pathway to intended program change. This chapter has accompanying figures that help clarify how the logic model can be used in grant development. As the authors point out, the logic model can be used in planning any type of intervention, ranging from a brief 1-hour program to a complex organization. After including the most important details about the issue, needs, target population, and stakeholders, the next step involves intervention planning and implementation in the form of input or resources, activities, and output. The final steps demonstrate the outcomes of these interventions. Also included in the logic model are underlying assumptions and external factors. The authors have included very helpful figures that consist first of a template that readers can apply to their own specific projects, followed by a specific example that provides more information about how the logic model can be used in actual practice.

Maschi and de Saussure correctly note that public officials and funders are particularly concerned about fiscal issues related to community programming and discuss how cost-benefit and cost-effectiveness analysis can be used to provide greater understanding of costs in regard to benefits achieved from a specific program or intervention.

Three types of research that incorporate a social justice agenda are presented, and the first is asset mapping. In promoting a social justice agenda, nonprofit leaders have to be very well aware of community issues in the location where they are proposing to develop services. Community asset mapping is an important tool that enables the nonprofit leader to understand the already existing resources or lack of resources at the proposed intervention site.

A second method, empowerment evaluation, shifts the traditional evaluation methods of the external expert to the "internal" program experts who know their program. Ten empowerment principles that guide the process are as follows: (a) improvement, (b) community ownership, (c) inclusion, (d) democratic participation, (e) social justice, (f) community knowledge, (g) evidence-based strategies, (h) capacity building, (i) organizational learning, and (j) accountability.

A third, and final, method is action research, including participatory action research. This is a collaborative research and evaluation framework in which creating positive social change and social justice are the driving forces.

The use of both quantitative and qualitative methods is needed in a research proposal. Quantitative research, which uses a large database, followed by qualitative research that provides more detailed information about participants in the study, which can be done either concurrently or sequentially, seem to be most useful in developing an evaluation proposal for external funding.

This chapter concludes with a discussion of the important elements of a proposal that should be included in any grant application: (a) the introduction, (b) background, (c) specific aims/hypotheses, (d) research design and methods, (e) preliminary data, (f) references, (g) budget, and (h) appendices.

In Chapter 10, Dr. Shelly Wimpfheimer, nonprofit executive director and mentor in the Fordham Center program, provides invaluable guidance to the nonprofit leader who may be forming and working with a board for the first time. What is stressed is the importance of board members, deepening their understanding of the mission of the agency and developing an understanding of social change and social justice. This requires a different level of participation by board members and a willingness to look beyond the surface of the services that the agency provides to become acquainted with the particular social problem.

A new issue for beginning executive directors might be the area of governance, that is, how the executive director interacts with the board of directors. Wimpfheimer points out that, in recent years, board members have moved from their former positions as community and program leaders to more formal roles and responsibilities. Now, not only should a board member be committed to the mission and function of the agency, but he or she should also be knowledgeable about how nonprofits operate in general so that they can carry out their governance functioning. They need to be ready to contribute financially, know how to seek other contributors, and be able to oversee organizational operations.

A challenging issue may occur especially with start-up organizations with limited resources when there is confusion about the appropriate role of board members as they take on roles of staff members, especially when necessary staff members have not been hired yet. As the organization ages, boards become more involved in fundraising and governance; however, making the shift can be challenging for board members. Boards today are responsible for several specific tasks:

- Recruiting, hiring, evaluating, and firing of the executive director
- Maintenance and review of the agency's mission
- Legal and ethical performance of agency staff
- Compliance with laws and regulations associated with the agency's work
- Systematic review of agency finances

Wimpfheimer identifies these 12 characteristics as most important for high-quality boards:

1. Constructive partnership
2. Mission driven
3. Strategic thinking
4. Culture of inquiry
5. Independent mindedness



6. Ethos of transparency
7. Compliance with integrity
8. Sustaining resources
9. Result oriented
10. Intentional board practices
11. Continuous learning
12. Revitalization

Often annual surveys can be used to assess how board members are participating and if there are necessary areas for growth.

Those who are developing a nonprofit organization may wonder what is the appropriate size for a board. Size is determined by organization bylaws and state regulations. Large museums and hospitals may have a large board with a give-or-get policy because of the need to raise large amounts of money.

What is the optimum size for getting the agency's work done? As Dr. Wimpfheimer points out, a large board is not necessarily a productive board. She recommends 2- or 3-year terms with the option of serving one, two, or three terms. The Board Development Committee has an important role in recruiting and training new board members. A well-balanced board comprises people of various professional backgrounds and social skills, with cultural and ethnic diversity that reflects the composition of the people being served by the agency, and with the financial means, or access to them, to provide support for the agency. It is important to review each board to ensure that all the categories necessary are included; Dr. Wimpfheimer provides a guide for doing this. All boards can benefit by having an attorney, an accountant, a marketing professional, and a person with technology experience. Clergy members, educational leaders, members of the business community, and the arts can also add new and interesting perspectives to the board's work. The rest of the board may be made up of others who are committed to the agency's mission.

Orientation is an important component of board membership, and an outline of materials to be used in an orientation manual is included. Usually the board chair, with input from the executive director, has the responsibility of supervising and overseeing the participation of board members.

The importance of board members learning about the organizational culture is stressed and a guide to competency skills developed by the Network for Social Work managers is suggested as a resource.

In conclusion, Dr. Wimpfheimer sees the major role of board members as serving as "ambassadors" of the agency. In carrying out this role, they must be able to tell the story of the agency, describe the needs of the agency's client population, and mention the changes that are needed to improve their condition. They should also be able to discuss the social justice issues at play so that they can educate others about them as they seek their support. Other important issues that board members should be involved with are strategic planning, leading social change, overseeing the agency's finances, providing financial support, and handling legal issues.

The nonprofit community has recently looked more at the development of international nonprofits. In Chapter 11, Dr. Popescu and Catilin Breen Thomas focus on international nonprofits, including core concepts, theoretical frameworks, and current challenges in developing and maintaining nonprofits in culturally

diverse environments around the world. Three different case studies are used to illustrate the successes, challenges, and ethical dilemmas that arise with international nonprofits.

In Chapter 12, Dr. Goldkind addresses how technology brings new opportunities but also challenges to nonprofits. She looks at outward-facing technology tools such as crowdfunding, blogging, and social networking, as well as inward facing technology tools including e-supervision, electronic case records, and donor management. Her chapter concludes with a discussion of how social justice is integrated into a nonprofit organization's use of technology.

In Chapter 13 on personal and professional communication, Kevin Daley, the founder of Communispond, which has become the number one company in the country, specializing in executive presentation skills, begins by listing three areas of focus for the nonprofit leaders: (a) the advocacy role; (b) the ability to speak to board, public officials, staff, community leaders, and funders; and (c) the importance of volume and clarity. Daley sees the following as most important: the way a person talks, especially in terms of volume, inflection, and hand movement. In communication, 55% of impact is visual (how we carry our hands, our arms, and body), while 38% is auditory. Daley emphasizes that nonprofit leaders must speak loudly. If they are not loud enough, they might be written off as boring. When the volume of speech is increased, then more gestures develop. The audience finds the speech interesting and experiences a commitment to what the speaker is saying. Daley outlines different questions to consider when asked to speak at an event:

1. What are the objectives of the talk? Who is the audience? What are you trying to accomplish?
2. Tell a human-interest story consistent with your mission. According to Daley, all stories begin with "once upon a time." Embellish the story to make it real.
3. Telling stories is very important as this is a form of evidence and often the most appealing.

In this chapter, Daley demonstrates this by telling a story and incorporating these elements. The steps to include are: (a) setting the place and time; (b) launching into action and dialogue; (c) presenting the moment of truth; (d) arriving at the conclusion; and (e) explaining the point. A story well told is perhaps the strongest form of evidence in terms of emotional connection to the speaker. Although the tendency is to overuse facts and statistics in talks, often the personal story is more effective.

Daley also provides helpful information about how to format a "viewpoint" presentation and suggests the following steps:

1. Subject/background
2. Viewpoint
3. Importance
4. Evidence
5. Summary of viewpoint and importance
6. Action or next steps
7. Questions and discussion

Daley concludes his very informative, helpful chapter with specific tips about talking to media and a board of directors.

Career development is always an important concern of a nonprofit leader and in Chapter 14, Judy Paul outlines important steps in the job search. Conducting self-assessments, networking, resume writing, cover letters, use of social media and interviewing skills are included.

Mentoring can be very helpful in the development of nonprofit leaders and is an integral part of the Fordham Center for Nonprofit Leaders. In Chapter 15, Mica McKnight, Keneca Boyce, and Sandra C. Guerra report on a recent study of the Fordham Master in Nonprofit Leadership mentoring program. This chapter looks at areas in which mentees found their mentors most helpful, as well as qualities of a mentor and mentee that promote success.

In Chapter 16, Dr. Michael Pirson, Fordham Gabelli School of Business (GSB), discusses social entrepreneurship as going beyond teaching business management skills with a social justice perspective. He begins by clarifying what social entrepreneurship is and how it differs from other socially oriented and entrepreneurially oriented activities. Social entrepreneurship is seen not just as combining social goals (nonprofits) with business means (for profit) but also as a completely new entity that would combine the efficiency of the market and the welfare orientation of the state. It is seen as a remedy for the systemic social problems that have been created by market, government failure, or a combination of both. Social entrepreneurs aim to provide innovative solutions to these systemic social problems. Market orientation, innovation, and sociality are seen as key elements in developing social entrepreneurships. Pirson makes a very important observation about the difference between social service leaders and those committed to a social entrepreneurship perspective. Many of those who lead social service organizations benefit from maintaining the status quo. Funded social service programs are designed to show client improvements, but not to eliminate the need for services. Without clients in need, social service organizations would go out of business. As Pirson argues, nongovernment organizations (NGOs) and government work on “managing the problem, but not on making the problem go away.” Social entrepreneurs, on the other hand, work to become unemployed, to make the problem disappear. Pirson also points out that, although a debatable topic, a major advantage that social entrepreneurships have over social service agencies is that they can be more mission driven and rely more on nonfinancially draining resources like volunteers.

In Chapter 17, Dr. Keneca Boyce, who has served as a researcher for the Fordham Center for Nonprofit Leaders, begins with a focus on why assessment and evaluation are so important for the nonprofit leader. Continual assessment and evaluation are important not only to ensure a continuous funding stream, but also to promote social innovation and change. Dr. Boyce provides examples of nonprofits that were able to use evaluation to promote and develop new programs.

What are most useful in Dr. Boyce’s chapter are the figures and lists she provides for developing and conducting research and evaluation in a nonprofit organization. For example, she describes the 20 characteristics of a data-driven organization, as well as the importance of developing a Theory of Change (ToC) to provide common knowledge of the way the organization assesses performance, outcomes, and impact.

All parts of an organization should be involved in developing this ToC. Maintaining contact with staff is essential in order to ensure the accuracy of the data collected. If staff members do not understand the purpose for which the data are collected or how to collect them, the results can be severely compromised. Because selecting the appropriate data collection methods is so important, Dr. Boyce presents a list to guide the nonprofit leader in planning the evaluation.

1. What are the program indicators?
2. What do you want to learn from the evaluation?
3. What data will you collect?
4. What methods will be used for data collection?
5. Will data be collected from the entire target population?
6. Who will collect the data?
7. How often will data be collected?
8. Who will analyze the data?
9. How frequently will data reports be generated for review?

Reporting out of data is important for future funding and also to help the agency plan for future social change and development. Dr. Boyce concludes her very useful chapter by discussing ways in which agencies frequently use the data they learn during a program evaluation and also how technology can be used in developing, conducting, and reporting out program evaluation.

Models of social entrepreneurship and external, integrated, and embedded social enterprises are presented and explained. Pirson presents case examples of social entrepreneurship and how the topic can be studied at a university. He concludes with important questions to ask in developing a social entrepreneurship project.

1. What is the difference between a social entrepreneur and a traditional entrepreneur, an NGO executive, a government executive (social service agency), an advocate, and an academic?
2. Which social problems do I really care about (that I have personally experienced and been affected by)?
3. What are the questions to answer in the social entrepreneurial process?
4. What are the two most important parts of the business plan?
5. What is the difference between resourcefulness and having resources?
6. How well do I work with other people and what are my personal strengths?
7. Who else would I need on board (with what strengths) to make the project a reality?

In Chapter 18, Keila Zapata-Kelly, who administers the continuing education program at Fordham Graduate School of Social Service and who has had extensive experience in setting up systems for nonprofit organizations, discusses how to bring about quality improvement in a nonprofit organization. In developing a solid system, Zapata-Kelly states the importance of setting realistic goals and objectives that the organization can meet and achieve. In the chapter, she discusses the process of setting up performance indicators within a specific time frame to

monitor outcome and identify deficiencies in order to meet those objectives on a timely basis.

The final chapter in this book, with Dr. Francis Petit as the lead author, with input from Congress and Luks, looks at the current state of nonprofit organizations and future directions in the field for nonprofit organizations committed to a social justice agenda.

As is evident from this chapter summary, this book covers a variety of topics and issues pertinent to the nonprofit leader with a social justice approach. We look forward to feedback from our readers who can contact us at [congress@fordham.edu](mailto:congress@fordham.edu).

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