

# NONPROFIT ORGANIZATIONAL EFFECTIVENESS & PERFORMANCE

## Challenges & Advances in Theory and Practice

Organizational effectiveness is an especially challenging concept for nonprofit organizations. “Bottom line” financial measures of success are not useful for comparing performance across nonprofit organizations, yet there also have been, however, no other generally-accepted bases for understanding and assessing or reporting on nonprofit effectiveness. And yet, there is great pressure today for nonprofits, their funders and their leaders to assess, enhance and report on their effectiveness. This conference offers an important opportunity for leaders and academics to engage in substantive dialogue to examine various ways that the nonprofit world is coming to understand and address the construct of effectiveness, and to consider the implications of various orientations for both theory and practice.

## WE WILL EXPLORE SUCH ISSUES AS:

- How do commercially oriented (or entrepreneurial) nonprofit organizations and their stakeholders assess their effectiveness? What strategies and models are being used or developed for evaluating and enhancing their effectiveness?
- How do donative nonprofit organizations and their stakeholders assess their effectiveness? What strategies and models are being used or developed for evaluating and enhancing effectiveness?
- Are donative nonprofit organizations being evaluated using criteria more appropriate to commercial nonprofit organizations, or vice versa? By whom, why and with what effects?
- What constitutes nonprofit capacity, and how should this concept be linked to performance and effectiveness? And how do our various models and perspectives enhance or affect our ability to develop nonprofit organizations and their success?

Researchers and practitioners who have been giving these issues serious consideration and study are coming together in Kansas City for a very special kind of conference. This conference will offer a unique mix of research and paper presentations with topical, professionally facilitated dialogue sessions, through which they will share what they have gleaned through their research, study and practice. Included will be a presentation from Dr. Rob Paton of Open University (United Kingdom), who will speak on “The Performance Agenda: Blight or Balm?” Further, we will explore these ideas with funders and consultants who have developed their own strategies for understanding. Through this rich dialogue, we will expand our perspectives on nonprofit organization performance and effectiveness and set the agenda for a new generation of research and practice.

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## Challenges & Advances in Theory and Practice

April 18-19, 2002  
Fairmont Kansas City at the Plaza  
Kansas City, Missouri

## RESEARCH PAPER PRESENTERS

Rikki Abzug, Dennis Derryck,  
Aida Rodriguez and Nidhi Srinivas,  
New School University  
**Effectiveness During Crisis: New York  
City Nonprofit Organizations in the  
Aftermath of September 11th**

Deborah Balser and John McClusky,  
University of Missouri - St. Louis  
**Managing Multiple Stakeholders of  
Nonprofit Organizations**

Lehn M. Benjamin, Cornell University  
**Disciplining Nonprofit Practice: The  
Role of Performance Measurement in  
the Community Development Field**

Alan Bentley, Volunteer Hamilton  
**Building the Capacity of Voluntary Sector  
Organizations Through the Development  
of a Web-based Resource**

Angela L. Bies, Texas A & M University  
and Rich Cowles, Charities Review Council  
**The Evolution of a Review Agency:  
Shaping, Contributing or Reflecting a  
Shifting Nonprofit Organizational  
Effectiveness and Performance  
Landscape?**

Oswaldo Elissetche,  
Foro del Sector Social  
**A Business Model to Assess and  
Improve Effectiveness in Nonprofits:  
TQM Approach in the Nonprofit Sector  
in Argentina**

Erzsébet Fazekas, Columbia University  
**The Role of Epistemology Behind  
Theories of Nonprofit Organizational  
Effectiveness**

Mark A. Hager, The Urban Institute  
and Janet Greenlee, University of Dayton  
**The Use of Financial Ratios in  
Benchmarking and Assessing the  
Financial Health of Nonprofit  
Organizations**

Nancy T. Kinney,  
University of Missouri – St. Louis  
**Policy Learning as an Indicator  
of Increased Capacity in  
Legislative Advocacy**

Roland J. Kushner,  
Management Advisory Services  
**Action Research Validation of an  
Inventory of Effectiveness Measures**

Paul-Brian McInerney,  
Columbia University  
**Gauging the Engagement: How NTAPs  
Generate Accounts of Effectiveness**

Judith L. Miller, Ohio University and Sue  
R. Faerman, University at Albany, SUNY  
**A Competing Values Approach to  
Understanding Board Influence on  
Organizational Performance**

Claudia A. Petrescu,  
University of Pittsburgh  
**Effective Advocacy and Management:  
A Study of Human Service Nonprofit  
Organizations Identified as Effective  
Participants in State and Local  
Policymaking**

Jill Shannon, University of Minnesota  
**The Making of Outcome Accountability  
in Nonprofit Funding Requirements**

Susan Kenny Stevens,  
LarsonAllen Public Service Group  
**Life-stages of Nonprofit Capacity  
and Performance**

Melissa Walker  
**Organizational Strategy in  
Substance Abuse Treatment**

David Worth, Murdoch University  
**The Construction of Political  
Effectiveness: Insights from Australian  
Advocacy Organizations**

## AGENDA

### Thursday, April 18

8 a.m. Registration  
& Continental Breakfast  
9 a.m. Welcome & Keynote Speakers  
(Rob Paton and Jan Masaoka)  
10 a.m. Break  
10:15 a.m. Round Table Discussions  
11:40 a.m. Break  
Noon Lunch & Plenary Speaker  
1:30 p.m. Break  
1:45 p.m. Concurrent Paper Sessions  
3:15 p.m. Break  
3:30 p.m. Concurrent Dialogue Sessions  
5 p.m. Networking Reception

### Friday, April 19

7:30 a.m. Continental Breakfast  
8:30 a.m. Concurrent Paper Sessions  
10 a.m. Break  
10:15 a.m. Concurrent Dialogue Sessions  
Noon Lunch & Plenary  
(Funders Panel)  
2 p.m. Adjourn

### Registrant Information

\_\_\_ Ms. \_\_\_ Mr. \_\_\_ Mrs. \_\_\_ Dr. \_\_\_ Professor

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_ ZIP: \_\_\_\_\_ Country: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail address: \_\_\_\_\_ URL: \_\_\_\_\_

**Special Needs:** \_\_\_ Dietary (please advise) \_\_\_ Other (please advise)

### Conference Hotel

All conference sessions will take place at the Fairmont Kansas City at the Plaza, 401 Ward Parkway, in Kansas City, Missouri. Room rates are \$149/night for single or double occupancy rooms. Reservations must be made directly to the hotel no later than March 25. Conference participants should make their own hotel reservations by calling the Fairmont's reservation department at 1 800 441-1414 or accessing [www.fairmont.com](http://www.fairmont.com).

### Registration Fees (please fill out one form per person).

Registration includes attendance to all conference sessions; conference materials; breakfast, lunch and reception on Thursday; and breakfast and lunch on Friday.

- Register by March 1 to receive the early bird registration rate of \$175 per person.
  - After March 1, registration is \$195 per person.
- Registrants will receive registration confirmation by fax or e-mail.

### Payment Information

\_\_\_ Purchase order \_\_\_ Check enclosed, payable to **UMKC**.

Charge to (circle one): \_\_\_ Visa \_\_\_ MasterCard \_\_\_ Discover

Cardholder name: \_\_\_\_\_

Cardholder Signature: \_\_\_\_\_

Card number: Expiration Date: \_\_\_\_\_

**Telephone:** 1800 474-1170 or (816) 235-2305 (international)

**Fax:** 816-235-1169

**Online:** download additional forms from [www.mcnl.org](http://www.mcnl.org)

### Mail This Form To:

Midwest Center for Nonprofit Leadership  
310 Bloch School  
University of Missouri-Kansas City  
5100 Rockhill Road  
Kansas City, MO 64110-2499

### Substitution and Cancellation Policy

There will be a service charge of \$50 for cancellations received in writing by 5 p.m. CST on April 5. There will be a service charge of \$80 for cancellations received in writing after April 5 until 5 p.m. CST on April 12. No refunds can be issued after April 12; however, substitutions will be accepted.

Speech or hearing-impaired individuals may contact the University using Relay Missouri: 1 800 735-2966 (TT) or 1 800 735-2466 (voice).

## ABOUT THE MIDWEST CENTER

The Midwest Center for Nonprofit Leadership (MCNL), of the Henry W. Bloch School of Business and Public Administration at the University of Missouri-Kansas City, is dedicated to the success of nonprofit organizations. Its mission is to enhance the performance and effectiveness of individuals and organizations in the nonprofit sector through high quality community-focused education, applied research, problem solving and service.

The center applies the resources and talents of the University and nonprofit organizations to the challenges and issues facing the nonprofit sector so its organizations and leaders are better prepared to serve their communities.

*To learn more about MCNL's programs, research and services, visit our Web site at [www.mcnl.org](http://www.mcnl.org).*

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