Reimagining Nonprofits

What is the nonprofit sector and why does it exist? Collecting the writing of some of the most creative minds in the field of nonprofit studies, this book challenges our traditional understanding of the role and purpose of the nonprofit sector. It reflects on the ways in which new cultural and economic shifts bring existing assumptions into question and offers new conceptualizations of the nonprofit sector that will inform, provoke, and inspire. Nonprofit organization and activity is an enormously important part of social, cultural, and economic life around the world, but our conceptualization of their place in modern society is far from complete. *Reimagining Nonprofits* provides fresh insights that are necessary for understanding nonprofit organizations and sectors in the twenty-first century.

EVA WITESMAN is Professor at the Romney Institute of Public Service and Ethics and Director of the Ballard Center for Social Impact at Brigham Young University. An institutional theorist who studies the nonprofit, public, and private sectors, she serves as chair for the Public and Nonprofit Division of the Academy of Management.

CURTIS CHILD is Associate Professor and Chair of Sociology at Brigham Young University. He has published widely on nonprofit organizations and is a member of the Association for Research on Nonprofit Organizations and Voluntary Action.

Reimagining Nonprofits

Sector Theory in the Twenty-First Century

Edited by

EVA WITESMAN Brigham Young University

CURTIS CHILD Brigham Young University





Shaftesbury Road, Cambridge CB2 8EA, United Kingdom

One Liberty Plaza, 20th Floor, New York, NY 10006, USA

477 Williamstown Road, Port Melbourne, VIC 3207, Australia

314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre, New Delhi – 110025, India

103 Penang Road, #05-06/07, Visioncrest Commercial, Singapore 238467

Cambridge University Press is part of Cambridge University Press & Assessment, a department of the University of Cambridge.

We share the University's mission to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence.

www.cambridge.org Information on this title: www.cambridge.org/9781009262071

DOI: 10.1017/9781009262057

© Cambridge University Press & Assessment 2024

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press & Assessment.

First published 2024

A catalogue record for this publication is available from the British Library

Library of Congress Cataloging-in-Publication Data Names: Witesman, Eva, author. | Child, Curtis, author. Title: Reimagining Nonprofits : Sector Theory in the Twenty-First Century / edited by Eva Witesman, Brigham Young University, Utah, Curtis Child, Brigham Young University, Utah. Description: Cambridge, United Kingdom ; New York, NY, USA : Cambridge University Press, 2024. | Includes bibliographical references and index. Identifiers: LCCN 2023025714 | ISBN 9781009262071 (hardback) | ISBN 9781009262057 (ebook) Subjects: LCSH: Nonprofit organizations. | Nonprofit organizations – Management. Classification: LCC HD2769.15 .W58 2024 | DDC 346/.064–dc23/eng/20230825 LC record available at https://lccn.loc.gov/2023025714

ISBN 978-1-009-26207-1 Hardback

Cambridge University Press & Assessment has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Contents

Lis	st of Figures pa	<i>ige</i> viii
Lis	st of Tables	х
Lis	st of Contributors	xi
Ac	knowledgments	xiv
1	An Invitation to Rethink the Nonprofit Sector CURTIS CHILD AND EVA WITESMAN	1
	Part I Overviews	
2	An Overview of Nonprofit Sector Theories CURTIS CHILD	17
3	The Prevalence of Traditional Nonprofit Sector Theories in Research MEGAN LEPERE-SCHLOOP AND REBECCA NESBIT	41
4	What Makes Good Nonprofit Sector Theory? EVA WITESMAN	71
	Part II Reflections and Refinements	
5	Sector Theorists Should Consider How Social Values Determine Unmet Needs RUTH K. HANSEN AND GREGORY R. WITKOWSKI	91
6	Sector Theorists Should Embrace a Social Economy Perspective LAURIE MOOK AND JOHN R. WHITMAN	113
7	Sector Theorists Should Expand Three-Failures Theory to Include the Family Sector and Varied Forms of Government RICHARD STEINBERG, ELEANOR BROWN, AND LIZA L. TAYLOR	: 133

vi		Contents
8	Sector Theorists Should Be Wary of the Nonprofit Industrial Complex ANA CLARISSA ROJAS DURAZO	154
9	Sector Theorists Should Be Inclusive of Muslim and Non-Western Perspectives SHARIQ SIDDIQUI	174
10	Sector Theorists Should Revisit the Role of Information GEORGE E. MITCHELL AND JASON COUPET	191
11	Sector Theorists Should Borrow Epistemologies ELIZABETH A. CASTILLO	215
	Part III New Directions	
12	Nonprofits as Organizational Actors PATRICIA BROMLEY AND HEITOR SANTOS	233
13	Nonprofits as Enablers of Multilayered Representation CATHERINE E. WILSON	251
14	Nonprofits as Facilitators of National Self-development ADA ORDOR	273
15	Nonprofits as Part of an Engineered Social Economy MEEYOUNG LAMOTHE, JIWON SUH, MISUN LEE, HEE SOUN JANG, BOK GYO JEONG, AND SEONGHO AN	291
16	Nonprofits as Shaped by the Ruling Party MING HU AND YUNG-PIN LU	313
17	Nonprofits as Sources of Authoritarian Regime Stability YULIA SKOKOVA AND IRINA KRASNOPOLSKAYA	333
18	Nonprofits as Creators of Transformative Symbolic Reality ROBERT W. RESSLER	353
19	Nonprofits as Distributors of Toll Goods EVA WITESMAN	372
20	Nonprofits as Agents of Moral Authority ROBBIE WATERS ROBICHAU AND KANDYCE FERNANDEZ	394

21 Conclusions (1)		Part IV Conclusion	
EVA WITESMAN AND CURTIS CHILD	21	Conclusions eva witesman and curtis child	413

Figures

3.1	Iterative process used to identify seminal	
	theory works	page 44
3.2	Proportion of articles citing any sector theory	
	seminal work by year	46
3.3	Proportion of articles citing government failure seminal	
	work by year	47
3.4	Proportion of articles citing market failure	
	seminal work by year	48
3.5	Proportion of articles citing contract failure	
	seminal work by year	48
3.6	Proportion of articles citing voluntary failure	
	seminal work by year	49
3.7	Proportion of articles citing entrepreneurship	
	seminal work by year	49
3.8	Proportion of articles citing interdependence	
	seminal work by year	50
3.9	Proportion of articles citing social origins	
	seminal work by year	50
3.10	Proportion of articles citing the commons	
	seminal work by year	51
3.11	Proportion of articles citing mediating	
	structures seminal work by year	51
3.12	Proportion of articles citing associationalism	
	seminal work by year	52
4.1	Nonprofit sector theory as an intersection	
	of theory and nonprofit studies	77
5.1	Representation of dimensions of warmth	
	and competence	97
5.2	Warmth and competency predictions	105
6.1	The contemporary social economy, an interactive	
	approach	124

List of Figures	ix
12.1 Relative frequency of the bigram "nonprofit sector"	
in Google's English-language book corpus	240
13.1 Development of identities through multilayered	
representation	257
13.2 Decision-making process – elementary school	
education	258
15.1 The growth of social enterprise in South Korea	
(2007–2021)	302
15.2 Government financial support ratio by certification age	304
15.3 Revenue sources of social enterprises by certification age	305
16.1 Nonprofit organizations in the one-party state	317
19.1 Nature of goods and nature of institutions	380
20.1 A nonprofitness framework	401

Tables

2.1	Summary of sector theories	page 35
3.1	Seminal works by nonprofit sector theory	45
3.2	Citation of any seminal work by nonprofit	
	research topic	53
3.3	Citation of seminal work by theory and nonprofit	
	research topic	55
4.1	The nonprofit sector theory evaluation matrix	84
9.1	Contributions of the Muslim perspective to nonprofit	
	sector theory	187
13.1	How nonprofit organizations refine and enlarge	
	the public views	263
15.1	Government support for certified social enterprises	301
16.1	Evolution of CCP-State-nonprofit organization	
	relationships in China (1949–present)	321

Contributors

SEONGHO AN is Assistant Professor in the School of Public Administration at the University of Central Florida

PATRICIA BROMLEY is Associate Professor in the Graduate School of Education and the Doerr School of Sustainability at Stanford University

ELEANOR BROWN is James Irvine Professor in the Department of Economics at Pomona College

ELIZABETH A. CASTILLO is Assistant Professor of Management at California State University San Bernardino

CURTIS CHILD is Associate Professor in Sociology at Brigham Young University

JASON COUPET is Associate Professor in the Andrew Young School of Policy Studies at Georgia State University

KANDYCE FERNANDEZ is Assistant Professor in Public Administration at the University of Texas at San Antonio

RUTH К. HANSEN is Assistant Professor in Management at the University of Wisconsin–Whitewater

MING HU is Assistant Professor in Nonprofit Management at Macau University of Science and Technology, Macau (China)

HEE SOUN JANG is Associate Professor in the Department of Public Administration at the University of North Texas

BOK GYO JEONG is Associate Professor in the College of Business and Public Management at Kean University

IRINA KRASNOPOLSKAYA is Researcher in the Institute for Law and Philanthropy at Tel Aviv University

xii

Cambridge University Press & Assessment 978-1-009-26207-1 — Reimagining Nonprofits Edited by Eva Witesman , Curtis Child Frontmatter <u>More Information</u>

List of Contributors

MEEYOUNG LAMOTHE is Associate Professor in the Department of Political Science at the University of Oklahoma

MISUN LEE is a PhD candidate in the Askew School of Public Administration and Policy at Florida State University

MEGAN LEPERE-SCHLOOP is Assistant Professor in the John Glenn College of Public Affairs at Ohio State University

YUNG-PIN LU is Assistant Professor in the School of International and Public Affairs at Shanghai Jiao Tong University

GEORGE E. MITCHELL is Associate Professor in the Marxe School of Public and International Affairs at Baruch College, City University of New York

LAURIE MOOK is Associate Professor in the School of Community Resources and Development at Arizona State University

REBECCA NESBIT is Professor in the Department of Public Administration and Policy at the University of Georgia

ADA ORDOR is Director and Professor at the Centre for Comparative Law in Africa in the Faculty of Law at the University of Cape Town

ROBERT W. RESSLER is Senior Research Associate in the Institute for Child, Youth and Family Policy at Brandeis University

ANA CLARISSA ROJAS DURAZO is Assistant Professor in Chicana and Chicano Studies at the University of California–Davis

HEITOR SANTOS is a PhD candidate in the Graduate School of Education at Stanford University

SHARIQ SIDDIQUI is Assistant Professor in the Lilly Family School of Philanthropy at Indiana University Indianapolis

YULIA SKOKOVA is an independent scholar

RICHARD STEINBERG is Professor of Economics and Philanthropic Studies at Indiana University Indianapolis

JIWON SUH is Assistant Professor in Public Affairs and Planning at the University of Texas, Arlington

LIZA L. TAYLOR is an independent researcher

List of Contributors

ROBBIE WATERS ROBICHAU is Associate Professor in the Bush School of Government and Public Service at Texas A&M University

JOHN R. WHITMAN is an instructor at Harvard University Extension School

CATHERINE E. WILSON is Associate Professor in Public Administration at Villanova University

EVA WITESMAN is Professor in the Romney Institute of Public Service and Ethics at Brigham Young University

GREGORY R. WITKOWSKI is Senior Lecturer of Nonprofit Management in the School of Professional Studies at Columbia University

Acknowledgments

Organizing this volume has been a collaborative effort, from start to finish. Many thanks are in order. First and foremost, we are deeply grateful for our team of contributors who endured multiple rounds of revisions and exerted tremendous imagination and effort to bring this volume to pass.

Colleagues, mentors, and administrators at our home institution, Brigham Young University, provided all the support we could hope for. Our respective departments and colleges (the Department of Sociology; the College of Family, Home, and Social Sciences; the Romney Institute for Public Service and Ethics; and the Marriott School of Business) offered generous financial and student support without which the project would have been impossible.

We are deeply indebted to the in-house copy-editing help we received from Brigham Young University's Faculty Publishing Service. Heather Randall shepherded the process with professionalism and patience. And although we are sure they learned more about sector theory than they ever hoped for, Suzana Dvorak, Emily Furner, Kim Sandoval, and Rebecca Timmons provided much-needed editorial assistance. We simply could not have done this without them.

Research assistants Hannah Lyons and Cassidy Wixom caught the global vision of the project and helped us to bring many of our international chapters from hope to reality.

We express joyful gratitude for colleagues who read drafts, gave advice, celebrated with us, and nudged us along the way. Rob Christensen, Jon Jarvis, Jane Lopez, Laura Padilla-Walker, Brigitte Madrian (and her celebration bell), John Bingham, Jill Piacitelli, and Rick Miller provided kind and unfailing encouragement.

We both feel fortunate to have enjoyed a nurturing professional environment that has sustained us for nearly two decades. From the care we received as graduate students at Indiana University's Paul H. O'Neill School of Public and Environmental Affairs (Nonprofit

Acknowledgments

Service Corps forever!) to our continued memberships in the eversupportive Association for Research on Nonprofit Organizations and Voluntary Action, Public and Nonprofit division of the Academy of Management, and Public Management Research Association, we are indebted to colleagues around the world. Thank you for your abundant kindness and perceptive critiques that energized us and saved us from embarrassing errors.

The Cambridge University Press editorial team has been a wonder to work with. Valerie Appleby took our initial vision, which we already felt was ambitious, and pushed us to expand it even more. Carrie Parkinson held our hands along the way, making what might have otherwise seemed like an impossible goal feel within our reach. Veena Ramakrishnan and Eric Christianson were excellent members of the team, professional and kind. Thank you all for empowering our vision.

A very special thanks to our families, who inspire us every day to hope for a better world and work toward it with our whole hearts. Thank you for your support and patience during frustrating days and long nights, and thank you for celebrating our victories along the way. To our respective spouses, Owen and Sage, we are grateful for your sustaining and eternal love – and offer ours in return. To our children, Julia, Amelia, Sophia, William, Afton, Sandor, Jonah, and Remy, any improvement we make in this world is for you.