LAUNCHING INTO THE FUTURE

Building a Sustainable Operation at the Center for Nonprofits and Philanthropy

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EXECUTIVE SUMMARY

This study is part of a Consulting Capstone Project through the Bush School of Government and Public Service at Texas A&M University. The capstone group was tasked with developing an innovative model for the Center for Nonprofits and Philanthropy (CNP) which would allow for their continued sustainability. Centers which have a reputation for excellence and prominence in the sector included multiple funding mechanisms and either plenty of outreach activities, ample research through the center, or outstanding educational opportunities for students. Moreover, prominent centers in the field had a distinct identity, something the CNP has yet to establish. From this understanding, the recommendations for the CNP are as follows:

Recommendation I: Establish the CNP's identity as an academic nonprofit center.

Recommendation II: Position the CNP as the facilitator of collaborative activities
                         and content repository amongst NACC members.

Recommendation III: Expand the CNP's reach into the international nonprofit sector.

Academic Center Themes

Funding	Outreach	Research	Education
Special Event Revenue	Training and Workshops	Research Partnership Diversity	Career Services
Fees for Services	Partnerships for Community Development	Student-Involved and Faculty-Led Research	Networking Opportunities
Donations	Signature Events	Impact Measurement, Needs Assessments, and Sector Reports	
Grants	Sector Professionalism		

The table above identifies the CNP's areas of focus - outreach, research and education - as well as funding mechanisms, which sustain the operations within the other three areas. The themes listed below the areas of focus were identified through a review of academic centers and describe the mechanisms for funding and types of activities centers take to achieve their mission. This investigation and summary of activities at other academic nonprofit centers assisted in the development of the team's recommendations for the strategic direction of the CNP. These areas of focus also assisted in the creation of exemplar centers and an aspirant center for the CNP to consider in relation to potential programming options.

DEFINITIONS AND ABBREVIATIONS

For the scope of this research key terms and abbreviations are defined below:

Academic Centers:
Centers, academic programs, or institutes within an institution of higher education that focus on research, education, and/or outreach regarding nonprofit management, philanthropy, or social enterprise.

Community Centers:
Centers that focus on strengthening communities by connecting and engaging nonprofit organizations and other stakeholders through leadership development, capacity building, and community networking activities.

Funding Themes:
Fiscal mechanisms, fundraising plans, and revenue strategies that support the success and sustainability of nonprofit centers.

Outreach Themes:
Efforts that support the vibrancy of the nonprofit sector through the sharing of knowledge and expertise with nonprofit and civil society organizations.

Research Themes:
Creative and systematic work that contributes to the understanding of the scope, structure, and capacity of nonprofit organizations and has a meaningful impact on the nonprofit sector.

Education Themes:
Academic programming that strengthens the ability of students to provide leadership within nonprofit organizations and to address important public problems.

Exemplar Center:
Unit within our dataset which either excels in an area of funding, outreach, research, or education, or offers a unique activity within an area.

Aspirant Center:
Unit within our dataset which has been identified as an exemplar in all areas - funding, outreach, research, and education - with a level of excellence that the Center for Nonprofits and Philanthropy can aspire to achieve.

CNP:
The Center for Nonprofits and Philanthropy at Texas A&M University; this academic center is housed within the Bush School of Government and Public Service.

NACC:
The Nonprofit Academic Centers Council; "an international membership association comprised of academic centers or programs at accredited colleges and universities that focus on the study of nonprofit/nongovernmental organizations, voluntary action, and/or philanthropy" (NACC, 2019). The CNP is the current host center for NACC.

ABOUT THE BUSH SCHOOL OF GOVERNMENT AND PUBLIC SERVICE

The Bush School of Government and Public Service was founded in 1997 as part of the Texas A&M University system. The school subscribed to President George H. W. Bush's philosophy that public service is a noble calling. With two leading public and international affairs graduate programs, the school cultivates accomplished leaders for careers in public service. Four graduate programs are offered: Public Service and Administration, International Affairs, International Policy, and the online Executive Master in Public Service and Administration. Graduate Certificates are also offered in Advanced International Affairs, Homeland Security, National Security Affairs, Nonprofit Management, and Public Management. The Bush School is ranked in the top 10 percent of graduate public affairs schools in the United States, according to U.S. News & World Report (The Bush School of Government and Public Service, 2018). Amongst public universities, the school is ranked in the top 20 of public affairs programs and all three concentrations offered through the Master of Public Service and Administration earn top ranks. The Bush School is also named a "best value" for public affairs education at just under $32,000 for each student prior to a substantial financial aid package (Value Colleges, 2019).

The Bush School has six associated institutes and centers. The Mosbacher Institute for Trade, Economics, and Public Policy is dedicated to producing innovative policy research, education, and training to help future decision-makers of today and tomorrow operate in the global market. The mission of the Scowcroft Institute of International Affairs is to support policy-oriented research by faculty and staff in international affairs topics. The Institute for Science, Technology, and Public Policy examines public policy issues and communicates research-based knowledge to the public and decision makers. The Albritton Center for Grand Strategy supports research on America's grand strategic choices, trains future public servants, and fosters dialogue between scholars and practitioners. The Program on Women, Peace, and Security focuses on research, teaching, and outreach regarding gender analysis and international affairs. Finally, the Center for Nonprofits and Philanthropy seeks to improve the effectiveness of nonprofit and philanthropic organizations.

CENTER FOR NONPROFITS & PHILANTHROPY

ABOUT THE CENTER FOR NONPROFITS AND PHILANTHROPY

The CNP supports a vibrant nonprofit and philanthropic sector in Texas and beyond through high quality research, professional outreach, and engaged learning.

The CNP is located at Texas A&M University in College Station, Texas and is associated with the Bush School of Government and Public Service. The CNP was created in 2017 and is overseen by Bush School faculty and an advisory board. In 2018, the CNP at the Bush School became the host of the Nonprofit Academic Centers Council (NACC). NACC is an international association which supports nonprofit education programs in higher education. The CNP currently focuses on the state of Texas and prioritizes underserved areas.

The CNP seeks to improve the effectiveness of nonprofit and philanthropic organizations through three operation areas: outreach, research, and education. Outreach involves engaging directly with the nonprofit community. Research refers to promoting nonprofit research at the Bush School and across the broader Texas A&M University campus. The CNP also works to improve Texas leaders' knowledge of the scope, structure, and capacity of the nonprofit sector. Its final research goal is to establish the Bush School as a state, national, and global leader in nonprofit and philanthropic studies. Education is the CNP's third operation area. Strengthening students' ability to operate in responsible positions within the third sector will help them address important public problems and provide leadership. The CNP aims to build capacity, disseminate knowledge, and prepare students in regards to nonprofit and philanthropic organizations and the collaborative systems in which they operate. To achieve its goals, the CNP focuses on three levels of engagement: individual, organizational, and community.

INTRODUCTION

Since its inception in 2017, the CNP has aimed to actively support the nonprofit and philanthropic sector in Texas and beyond. Its strategic position makes it possible to design plans to stimulate growth in the sector through high-quality research, professional outreach, and engaged learning. Despite the relatively early stage of the CNP, it has been able to develop initiatives to engage and support nonprofit leaders in the Brazos Valley and develop skills of future leaders through its different educative programs. The CNP's leadership, however, recognizes that it is necessary to enhance its activities and services in order to reach a greater number of beneficiaries and support the nonprofit sector not only at the local level but also nationwide.

Accordingly, the capstone team was asked to provide the CNP with recommendations to not only enhance current services provision but also meet future needs. To meet these expectations and deliver a model that is effective and innovative, the team's focus is to aid the CNP in the design of a sustainable strategy so that it can improve its current and future services to nonprofits. An organizational model that meets these goals will aid the CNP in fulfilling its mission to support the nonprofit sector. The expected scope of impact includes individuals, organizations, and eventually, communities.

By conducting an exhaustive literature review, it was possible to understand challenges and opportunities of the nonprofit sector in its current context. This component along with the analysis of the data collected from outstanding centers around the nation, allowed the consulting team to set the basis for formulating recommendations. These recommendations aim to be not only supported by the literature but also suitable for the CNP's life stage. Consequently, this report provides the reader with information regarding methods and procedures utilized to collect and sort the data, the identification of cross-cutting themes, the results of its analysis, recommendations, and the main conclusions. The report also showcases exemplary centers that participate in practices which can be assessed and adopted according to the CNP's present and future capacity. In the end, multiple tools and procedures will be used in order to deliver a product that meets the specific needs of the CNP to enhance its operation and promote its growth.

METHODS AND PROCEDURES

Project Scope

The CNP aims to uniquely serve the nonprofit sector in the United States through a sustainable and innovative operational model. The CNP was established in 2017 and has been active for almost two years. The CNP focuses on serving the nonprofit sector within the state of Texas but aspires to extend their services and support to the thriving nonprofit sector and civil society organizations nationally and internationally. The focus areas of the center are outreach, education, and research.

The consulting team focused on developing recommendations best suited for both immediate and future operational needs of the CNP to fulfill its mission. The goal of this project was to develop generalizable recommendations that cut across industry sub-sectors while being operational in nature to provide on-the-ground guidance for current and future staff. Thus, the project focused on answering the following guiding question:

How can the CNP implement a sustainable strategy to provide services to nonprofits that positively impact individuals, organizations, and eventually, communities?

CENTER DATA

94

Centers included in the study. This included 67 academic centers and 27 community centers.

AGE

21.18

Average age of nonprofit centers in our data.

ADVISORY BOARD

14.7

Average advisory board size with board sizes ranging from 6 to 38 members.

Data Collection

A qualitative dataset was created by compiling data obtained through the websites of 94 nonprofit centers, institutes, and academic programs. Of these nonprofit centers, institutes, and academic programs, 67 were academically housed or affiliated to a postsecondary institution and 27 were community-based. The consulting team began the data collection with the 51 NACC members. Considering that the CNP is also a NACC member, the data collection and analysis is meant to reflect centers, institutes, and academic programs similar to the CNP. To further develop the dataset and for a diversity of perspectives, other academically housed non-NACC centers, academic programs, and institutes were added to the dataset based on internet searches and the accessibility of websites. A list of community based centers was randomly selected for data collection and analysis to gain additional perspective and learn about any innovative and sustainable service provision models unique to these centers. Among the total of 94 nonprofit centers, institutes, and programs, six were international, which provided insight on global philanthropy efforts.

Data was collected and categorized as **mission, year founded, organizational structure** (staff and advisory board), **service areas** (education, research, outreach, other), **revenue sources** (grants, donations), **research** (publications, domestic research projects, international research projects), **educational programs** (bachelor degrees, graduate degrees, certificate programs, continuing education credits, student enrichment activities), **outreach services** (individual development, organizational development, community development), **partnerships, special events, and other miscellaneous information**.

Additionally, quantitative data was collected to understand various descriptive of nonprofit centers. This data includes the age of nonprofit centers, amount of center staff, Carnegie Classification of the academically housed centers, institutions, programs, and location of nonprofit centers.

Literature Reviews

A literature review was conducted specifically to understand the formation and operations of academic centers, and the role these centers play to support and develop the nonprofit sector. This literature review helped provide an understanding of the formation of NACC in the United States, and the role this professional network plays to support existing and developing academic centers in the nonprofit sector.

Additionally, a literature review was conducted to provide an understanding of best practices and effective models of revenue generation, provision of outreach, educational and research services, and facilitation of student engagement. This literature review formed the basis for formulating an innovative and sustainable operational model for the CNP.

Data Analysis

The initial analysis of the collected data was used to identify descriptives such as location of nonprofit centers, institutions, and programs, their age, staff size, and revenue structures, whether they focus on the same areas as the CNP (outreach, education, and research), and if they are NACC members or not. This was done to develop a general understanding of nonprofit centers, institutions, and programs.

Furthermore, the data was analyzed to identify, describe, and connect themes under the categories of funding, outreach, research, and education to mirror the mission of the CNP. These themes informed the understanding of how centers operate and help identify successful sustainable and innovative practices. This descriptive analysis helped develop an understanding of how centers conduct outreach, research, and education.

The data analysis, substantiated by the literature review, facilitated the forming of a concrete, innovative, and sustainable operational model for the CNP, which helped ground the recommendations in scholarly research and practice. The recommendations also took into consideration the unique institutional and organizational constraints of the CNP. Thus, the recommended operational model is tailored to be innovative and sustainable in the operational scope of the CNP.

Finally, this report includes descriptions of exemplary practices from centers which aid in financial sustainability, or overall success of the CNP. These practices range from service fee structures to research activities. This allows for the inclusion of practices that may benefit the CNP but do not directly align with the research or are unique from other programs. This report also includes recommendations for future works and research to build upon the findings and recommendations discussed in this report.

LITERATURE REVIEW

In response to the rapidly changing operational environments of nonprofit organizations in the 1980s and 1990s, new management and leadership competencies were needed across the nonprofit sector. The Kellogg Foundation, a major contributor to the wave of nonprofit center development during this time, invested millions to enhance the field of nonprofit management and philanthropic studies (Heidrich and Long, 2001). The literature regarding the development, operations, and impact of nonprofit centers, however, is severely limited.

A 2001 report detailing the role of the Kellogg Foundation in the establishment and sustainability of academic nonprofit centers provides the most detailed account of centers' activities. Larson and Barnes-Moorehead (2001) discuss the Kellogg Foundation's Building Bridges Initiative, which depicts the role of the nonprofit sector as social service providers, leading to the development of academic response to provide the nonprofit sector with sustainable resources and practices to implement within the nonprofit organizations. As nonprofit centers operate within higher education institutions, these entities face unique challenges in the academic sector. For example, the centers need to establish sustainable funding, institutional leadership support, organizational fit, and community relationships. These centers, however, also have unique strengths to provide the academic and nonprofit sectors. Nonprofit academic centers, commonly created through the efforts of faculty, administrators and external funders with a special interest in the nonprofit sector, are more task-focused and interdisciplinary as they connect academic interests with external stakeholders. While these centers can exist as independent units at colleges and universities, they are typically housed in or affiliated with specific colleges and departments focused with a direct association with the nonprofit sector, including public administration, public policy, and management programs (Larson and Barnes-Moorhead, 2001).

Nonprofit academic centers focus on providing educational support to sector leaders and managers, reinforcing nonprofit research by scholars from various academic disciplines, and providing technical assistance services to nonprofit organizations in their communities (NACC, 2006). Sustainable funding poses a major challenge as continued internal financial support may be necessary to attract external funding, which should align with the center's mission. In addition to institutional stability, the centers require academic credibility as determined by factors related to its mission and priorities of the home institution and involved faculty (Larson and Barnes-Moorhead, 2001).

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The establishment and development of nonprofit academic centers and academic programs prioritize the value of collaboration through peer exchange of knowledge to support the emerging field of nonprofits. Salamon (2012) identifies the focus of these entities to address the environment in which nonprofits operate and their intent to strengthen the sector through advocacy efforts, educational programming, member support, and theoretical research within the field. The development of several nonprofit academic centers ultimately led to the formation of the NACC (Ashcraft, 2015). This international organization facilitates the development of nonprofit centers, fosters nonprofit education programs, and prioritizes knowledge creation and dissemination through united leadership and networking opportunities (Ashcraft, 2015; Mendel, 2015).

Prentice and Brudney (2018) analyze nonprofit academic centers within the lists maintained by NACC and the International Society for Third Sector Research to develop an assessment framework for centers that include five core dimensions. (1) The framework first focuses on the administration of the centers, which includes their mission, goals, policies and procedures, organizational chart, and strategic plan. Additionally, the first dimension incorporates a center's evaluation system and operations which detail the revenues, expenses, and human capital. (2) The second dimension includes the importance of promoting a center's role within their university or college. Mainly, the center is tasked with promoting and furthering the mission of the host institution; they do so by enhancing students' experiences through student learning opportunities and the facilitation of connections among faculty and other academic entities associated with the institution. (3) The third dimension emphasizes the importance of the center's research projects and addresses the research topics prioritized by nonprofit academic centers, which consists of issues affecting the organizations operating within the sector. (4) Education and management support make up the fourth dimension. This area works to provide support to various forms of instruction, such as consultation services. (5) The last dimension is community engagement, which promotes the center's responsibility in collecting and disseminating relevant knowledge to communities regarding the impact of the nonprofit sector. While Prentice and Brudney's (2018) work provides an assessment framework, it also supplies useful insight into the integral aspects necessary to develop and sustain a nonprofit academic center.

The research role of centers, as discussed above, provides the opportunity to develop evidence-based practices for the nonprofit sector. Sommerfeld and Austin (2014) review NACC academic nonprofit centers and identify ten prevalent research themes regarding research efforts among these centers. The themes include policy implications for the nonprofit sector, financial management, human resource management, philanthropy, international issues regarding nongovernmental organizations, civil society and social participation, nonprofit sector size and organizational composition, performance management, relationships between the nonprofit and for-profit sectors, organizational governance, and relationships between the public, for-profit and nonprofit sectors (Sommerfeld & Austin, 2014). These focal points within center research activities significantly impact the evolution of nonprofit management and leadership throughout the sector.

A growing concern for nonprofit centers is the topic of accountability, especially to their stakeholders. Three key stakeholders that rely on centers' accountability and transparency are external funders, the nonprofit organizations they serve, and their respective host universities (Ebrahim, 2010; Prentice & Brudney, 2018; Frumkin, 2002). Key areas that require accountability reports include the centers' financial management, governance, and performance. Centers need to provide transparent information on strategic planning and development, grant compliance, and other relevant practices. Governance expectations require that centers meet ethical and legal standards, incorporate excellent stewardship of resources, and adhere to established policies and procedures. Performance accountability is demonstrating progress towards a center's stated goals by measuring the entity's outputs and outcomes (Prentice & Brudney, 2018). Maintaining accountability and transparency ensures that nonprofit academic centers maintain a core focus on their missions to ensure that they remain legitimate among its stakeholders.

Nonprofit academic centers are uniquely equipped to mediate the relationship between nonprofit academics and third sector practitioners. The limited research on nonprofit academic centers calls for additional research that explores their value to the nonprofit sector and academic centers. In doing so, research will allow centers to become sustainable and accountable, just as nonprofit organizations are expected to be. To serve both nonprofit and academic sectors, it is crucial for nonprofit academic centers to balance their roles as the intermediary entity. The given framework and identified roles provide meaningful insight for nonprofit academic centers that will allow them to further their mission, collaborate with their host institution, and strengthen the nonprofit sector.

RESULTS AND DISCUSSION

Introduction

Through an analysis of a sample of academic and community nonprofit centers, the team has investigated several components that encompass organizational structures, focus areas (e.g. outreach, education, research), and other operational mechanisms. The prevalence of outreach, research, and education focus areas at academic nonprofit centers are provided illustrated in the graphic below.

Focus Area Prevalence
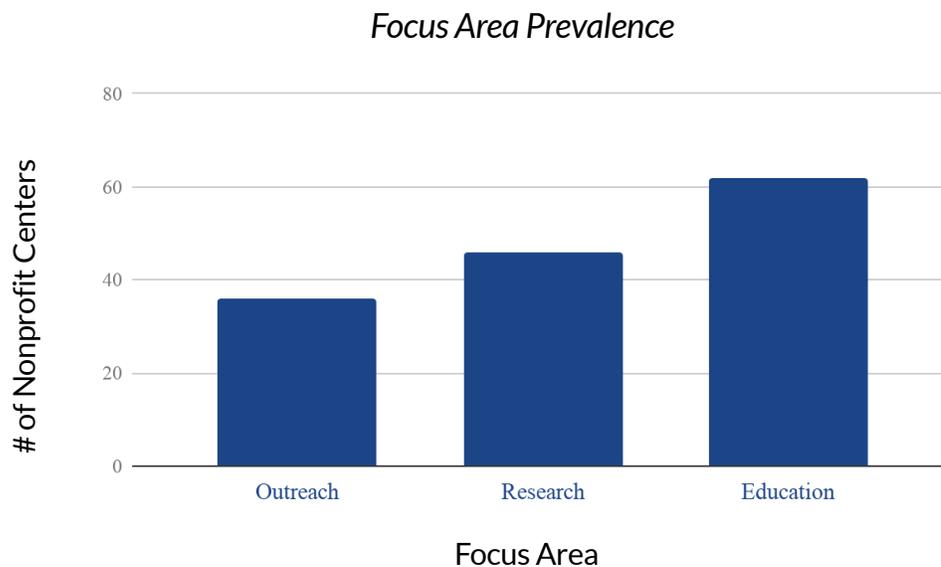
This analysis revealed themes that fall under one or more of four key topic areas: (a) funding, (b) outreach, (c) research, and (d) education. The developed themes are recurring concepts, practices, services, or activities found among domestic and international academic and community nonprofit centers. Community centers are discussed only through the topic area of funding because the center activities were focused on funding mechanisms, but not on outreach, research, and education as defined in this document. These themes helped the team define the scope of each key topic area, organize the activities of the nonprofit center sector, and provide a basic foundation for developing strategic recommendations for the CNP.

Academic Center Themes

Funding	Outreach	Research	Education
Special Event Revenue	Training and Workshops	Research Partnership Diversity	Career Services
Fees for Services	Partnerships for Community Development	Student-Involved and Faculty-Led Research	Networking Opportunities
Donations	Signature Events	Impact Measurement, Needs Assessments, and Sector Reports	
Grants	Sector Professionalism		

The academic nonprofit center data provided insight into the popularity of private foundation grants within the sector. The team found evidence of the use of private foundation grants in 10 of the academic nonprofit centers. The establishment of select academic nonprofit centers was strengthened by large grants provided by private foundations such as the W.K. Kellogg Foundation, the William and Flora Hewlett Foundation, and Lilly Endowment, Inc.

Funding Themes: Academic Centers

Philanthropic funding directly supports the existence of nonprofit organizations and nonprofit centers. As a key component of center sustainability, funding mechanisms are directly related to resource development, fiscal management, revenue generation, and funding sources. Organizations that have adequate financial resources are more capable of implementing innovative practices (Meyer & Leitner, 2018). Through an analysis of every variable within the data set, a collection of themes relative to funding activities emerged.

The themes identified by the team in academic centers includes: (1) Special Event Revenue; (2) Fees for Services; (3) Donations; and (4) Grants.

Theme 1: Special Event Revenue

The most prominent funding theme to emerge from the academic center data is the utilization of registration fees for events. The events facilitated by nonprofit centers vary in size, scope, attendance, audience, and price, with some taking the forms of award presentations, research conferences, and community gatherings. The academic nonprofit center data revealed the use of registration fees at 32 nonprofit centers based upon information provided on center websites.

Theme 2: Fees for Services

Another funding mechanism utilized by academic nonprofit centers includes revenue from fees for services. Fees for services are found on 24 academic centers' websites and include continuing education opportunities, personal development classes and workshops, board training, consulting work, and strategic planning seminars. For example, the data collected from nonprofit center websites highlights academic centers earning revenue by charging nonprofit professionals for continuing education classes, workshops, and trainings.

Theme 3: Donations

As key players in the growth and sustainability of the nonprofit sector, academic nonprofit centers depend on generous donations. According to the academic nonprofit center data, donations include one-time contributions, development and establishment gifts, recurring fund provision, and naming investments. External funding, including foundation and family donations, can stimulate the development of centers and further their sustainability (Larson & Barnes-Moorhead, 2001). As indicated on websites, 18 of the academic nonprofit centers recognize or call for donations.

Theme 4: Grants

The academic nonprofit center data provided insight into the frequency of private foundation grants within the sector. The team found evidence of the use of private foundation grants in ten of the academic nonprofit centers. The establishment of select academic nonprofit centers was strengthened by large grants provided by private foundations such as the W.K. Kellogg Foundation, the William and Flora Hewlett Foundation and Lilly Endowment, Inc.

Funding Themes: Community Centers

The most prominent themes identified by the team in community centers includes: (1) Fees for Service; (2) Grants and Donations; and (3) Membership Fees.

Theme 1: Fees for Services

Fees for services are a common funding mechanism used by nonprofit community centers. These fees for services include continuing education opportunities, personal development classes and workshops, board training, consulting work, and strategic planning seminars. From the 24 identified nonprofit community centers, 19 centers provided at least one of the services listed for a one-time fee, displaying how common fee for service structures are in community-based nonprofit centers.

Theme 2: Grants and Donations

The community nonprofit center data provided insight into the popularity of private foundation grants within the sector. Grants are provided via research and through sources such as AmeriCorps. Donations supplemented the grant revenue through private foundations such as the California Endowment, the Rose Community Foundation, and the Blue Cross and Blue Shield of North Carolina Foundation with other donors including individual donations and corporate sponsors for the centers. The combination of grants and donations contributed to the revenue of ten community-based centers.

Theme 3: Membership Fees

The analysis of community nonprofit centers highlighted the use of membership fees as a means of generating revenue. Membership fees, which were found to be utilized in five community nonprofit centers, refer to the revenues provided by membership program participants at nonprofit centers. These membership programs typically provide benefits to individuals or organizations by offering incremental pricing plans for nonprofit organizations and professionals to receive ongoing services from a nonprofit center.

Outreach Themes: Academic Centers

One of the defining characteristics of the CNP is the commitment to sharing knowledge and expertise with nonprofit organizations and leaders. Nonprofit organizations that received capacity building assistance demonstrated significantly higher levels of capacity in each of the five critical areas i.e. organizational, program, revenue, leadership, and community development (Minzner, Klerman, Markovitz, & Fink, 2014). Additionally, the CNP has a unique opportunity to facilitate the relationship between the university and its environment (Larson & Barnes-Moorhead, 2001), specifically the Brazos Valley. Through an analysis of the activities and offerings publicized on academic nonprofit centers websites, the team has identified a collection of themes associated with outreach efforts. The most prominent themes for academic centers includes: (1) Training and Workshops; (2) Partnerships and Community Development; (3) Signature Events; and (4) Sector Professionalism.

Theme 1: Trainings and Workshops

The first theme identified in association with outreach activities includes the provision of training and workshops for individuals and groups within the nonprofit sector. At the individual level, training and workshops provided by nonprofit centers are aimed predominately at individuals in upper management positions within an organization. At the organizational level, the training and workshops provide opportunities for organizational leaders and advisory board members to work towards the fulfillment of their organization's mission.

Theme 2: Partnerships and Community Development

While community partnerships are recognized by the team as a major theme in nonprofit center funding, the significance of community partnerships is also evident in relation to outreach activities. Academic centers are able to "serve the local community by connecting key actors to build social capital and increase cross-sector collaboration" that benefit the nonprofit sector by expanding their resources (Prentice & Brudney, 2018). The team has identified partnerships and community partnerships as an emerging outreach theme as these are recurring topics for seminars, leadership groups, and elective courses in academic nonprofit center data. The significance of community partnerships is also seen in outreach activities, which connect nonprofit leaders, local government officials, and private sector professionals. Encouraging a cross-sector collaborative environment results in increased trust in organizations, benefiting all sectors involved (Alexander & Nank, 2009).

Theme 3: Signature Events

The creation of signature events is another theme identified through the research. Signature events include conferences, symposiums, speaker series and seminars, fundraisers, award presentations, and more. These events benefit the reputation of nonprofit centers and establish a center's role in a local community, throughout the state, on the national level, and potentially among international audiences. They also provide an opportunity for nonprofit centers to give back to their community and provide recognition for successful initiatives, improved organizations, individual achievement, community involvement, and mission fulfillment.

Theme 4: Sector Professionalism

Different services marketed as professional development opportunities were located throughout the academic center data. Nonprofits are experiencing increased demand for their services that they might not meet due to lack of capacity. Providing services that increase professionalization through the use for-profit models and nonprofit purposes will allow centers to help the nonprofit sector address community needs (Phipps & Burbach, 2010; Austin, et al, 2011; & Petrie, 2011). For the purpose of this study, professional development activities include formal education and certification programs. At nonprofit centers, these professional development activities typically include seminars, coursework, and certificate programs.

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Research Themes: Academic Centers

As a foundational pillar of many nonprofit centers, research activities and priorities were included in the data analysis of nonprofit center website information. Larson and Barnes-Moorhead (2001) note that an effective center does not reach its full potential without including research activity in their mission. Research activities conducted by academic centers improve understanding of the scope, structure, and capacity of nonprofits and philanthropy on domestic and international platforms. CNP has the potential in bridging the research and practice divide when connecting the nonprofit sector to other sectors, such as the for-profit and public sectors (Prentice & Brundy, 2018). The major research themes of academic centers identified by the team include: (1) Research Partnership Diversity; (2) Student-Involved and Faculty-Led Research; and (3) Impact Measurement, Needs Assessments, and Sector Reports.

Theme 1: Research Partnership Diversity

A trend provided by the academic and nonprofit center data highlights the recurrence of diversity in research partnerships. Research collaborations identified in the data include nonprofit centers partnering with research centers and institutes on campus or at a nearby university, local governments agencies, local nonprofit organizations, and nonprofit associations. Regarding international research partnerships, the team identified a trend in academic collaborations between universities in various countries.

Theme 2: Student-involved and Faculty-led Research

A key aspect of research activities discovered, highlights the inclusion of student engagement and faculty initiative. The support of the host institution's leadership and inclusion of individual faculty and students in the nonprofit academic center's research efforts enables the continued growth of the center (Larson & Barnes-Moorhead, 2001). The overlap provided by a student-involved and faculty-led research project addresses the connection between education and research at nonprofit centers. These research opportunities also provide an avenue for students and faculty to provide beneficial services to nonprofit professionals, managers, leaders, and stakeholders.

Theme 3: Impact Measurement, Needs Assessments, Sector Reports

This theme acts as a descriptive of the research activities conducted at academic and community nonprofit centers. Research activities and reports often focus on the local, regional or state nonprofit sector. Nonprofit centers provide a unique opportunity to increase nonprofit organization's impact by providing evidence-based research within their training and workshops (Prentice & Brudney, 2018). This focus includes impact measurements, program evaluation, needs assessments, wage and benefit reports, and other similar studies. These reports typically focus on the areas immediately surrounding nonprofit centers and offer insight into the scope, structure, and capacity of nonprofits and philanthropy.

Education Themes: Academic Centers

The final key topic area for consideration during the team's data analysis is education. Centers have the capacity to "strengthen the [nonprofit] sector through advocacy, public education, member support, and conceptual research on the nonprofit sector" (Prentice and Brudney, 2018). This section focuses on member support through educational programming. The following education-related themes emerged in academic centers: (1) Career Services and (2) Networking Opportunities and Mentorship Programs.

Theme 1: Career Services

The development of career centers and consulting services highlight the importance of educating students in preparation for nonprofit careers. Many of the career services located at nonprofit centers provide job postings, board openings, and networking opportunities. These services help two stakeholders: (a) students looking to gain experience in a nonprofit organizations and (b) the nonprofit managers and board members who recruit candidates for positions in their organizations. This theme illustrates a unique overlapping between education programs and outreach activities. Nonprofit centers have an opportunity to work as an intermediary between the academic and the nonprofit sectors through consultations to nonprofit managers as well as guiding students in working within the nonprofit sector (Prentice & Brundy, 2018).

Theme 2: Networking Opportunities and Mentorship Programs

The final educational theme identified within the nonprofit center data includes the networking and mentorship aspects of educational programs. Networking events and mentorship programs allow students to develop an understanding of the nonprofit sector from a new perspective as well as develop valuable professional relationships. Some academic nonprofit centers also facilitate mentorship programs and connect nonprofit students to professionals; this allows students to gain direct insight from nonprofit executive directors, program coordinators, board members, development officers, and fundraising professionals.

Conclusion

The data analysis and generation of themes in the topic areas of funding, outreach, research, and education informed our understanding and were utilized in the creation of recommendations. Several key themes were helpful in discovering relevant and sustaining growth solutions for the CNP. This data was incorporated with scholarly research to support the created recommendations.

RECOMMENDATIONS

The following section includes recommendations developed by the capstone team through the comprehensive study of our literature and analysis of collected data. These recommendations are intended to promote calculated and intentional development of the center with the goal of cultivating sustainable and long-lasting programming. It is recommended the CNP establishes a central identity, act as a facilitator of collaboration amongst NACC members, and endeavor to expand the CNP's reach into the international nonprofit sector.

Recommendation I: Establish the CNP's Identity as an Academic Nonprofit Center

As a recently established center, the CNP must develop a unique identity to complement their position in the Bush School and in Texas A&M as well as further their abilities to serve the Texas nonprofit sector.

The data incorporated in this study demonstrates multiple academic nonprofit centers selecting a core focus or identity for their centers' activities. This is not excluding other activities outside of this focus, but prioritizing areas of involvement to achieve the most impact. For example, the RGK Center for Philanthropy & Community Service at the University of Texas, Austin focuses on creating quality research on evidence-based practices, available to the nonprofit community. The Center for Nonprofit Leadership and Social Enterprise at Baylor University maintains an emphasis on faith-based organizations in the nonprofit sector. This unique focus is exhibited in their mission statement and aligns with the overall goals of the university. A last example, the Center for Nonprofit Management at Stonehill College prioritize management and leadership capacity of community-based nonprofit organizations in Massachusetts and Rhode Island. As evidenced in the data, identity is central to the activities of centers.

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Continuing, academic research indicates the importance of a center establishing an identity to guide activities. When academic centers identify a focus area within the nonprofit sector, they are better able to complement the activities of other centers (Larson & Barnes-Moorhead, 2001). As an emerging center, it is important the CNP establishes a unique identity to fit in its environment and complement, rather than compete with other Texas academic nonprofit centers. Most urban communities have a large nonprofit sector due to their access to resources and population. However, nonprofits in rural communities have less access to resources and often do not have the capacity to strengthen their role in their communities. The CNP has the opportunity to support the surrounding communities in a way that complements the activities of other centers located in Texas urban areas. Prentice and Brudney (2018) discuss the importance of building local communities and building relationships that promote cross-sector collaboration that will strengthen public, nonprofit, and for-profit connections. In doing so, the CNP will be able to help the many rural areas within the Brazos Valley that would not have the resources or capacity to travel to other nonprofit academic centers. Once the CNP builds its identity and establishes its role in the nonprofit academic center sector, then it can begin to expand its mission to more communities in Texas, nationally, and globally.

A potential identity for the CNP is as the premier location for aiding rural nonprofits. The CNP can start this work in the Brazos Valley and continue further out to the U.S. A focus on rural Texas is in alignment with the overall visions of the Bush School and Texas A&M University. Texas A&M is in the middle of the Lead by Example campaign, a four billion dollar campaign focusing on areas including transformational education, discovery and innovation, and impact on the nation, state, and world (Texas A&M Foundation, 2019). The campaign has identified The Bush School a recipient of funding priorities of over 60 million dollars. One specific effort in the Lead by Example campaign is the focus on rural Texas communities. Despite the presence of five NACC members in Texas, there is a continued gap that focuses on the needs of nonprofits in rural areas. The CNP has an opportunity to align with Texas A&M's mission to serve rural communities through local nonprofits.

To conclude, with the CNP's pivotal age and position within the sector, they must establish an identity to align activities and endeavor to generate true impact on their community. There is potential to utilize meaningful initiatives and focus areas that align with the Bush School and Texas A&M University to support surrounding communities. Creating a unique identity is crucial to the development of the center and will establish it as an asset to the Bush School, Texas A&M University, and the Brazos Valley.

Recommendation II: Position the CNP as the Facilitator of Collaborative Activities and Content Repository Amongst NACC Members

As the new institutional host for NACC, the CNP is uniquely positioned to play a vital role in impacting the nonprofit centers through its position as an institutional host. The CNP can create and promote collaborations between NACC members and disseminate knowledge throughout the membership. This can be accomplished through a signature event and the creation of an information repository that NACC members can utilize. The signature event could be a NACC-specific conference or symposium in which its members can share research, engage in workshops designed for nonprofit academic centers, and benefit from networking opportunities. It is recommended that the workshops and research shared at the signature event are stored online in which all NACC members have access. The CNP has the opportunity to facilitate collaboration and support between all NACC members.

The CNP's support of the NACC council through hosting events and promotion of shared resources is evidenced in the data which indicates that many centers generate revenue through annual or biannual signature events. Examples include the The Lodestar Center's Annual Nonprofit Conference on Sustainability Strategies, The Johnson Center's National Summit on Family Philanthropy, and the Annual Nonprofit Governance Symposium at the University of San Diego. These events are funded through a variety of sources such as registration fees, corporate sponsorships, grants, and advertisement opportunities.

Furthermore, the literature supports a collaborative environment which would benefit NACC participants. Connecting NACC members and encouraging meaningful partnerships amongst them through the signature event and online source for data address two recommendations Mendel (2015) identifies as priorities that aim to strengthen NACC members' networking capacity and to expand the field of study on the nonprofit sector. It provides an opportunity for NACC members to extend their knowledge beyond the silos in which they traditionally operate. The event could also serve the nonprofit sector as a whole by convening nonprofit scholars and developing and disseminating conceptual research that educates the public on the benefits and impacts of the third sector (Prentice and Brudney, 2018).

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The CNP has the institutional capacity to organize a signature event discussed above. Texas A&M University has a newly opened conference center and hotel, the Annenberg Presidential Conference Center, and facilities within the Bush School of Government and Public Service to facilitate the event. The CNP staff and additional NACC members could facilitate workshops and submit research. Funding for the event can be obtained through funding sources identified in the data analysis such as sponsorships, grants, and registration fees.

Therefore, the CNP can fulfill the recommendations outlined in the literature for NACC in a sustainable manner through the organization of a signature event. We recommend the CNP organize this special event, which brings together and makes connections with NACC members to form meaningful partnerships and share knowledge across the organizations. Additionally, posting workshops to the NACC website and starting an archive of the knowledge shared can ensure the information is accessible for everyone in the future. This could also lead to further research opportunities and provide an avenue for collaborative research that builds upon the CNP's operations.

Recommendation III: Expand the CNP's Reach into the International Nonprofit Sector

To support the nonprofit sector in Texas and beyond, the CNP can establish unique partnerships, participate in international collaborations, and support underserved nonprofits around the world. This role can build upon the CNP's identity and collaborative efforts among NACC members to expand the CNP's reach and service provision into the international nonprofit sector. The replication of the CNP's efforts within the U.S. and adaption of those efforts to be applicable in international contexts provides an innovative approach to supporting the nonprofit sector. This recommendation also involves the prioritization of international networking by the CNP faculty and staff. Networking efforts can include current international NACC members in Australia, England, Milan, and Russia. Higher education institutions also provide opportunities for international partnerships among departments, programs, organizations, faculty, staff, and students. The CNP has the opportunity to collaborate with international partners in order to provide services and support to rural nonprofit organizations in a global context.

This study of academic and community nonprofit centers has highlighted the lack of international collaborations within the nonprofit sector. Based on the data collected, very few institutions are participating in partnerships that cross international borders; these partnerships typically revolve around research and student enrichment. For example, The Center for Nonprofit Strategy and Management at the City University of New York completes extensive research on international nongovernmental organizations operating within New York City. This center also participates in an international research partnership with the Institute for Mexicans Abroad, the Mexican Consulate, and Juntos Podemos ("Together We Can") to assist outreach efforts that promote the upward integration of the Mexican community in New York. The Lilly Family School of Philanthropy facilitates a study-abroad program that provides a comparative European perspective of philanthropy for undergraduate and graduate students. This student enrichment program involves partnerships with policy institutions, philanthropic organizations, and governmental agencies in the Netherlands and Germany. While these examples highlight the involvement of two academic centers participating in the global nonprofit sector, their modest involvement does not support services for international nonprofit organizations or personnel. With very few centers participating in the international sector, this is an opportunity for the CNP to expand its individual reach and support the nonprofits on a global level while filling a gap in the sector.

According to literature, an opportunity exists to increase the impact of centers on nonprofit capacity. Mirabella and Renz (2001) identify the role of academic nonprofit centers in building the capacity of nonprofit organizations, their leaders, and managers; this includes strengthening the sector's potential to deliver on new and traditional roles in communities. While academic centers have become "a vibrant connecting rod, linking outreach with students' academic programs, linking outreach with research, linking disciplines and professions through outreach, and linking campus with field," many academic centers have limited the scope of their efforts to their immediate sector (Fear et al., 1998, p.87). Prentice and Brudney (2018) discuss the importance of serving the local community, nonprofit organizations and staff, and the nonprofit sector as a whole. While international definitions of the nonprofit sector vary, the global third sector has been identified as "a massive array of self-governing private organizations, not dedicated to distributing profits to shareholders or directors, pursuing public purposes outside the formal apparatus of the state" (Salamon, 1994, 109). By expanding support mechanisms into the global third sector, the CNP has the opportunity to support communities of the nonprofit sector that have been neglected by other nonprofit centers.

The CNP's affiliated academic institution, Texas A&M University, provides an appropriate context for expansion into the global international sector. This recommendation aligns with the university's efforts to address "the needs of an increasingly diverse population and a global economy" (Texas A&M University, 2019). Texas A&M University provides potential opportunities for collaboration with several individuals, departments and programs, including the International Student Association, Aggies for Global Food Security, Global Faculty Advocates, Global Partnership Services, Global Outreach Programs, Study Abroad Programs, and more. There are many other Texas A&M University entities that can provide the CNP with access into international nonprofit communities including: (a) Texas A&M University at Qatar, a branch campus in the Middle East, (b) Texas A&M International University, a member of the Texas A&M University System with a direct link to Mexico; and (c) the Texas A&M University School of Law, which has partnerships in Israel, Scotland, Jersey, Guernsey, Ghana, Mexico, and Cambodia (TAMU School of Law, 2019).

The CNP's affiliated college, the Bush School of Government and Public Service, also provides an appropriate context for expanding services to the global community. This recommendation aligns with the school's focus on public service opportunities. The Bush School provides opportunities for international collaborations through faculty research and networks, international clients participating in consulting capstone projects, and reciprocal exchange programs with China, Germany, and Great Britain. For example, through a partnership with Swansea University, the Bush School facilitates a study abroad and internship program with nongovernmental organizations and government agencies in the United Kingdom (The Bush School, 2019).

As a developing center, the CNP is positioned to develop long-term objectives that can launch the longevity of the organization. By establishing a flexible long-term direction, the CNP can participate in innovative partnerships, unique opportunities, and sustainable strategies that contribute to the expansion of its own reach into the international sector. As the host of NACC, the CNP also has the ability to facilitate networking and collaborating opportunities on the international level.

In conclusion, while providing services to the local community, supporting the nonprofit sector within the state of Texas, and facilitating collaboration among NACC members are more immediate recommendations for the CNP, this recommendation provides a long term objective for the CNP. Expanding the CNP's reach into rural communities around the world will allow this young academic center to develop an innovative identity among the nonprofit academic center community and the global nonprofit sector.

LIMITATIONS

There are four key limitations to consider regarding the data collection and analysis portions of this project:

- First, qualitative data on nonprofit centers are collected primarily from center websites. This study is limited to the data publicly provided on center websites.

- Second, while the data includes all NACC centers, it includes a sample of non-NACC academic and community centers, thus the data is not a complete review of the sector.

- Third, the selected nonprofit centers operate in diverse contexts characterized distinct constraints that are unaccounted for in the dataset.

- Fourth, while the recommendations take into account the current institutional and organizational constraints, it does not account for future constraints or changes that may arise.

SUGGESTIONS FOR FUTURE RESEARCH

The exploratory nature of this study warrants further research to allow for a deeper understanding of nonprofit centers. Suggestions for future research include in depth studies of nonprofit academic centers' financial information, trends in non-academic centers and international centers, the impact of NACC members in their communities, and the needs of organizations within the Brazos Valley.

- First, future research can include a thorough examination of nonprofit academic centers' financial information to generate quantitative data that allows for the interpretation of funding mechanisms and center sustainability. For example, surveying center leaders to identify various sources of funding and the contribution of these sources to the overall budget of the center can provide great insight into funding mechanisms and center sustainability.

- Second, an additional suggestion for future research is to look further into non-academic centers and international centers to identify trends and models that can be modified to address the needs of the CNP. Research into centers outside the United States could provide valuable and unique insight and activities that could benefit the CNP.

- Third, future research could also include the examination of the impact NACC members have on nonprofits in their immediate community. There is ample information regarding the services nonprofits generally require and the impact their services and programs have on the community. Surveying nonprofit organizations, professionals, and board members serviced by NACC members will provide insight into the outcomes of academic nonprofit center programming. More information on the impact NACC members have or best practices for nonprofit academic centers, however, could shape the sector and inform leaders.

- Fourth, it is recommended that the CNP conduct a needs assessment of the local nonprofit sector to better understand the opportunities to serve them in a more customized manner and further their identity within underserved or rural communities.

CONCLUSION

The CNP is at a pivotal point in its inception and growth moving forward. As the CNP maintains the position of host for NACC, it has the opportunity to further engage in enhancing the nonprofit centers, academic programs, and institutes. This project illuminated the field of nonprofit centers and provided a glimpse of the size and scope of the nonprofit center sector. It also drew on academic literature to identify key areas of nonprofit need where centers can demonstrate instrumental involvement and support through the provision of key services. The capstone team hopes that the information provided in this report is beneficial for use by the CNP and their ambitions for growth through the implementation of goal and vision setting, practical offerings, and overall strategic planning. The capstone team also hopes readers of this report will engage in careful consideration of the role and opportunities of centers in the sector of nonprofits and public service. Further research in the nonprofit center sector would be beneficial to continue to support the work of centers, identify success stories and successful strategies, understand potential limitations in the field, and guide future decisions of executive center leaders.

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APPENDICES

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APPENDIX A: EXEMPLAR CENTERS

Exemplar centers are units within this study's dataset which either excel in an area of funding, outreach, research, or education, or offer a unique activity within a specific area. Exemplar centers can provide examples of successful practices in a particular area. Indicators of each center describe the basic demographics of each exemplar.

Indicator	Description
Location	Geographical city the unit resides in
Staff Size	1-5 = Small 6-10 = Mid-Sized 11-15 = Robust 16+ = Very Robust
Age	Time since creation
Type	Classified as a center, institute, school, or program
Academic Home	Location where the unit is housed within a university
University Classification	The Carnegie Classification of Institutions of Higher Education for the host university
NACC	Whether the unit is a NACC member

Exemplar Centers: Funding

The Dorothy A. Johnson Center for Philanthropy
at Grand Valley State University

Indicators:
Location: Grand Rapids, Michigan
Staff Size: Very robust
Leadership Council: 15 members
Age: 27 years
Type: Nonprofit Center
Academic Home: College of Community and Public Service
University Classification: Doctoral/Professional University
NACC: Yes

The Johnson Center has secured funding for endowed professorships and a residence program. In 2010, The Frey Foundation Chair for Family Philanthropy at the Johnson Center was created with a donation from one of Michigan's largest family foundations in order to advance both the understanding and practice of family philanthropy. The Johnson Center is also home to the nation's first endowed chair focused on community philanthropy - The W.K. Kellogg Community Philanthropy Chair. Created in 2015, the Kellogg Chair honors the legacy of W.K. Kellogg and was developed in order to advance the field of community philanthropy. This endowed professorship was established with a $1.5 million gift from the W.K. Kellogg Foundation and the Kellogg Company 25-Year Employees' Fund. The Johnson Center Residence in Philanthropy Program was launched in 2018 with the support from the Frey Foundation, the Wege Foundation, the Kate and Richard Wolters Foundation, the Grand Rapids Community Foundation, Dorothy A. Johnson, and Grand Valley State University. The Residence Program involves the appointment of residents for a three-year research term with the Johnson Center.

The Center for Public and Nonprofit Management at the University of Central Florida

Research activities are a primary funding source for the Center for Public and Nonprofit Management. The Center receives grants from various sources to complete research related to specific topics, including hurricane relief, social vulnerability, historical preservation, public safety, and capacity building. During the 2017-2018 fiscal year, research activities secured grant funding from the National Science Foundation, the Florida Department of Economic Opportunity, the National Hazards Center, Oxford Committee for Famine Relief (OXFAM) America, Heart of Florida United Way, the Osceola County Sheriff's Office, the Winter Park Health Foundation, the Orange County Board of County Commissioners, and Soil and Material Engineers, Inc.

Indicators:
Location: Orlando, Florida
Staff Size: Small
Age: 11 years
Type: Nonprofit Center School of Public Administration
Academic Home:
University Classification: Tier 1 Research
NACC: Yes

Their mission and purpose follows: "At the UCF Center for Public and Nonprofit Management, our goal is to support the research interests of faculty and students, as well as the research needs of the community. Our sponsored research focuses on policy and management, but our faculty expertise is rich and varied. We also lead public service projects and offer unique, holistic training and technical assistance projects to build nonprofit organizational capacity. Through research and community engagement, our center improves policy and governance in partnership with communities from Central Florida and worldwide" (Center for Public & Nonprofit Management).

The RGK Center for Philanthropy and Community Service at the University of Texas

Indicators:
Location: Austin, Texas
Staff Size: Small (9 Faculty and adjunct faculty + 11 board members)
Age: 19 years
Type: Nonprofit Center School of Public Affairs
Academic Home:
University Classification: Tier 1 Research
NACC: Yes

In 2000, the RGK Center was founded with an initial $5 million grant from the RGK Foundation. In relation to contributions, the RGK Center allows donors to choose what activities they wish to sponsor through their giving. Three giving choices currently available for RGK Center donors include: Endowed Student Fellowships, which assists in reducing the debt burden of students; Austin Area Sustainability Indicators, a community-based research initiative; and Director Discretionary Funds.

Exemplar Centers: Outreach

The Center on Philanthropy & Public Policy at the University of Southern California

<u>Indicators</u>:
Location: Los Angeles, California
Staff Size: Small + 27 board members
Age: 19 years
Type: Nonprofit Center
Academic Home: School of Public Policy
University Classification: Tier 1 Research
NACC: Yes

While research can be an internal activity for some nonprofit centers, the Center on Philanthropy & Public Policy uses research activities to create outreach opportunities. The Center seeks to share research findings and thereby engages key constituencies in activities such as a Distinguished Speakers Series, the Conversations on Philanthropy Series, the Center's National Leadership Forum, and the Center's Roundtables. Although these activities are hosted annually and semi annually, these include high-level guest speakers and put together national thinkers and practitioners to debate and learn different issues and trends affecting the nonprofit sector.

The Center for Nonprofit Leadership at Adelphi University

<u>Indicators</u>:
Location: Garden City, New York
Staff Size: Small
Age: Not specified
Type: Nonprofit Center
University Classification:
Doctoral/Professional University
NACC: No

Project Blueprint, an outreach program facilitated by the Center for Nonprofit Leadership, is designed to serve young professionals aiming to serve on nonprofit boards. The outreach program aims to build and enhance the network of young professionals competent to serve on nearby nonprofit boards in Suffolk County. This board leadership program is provided by the Center in collaboration with the United Way of Long Island.

Exemplar Centers: Research

The Center for Community and Nonprofit Studies at the University of Wisconsin

Indicators:
Location: Madison, Wisconsin
Staff Size: Not specified
Age: 18 years
Type: Institute
University Classification: Tier 1 Research
NACC: Yes

Engaged research is a key focus area for the Center for Community and Nonprofit Studies. By leveraging its platform within a RI research institution and flagship university, the Center provides high-quality research support and infrastructure to support research projects. The engaged research activities at the Center involve contributions from faculty members at the University of Wisconsin, research affiliates, students, community members, professionals and community volunteers.

The Center for Community Research and Service at the University of Delaware

Indicators:
Location: Newark, Delaware
Staff Size: Midsize (includes faculty)
Age: 47 years
Type: Nonprofit Center
Academic Home: School of Public Policy and Administration
University Classification: Tier 1 Research
NACC: Yes

The three research focuses at this nonprofit center are youth well-being, health policy, and housing. The Center for Community Research and Service is a research participant of KIDS COUNT in Delaware, a network funded by the Annie E. Casey Foundation. This project raises awareness and accountability for the conditions of children and families through two strategies: measuring and reporting on the status of children and using the information to inform and strengthen public action. The Center is the host organization for KIDS COUNT in Delaware and provides access to annual reports and an interactive data center. Health policy research at the Center includes focuses on the social determinants of health and Medicaid utilization. Research projects are completed in collaboration with other entities, including the University of Delaware College of Arts and Sciences, the University of Delaware College of Health Sciences, the Delaware Health Sciences Alliance the Delaware Department of Health and Social Services. The Center is also oversees their own Nonprofit Resource Library; this is a free community resource that includes books, journals, reports and census data.

Exemplar Centers: Research (cont.)

The Dorothy A. Johnson Center for Philanthropy at Grand Valley State University

Indicators:
Location: Grand Rapids, Michigan
Staff Size: Very robust + Leadership Council of 15 members
Age: 27 years
Type: Nonprofit Center
Academic Home: College of Community and Public Service
University Classification: Doctoral/Professional University
NACC: Yes

The Johnson Center facilitates several research projects, publishes various reports, and utilizes innovative strategies to communicate findings and implications related to community philanthropy and family philanthropy. The Center's Next Gen Donors project focuses on the next generation of major donors in partnership with 21/64, a nonprofit consulting agency. The Center also maintains an online platform in collaboration with the Council of Michigan Foundations, the Michigan Community Service Commission, and the Michigan Nonprofit Association. This platform, Our State of Generosity, provides an overview of the state of Michigan's nonprofit sector for the past 40 years. Other publications include: The Foundation Review, a peer-reviewed journal; Collective Giving Reports; and an annual Trends in Philanthropy Report. The Center also offers a digital series, Field Focus, and a podcast, Field Notes in Philanthropy, to subscribers. A major area of research includes GIS data; the Center compiles community surveys and school performance data to develop Community Profiles. This tool, developed in partnership with the university's Community Research Institute, provides key demographic information of Michigan counties, cities and neighborhoods and the Center shares this data on their website.

Exemplar Centers: Education

The Lilly Family School of Philanthropy at Indiana University

<u>Indicators:</u>
Location: Indianapolis, Indiana
Age: 32 years
University Classification: Doctoral/Professional University
NACC: Yes

The Lilly School offers an undergraduate degree, graduate degree, graduate certificate, and doctoral degree in Philanthropic Studies. The School partners with other departments on campus to offer six dual degree graduate programs. Numerous certificates and minors are optional for students, and the School has an accelerated program for students to complete both their undergraduate and graduate degrees in five years. The School also facilitates a study abroad program; through the program, students complete a course, Philanthropy in a Comparative European Perspective, spend 12 days abroad studying the nonprofit sectors in Germany and the Netherlands, and receive a three hour course credit. Campus-wide scholarships and are scholarships provided by the School are available for eligible students.

The Nonprofit Leadership Program at Seattle University

<u>Indicators:</u>
Location: Seattle, Washington
Staff Size: N/A
Age: Not available
Type: Education Program
University Classification:
Doctoral/Professional University
NACC: Yes

Within the Master of Nonprofit Leadership program, students participate in a practicum as part of their required coursework. This practicum experience involves the placement of individual students with regional nonprofits that are interested in consultation. The students work with the organization for three-five hours a week during their final semester, conducting assessments, analyzing opportunities and delivering recommendations to their partner organization. The Nonprofit Leadership Program also includes a mentorship opportunity for students by connecting them with local nonprofit leaders. This relationship typically includes regular meetings, discussions of professional goals, sharing of experiences and insights, developing new connections, and identifying career opportunities.

The Department of Public and Nonprofit Studies at Georgia Southern University

<u>Indicators</u>:
Location: Statesboro, Georgia
Staff Size: Midsize
Age: 7 years
Type: Institute
University Classification: Tier 2 Research
NACC: Yes

This university department facilitates many service learning opportunities for students, including courses that provide partnerships between students and government or nonprofit organizations in the community. Some of the existing partnerships for service learning courses include the Boys & Girls Club of Bulloch County, the Statesboro Food Bank, Habitat for Humanity, the Hearts and Hands Clinic, Homebound Services, Keeping Bulloch Beautiful, and the National Alliance of Mental Illness. The Department of Public and Nonprofit Studies also offers a Local Government Practicum, which involves a collaboration with the Georgia Municipal Association.

APPENDIX B: ASPIRANT CENTER

An aspirant center is a unit which qualifies as an exemplar for all four areas: funding, outreach, research, and education. Other units can strive to achieve the success of an aspirant center.

The ASU Lodestar Center for Philanthropy and Nonprofit Innovation at Arizona State University

The development of the ASU Lodestar Center, originally named the Center for Nonprofit Leadership and Management, was strengthened by a major grant from the W.K. Kellogg Foundation's Building Bridges Initiative, which focused on extending the reach of educational programs, increasing the capacity of nonprofit scholars, organizations, and institutions, supporting stronger relationships between higher education institutions and community needs, and increasing the responsiveness of educational programs to the nonprofit sector. Ten years later, the Lodestar Foundation provided a naming investment which provided the current name of this nonprofit center. At this time, the ASU Lodestar Center is a self-supporting nonprofit center. Operations are supported by income earned through program service and delivery, philanthropic gifts, and grants. The Center generates revenue from individual and organizational service fees and has secured revenues through advertising and sponsorship opportunities.

The ASU Lodestar Center is also a member of the Arizona-Indiana-Michigan Alliance (AIM), a collaboration between three academic centers' leadership teams. AIM received a $7.5 million grant from the W.K. Kellogg Foundation in 2006. That same year, the Center established a national partnership with Pubic Allies, a program that connects young individuals with nonprofit organizations and encourages nonprofit careers, and established Public Allies Arizona. This partnership has provided a significant funding source for the Center; over $6 million in external grants have been awarded to the Center in support of Public Allies Arizona since the program's launch. Since 2009, the Center has partnered with the Freeport-McMoRan Foundation in an effort to build nonprofit capacity in mining communities in the Southwestern region of the United States. This partnership has provided the Center with close to $800,000 in grant funding. In 2014, the ASU Lodestar Center received a $170,000 grant from the American Express Foundation to further develop and fund the Center's Generation Next Nonprofit Leadership Academy, which is now known as the American Express Leadership Academy.

Aspirant Center (cont.)

The ASU Lodestar Center offers unique outreach programming through their Best Skills, Best Churches program. This outreach effort specifically serves communities of faith by providing instruction regarding knowledge, skills and strategies that can be implemented in faith-based organizations. The program course topics include: Volunteers in Service; Legal Aspects of Governance; Human Relations, Effective Communication, and Handling Conflict; Marketing and Community Presence; Financial Management for Effective Service; and Fundraising Aspects of Stewardship. The Center markets this outreach effort as an attempt to provide religious leaders with practical knowledge that is not provided in seminary environments.

The ASU Lodestar Center offers educational programs for undergraduate and graduate students, as well as working professionals interested in continuing their education. As the undergraduate level, the Center has a Nonprofit Leadership & Management degree program. The Center also hosts ASU's Nonprofit Leadership Alliance Student Association and helps students earn the Certified Nonprofit Professional credential through the Nonprofit Leadership Alliance. The Center has a Nonprofit Leadership & Management program for master's degree candidates and a Community Resources & Development program for doctoral candidates. The Center also offers graduate certificates in Nonprofit Leadership & Management and Social Entrepreneurship & Community Development. Graduate students at the Center can apply for the the international Nu Lambda Mu Nonprofit Honor Society. Continuing education courses are offered through the Center's Nonprofit Management Institute. The online academy offers certificate and program coursework including: Nonprofit Executive Leadership; Nonprofit Operations and Program Impact; Fundraising and Sustainable Financial Management; Nonprofit Marketing and Strategic Communications; Nonprofit Management; Best Skills, Best Churches; Social Impact Measurement; Certified Nonprofit Professional; and Grant Development and Proposal Writing.

APPENDIX C:
DESCRIPTIVE INFORMATION

Our team researched two types of nonprofit centers in order to form recommendations for the Center for Nonprofits & Philanthropy.

Academic centers are centers, academic programs, or institutes within an institution of higher education that focus on research, education, and/or outreach regarding nonprofit management, philanthropy, or social enterprise.

Community Centers are centers that focus on strengthening communities by connecting and engaging nonprofit organizations and other stakeholders through leadership development, capacity building, and community networking activities.

Number of Nonprofit Centers Studied
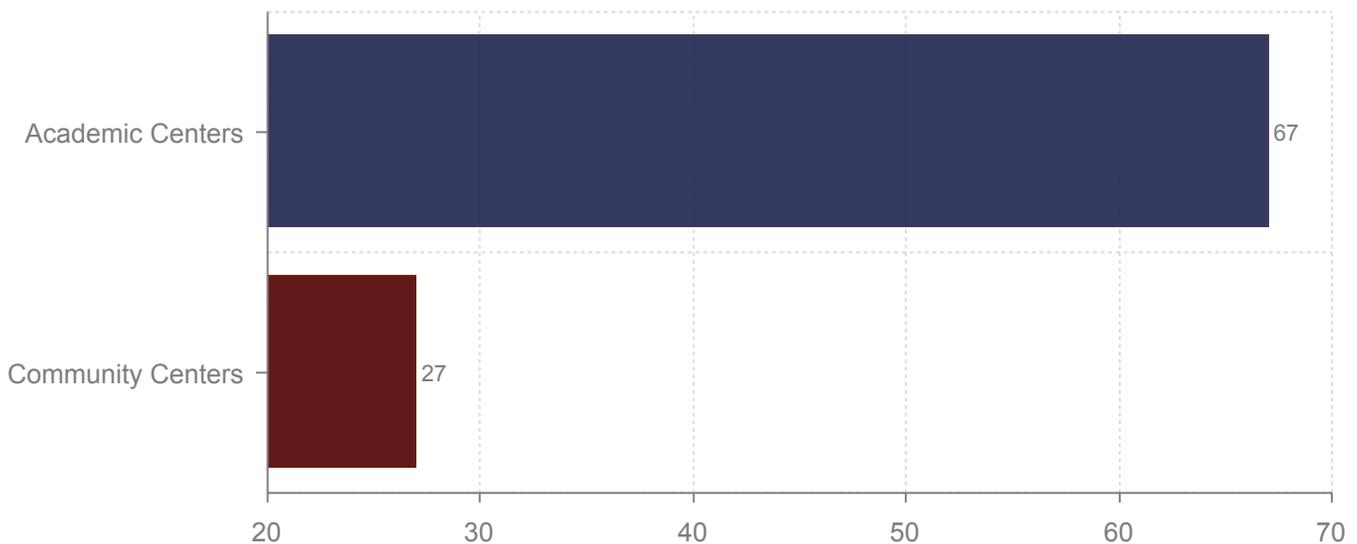
Our team researched 94 nonprofit centers, including 67 academic centers and 27 community centers. Using information found on each center's website, we formed a database of center information and best practices.

NACC Member Locations in the United States

NACC Member Locations in the United States

Amongst the 67 academic nonprofit centers studied, 51 centers were members of the **Nonprofit Academic Centers Council (NACC)**.

The Nonprofit Academic Centers Council is an international membership association comprised of academic centers or programs at accredited colleges and universities that focus on the study of nonprofit/nongovernmental organizations, voluntary action, and/or philanthropy (Nonprofit Academic Centers Council, 2019). NACC was founded in 1991 by leaders of university-based nonprofit academic programs who wanted to share information and ideas to strengthen their programs and advance the field of philanthropy and the nonprofit center. NACC supports nonprofit centers by providing leadership to strengthen existing centers, supporting the establishment of new centers, developing collaborative relationships among programs & centers, and serving as an informational resource for nonprofit centers.

Nonprofit Management Alliance of Texas Member Locations
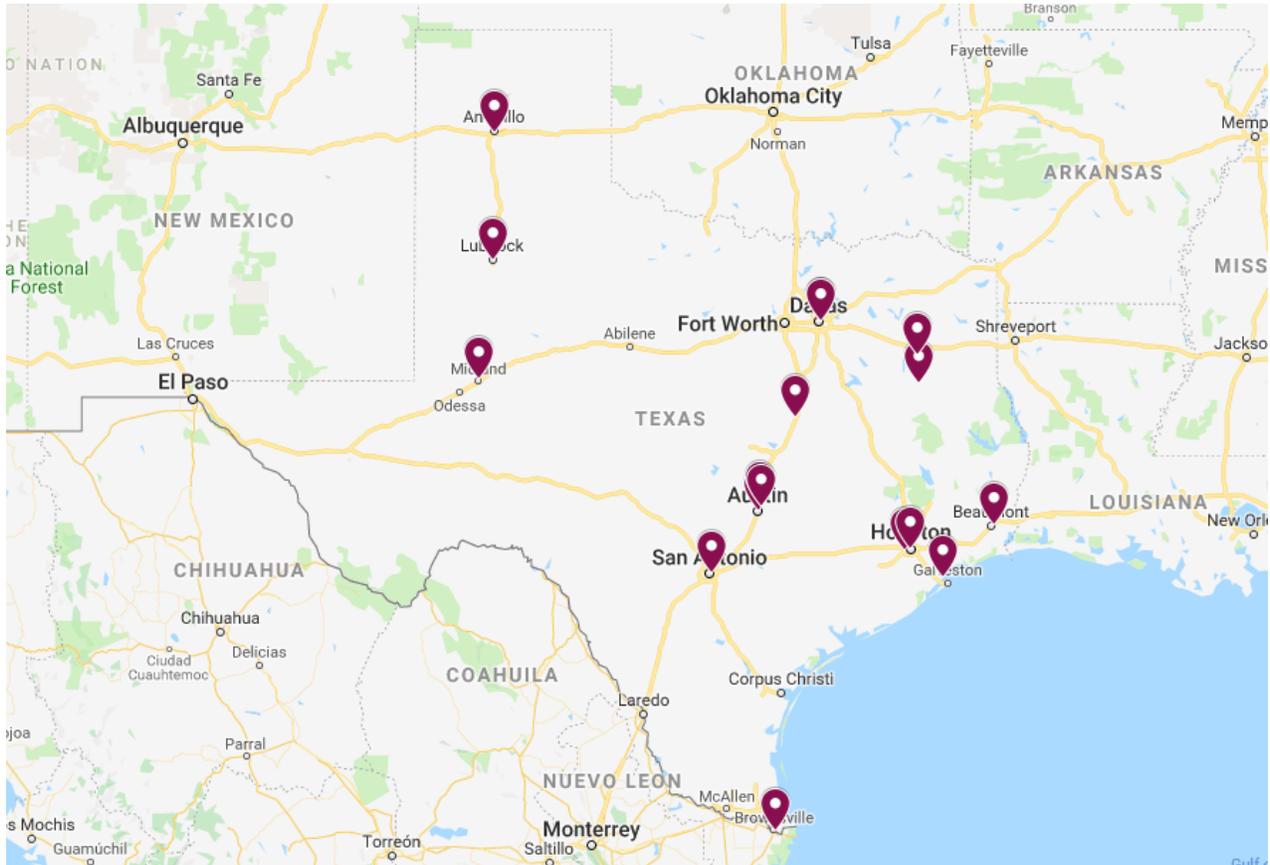
Nonprofit Management Alliance of Texas Member Locations Map

The Nonprofit Management Alliance of Texas (NMAT) is a network of nonprofits whose primary mission or program focus is to strengthen the ability of nonprofits to achieve their mission (OneStar Foundation, 2019). NMAT was formed following a multi-year study done at the Bush School at Texas A&M University that revealed a need for more formal networks and alliances to increase coordination and communication across the nonprofit center.

Centers and programs with purposes similar to the Center for Nonprofits & Philanthropy are part of this network. This map reveals where nonprofit centers and programs are across Texas. As of 2019, the CNP is not a member of NMAT.

Focus Areas of Academic Nonprofit Centers

Academic nonprofit centers have the opportunity to focus their efforts in several areas within the nonprofit sector. This table identifies focus areas highlighted on the websites of academic nonprofit centers included in this study as well as the number of occurrences the word appeared in our dataset.

Focus Areas Identified	Occurrence
Philanthropy	23
Service	5
Capacity Building	4
Women's Role	3
Volunteerism	2
Sustainability	2
Next Generation	2
Program Evaluation	2
Advocacy	2
Disaster Relief	2
Health Services	2
Community Development	2
Immigration	1
Civic Engagement	1
Fundraising	1
Governmental Partnerships	1
Social Entrepreneurship	1
Urban Nonprofits	1
Low-Income Communities	1
Ethics	1
Global Change	1
Faith-Based Organizations	1
Communities of Color	1
Nonprofit Law	1
Knowledge Sharing	1

Nonprofit Academic Centers with Podcasts

Center Name	Podcast Name	Content
The Dorothy A. Johnson Center for Philanthropy at Grand Valley State University	Field Notes on Philanthropy	Facilitates conversations at the intersection of politics, current events, and philanthropy
The Lilly Family School of Philanthropy at Indiana University	First Day Podcast	Provides fundraisers with information in fundraising and philanthropy
Australian Centre for Philanthropy and Nonprofit Studies (ACPNS) at Queensland University of Technology	ACPNS	Covers current nonprofit topics including recent research, legislation, and policy

Nonprofit Academic Centers with Podcasts

Three nonprofit academic centers included in this dataset provided information on their websites regarding podcasts and digital audio series. This table identifies centers that are utilizing podcasts, the name of the podcast, and the content covered in podcast sessions. Podcasts are an excellent way to facilitate outreach by communicating nonprofit topics relevant to the sector.

Nonprofit Academic Center Repository Examples

Center Name	Repository Name
The Center for Nonprofit Strategy and Management (CNSM) at the City University of New York	CNSM New York Nonprofit Data Site
The School of Public Service at DePaul University	Job Board; Internship Board; Volunteer Board
The Dorothy A. Johnson Center for Philanthropy at Grand Valley State University	Community Profiles; LearnPhilanthropy; Our State of Generosity; Field Focus Digital Content Series; The Johnson Center Philanthropy Archives and Special Collections; Philanthropy Archives and Special Collections
The Lilly Family School of Philanthropy at Indiana University	Global Philanthropy Indices; Generosity for Life; Million Dollar List; Research Archive; The Fund Raising School Mobile App
National Center on Philanthropy and the Law at the New York University School of Law	Digital Library

Nonprofit Academic Center Repositories

This table highlights the information provided by nonprofit academic center websites in this study regarding the use of repositories to facilitate knowledge across the academic and nonprofit sectors.

Nonprofit Academic Center Funding Activities

Identified Funding Activity	Occurrence
Special Events Registration Fees	32
Grants	14
Donations	18
Endowments	2
Sponsorship	4
Fees for Services	29
Continuing Education Credit Fees	22

Nonprofit Academic Center Funding Activity Occurences

Funding activities emphasized on nonprofit academic center websites indicate the prevalence of specific funding mechanisms for the centers included in this study. This table indicates the types of funding activities and the amount of centers in this study's dataset that included these funding activities on their websites.

Nonprofit Academic Centers at R1 Universities

University Name	Center Name	Ownership	Land Grant Institution
Arizona State University	Lodestar Center for Philanthropy and Nonprofit Innovation	Public	
George Mason University	Center for Nonprofit Management, Philanthropy, and Policy	Public	
North Carolina State University	Institute for Nonprofit Research, Education, and Engagement	Public	Yes
Texas A&M University	Center for Nonprofits & Philanthropy	Public	Yes
University of Central Florida	Center for Public and Nonprofit Management	Public	
University of Delaware	Center for Community Research and Service	Public	Yes
University of Notre Dame	Notre Dame Deloitte Center for Ethical Leadership	Private	
University of Southern California	The Center on Philanthropy and Public Policy	Private	
University of Texas at Austin	RGK Center for Philanthropy and Community Service	Public	
University of Wisconsin-Milwaukee	Helen Bader Institue for Nonprofit Management	Public	
Virginia Polytechnic Institute and State University	Institute for Policy and Governance	Public	Yes
University of Wisconsin	Center for Community and Nonprofit Studies	Public	Yes

Nonprofit Academic Services at R1 Unviersities

The CNP's home institution, Texas A&M University, is classified as (1) a Tier 1 Research institution, (2) a public institution, and (3) a land-grant university. This table identifies other nonprofit academic centers within the dataset that are located at a home institution with a Tier 1 Research classification and includes their ownership and land-grant statuses.

Degree Offerings of Exemplar Centers

Unit	Undergraduate Degrees	Masters Degrees	Doctoral Degrees
The Dorothy Johnson Center for Philanthropy at Grand Valley State University	Criminal Justice, Hospitality and Tourism Management, Legal Studies, Public and Nonprofit Administration, Social Work	Criminal Justice, Health Administration, Philanthropy and Nonprofit Leadership, Public Administration, Social Work, Social Work and Public Administration	N/A
The Center for Public and Nonprofit Management at University of Central Florida	Public Administration, Nonprofit Management, Emergency Management	Public Administration, Nonprofit Management, Urban and Regional Planning, Research Administration, Emergency and Crisis Management	Public Affairs
RGK Center for Philanthropy and Community Service at the University of Texas-Austin	N/A	Public Affairs, Global Policy Studies, Executive Public Leadership	Public Policy
The Center on Philanthropy & Public Policy at the University of Southern California	Public Policy, Real Estate Development, Urban Studies & Planning	Public Policy, Public Policy Data Science, Global Public Policy, Nonprofit Leadership and Management, Urban Planning, Real Estate Development, Health Administration, Executive Health Administration, Executive Leadership, Executive Urban Planning, International Public Policy and Management	Urban Planning and Development, Public Policy and Management
The Center for Nonprofit Leadership at Adelphi University	N/A	N/A	N/A
The Center for Community and Nonprofit Studies at the University of Wisconsin	N/A	N/A	N/A

Degree Offerings of Exemplar Centers (cont.)

Unit	Undergraduate Degrees	Masters Degrees	Doctoral Degrees
The Center for Community Research and Service at the University of Delaware	Organizational and Community Leadership, Public Policy, Energy and Environmental Policy	Urban Affairs & Public Policy, Disaster Science & Management, Energy & Environmental Policy, Public Administration	Disaster Science & Management, Energy and Environmental Policy, Urban Affairs & Public Policy
The Lilly Family School of Philanthropy at Indiana University	Philanthropic Studies	Philanthropic Studies	Philanthropic Studies
The Nonprofit Leadership Program at Seattle University		Nonprofit Leadership	
The Department of Public and Nonprofit Studies at Georgia Southern University	Interdisciplinary Studies	Public Administration	

Degree Offerings of Aspirant Center

Unit	Undergraduate Degrees	Graduate Degree	Doctoral Degree
The ASU Lodestar Center for Philanthropy and Nonprofit Innovation at Arizona State University	Nonprofit Leadership and Management	Nonprofit Leadership and Management	Community Resources and Development

Nonprofit Center Research Sources - Academic

Center/Program	URL
ASU Lodestar Center for Philanthropy and Nonprofit Innovation at Arizona State University	https://lodestar.asu.edu/
Master of Public Administration Program at Adelphi University	https://cla.auburn.edu/policy/graduate-programs/mpa/
Center for Nonprofit Strategy and Management at the City University of New York	http://www.baruch.cuny.edu/mspia/centers-and-institutes/center-for-nonprofit-strategy-and-management/index.html
Master of Nonprofit Management and Philanthropy and Master of Strategic Fundraising and Philanthropy at Bay Path University	https://www.baypath.edu/
School of Public Policy and Administration at Carleton University	https://carleton.ca/sppa/
Jack, Joseph, and Morton Mandel School of Applied Social Sciences at Case Western Reserve University	https://case.edu/social work/
ALTIS Graduate School of Business & Society at Catholic University of Milan	https://altis.unicatt.it/
Centre for Charity Effectiveness at City University London	https://casscce.wordpress.com/about-cass-cce/; https://www.cass.city.ac.uk/faculties-and-research/centres/cce
Center for Public and Nonprofit and Civic Engagement Center at Columbus State University	
School of Public Service at DePaul University	https://las.depaul.edu/centers-and-institutes/center-for-Latino-research/Pages/default.aspx
Center for Nonprofit Management, Philanthropy and Policy at George Mason University	http://publicservice.gmu.edu/nonprofit-management/
Institute for Public and Nonprofit Studies at Georgia Southern University	https://cbss.georgiasouthern.edu/publicadmin/
Dorothy A. Johnson Center for Philanthropy & School of Public at Grand Valley State University	http://johnsoncenter.org/
Master of Nonprofit Management at Hamline University	https://www.hamline.edu/business/mnm/

Nonprofit Center Research Sources - Academic (cont.)

Center/Program	URL
Lilly Family School of Philanthropy at Indiana University	https://philanthropy.iupui.edu/about/strategic-plan.html
Plaster School of Business and Entrepreneurship at Lindenwood University	http://www.lindenwood.edu/academics/academic-schools/Robert-w-plaster-school-of-business-entrepreneurship/
Institute for Nonprofit Administration and Research at Louisiana State University - Shreveport	https://www.lsus.edu/offices-and-services/community-outreach/institute-for-nonprofit-administration-and-research
Management Education Center at Metropolitan State University	https://www.metrostate.edu/about/locations/management-education-center
Nonprofit Leadership Studies Program at Murray State University	https://www.murraystate.edu/academics/CollegesDepartments/CollegeOfEducationandHumanServices/coehsacademicunits/CLHS/nonprofitleadershipstudies/index.aspx
Centre for Studies of Civil Society and Nonprofit Sector at National Research University	https://grans.hse.ru/English
Robert F. Wagner Graduate School of Public Service at New York University	https://wagner.nyu.edu/education/degrees/mpa-public-nonprofit-management-policy
National Center on Philanthropy and the Law at New York University School of Law	https://ncpl.law.nyu.edu/
Institute for Nonprofits at North Carolina State University	https://npace.columbusstate.edu/
Center for Nonprofit and NGO Studies at Northern Illinois University	https://www.niu.edu/nonprofit/
Master of Nonprofit Management at Notre Dame of Maryland University	https://www.ndm.edu/grad-prof-studies/academics/programs/nonprofit-management
Institute for Nonprofit Management at Portland State University	https://www.pdx.edu/nonprofit-institute/about-the-nonprofit-institute
Australian Centre of Philanthropy and Nonprofit Studies at Queensland University of Technology	https://www.qut.edu.au/business/about/schools/school-of-accountancy/research/australian-centre-for-philanthropy-and-nonprofit-studies
Master of Nonprofit Management at Regis University	https://www.regis.edu/CBE/Academics/Degrees-Programs/Graduate-Programs/Master-of-Nonprofit-Management.aspx

Nonprofit Center Research Sources - Academic (cont.)

Center/Program	URL
Nonprofit Leadership Studies Program at Rockhurst University	https://ww2.rockhurst.edu/nonprofit-leadership-studies/overview
Nonprofit Leadership Program at Seattle University	https://www.seattleu.edu/artsci/nonprofit-graduate/mnpl/
Master of Public Administration Program at Seton Hall University	https://online.shu.edu/mpa?cmgfrm=https%3A%2F%2Fwww.google.com%2F
Center for Nonprofits and Philanthropy at Texas A&M University	http://bush.tamu.edu/nonprofit/
Nonprofit Management Program at The New School	https://www.newschool.edu/public-engagement/ms-nonprofit-management/
Center for Public and Nonprofit Management at the University of Central Florida	https://www.cohpa.ucf.edu/cpnm/
Nonprofit Leadership Program at the University of Connecticut	https://dpp.uconn.edu
Center for Community Research & Service at the University of Delaware	https://www.sppa.udel.edu/ccrs
Midwest Center for Nonprofit Leadership at the University of Missouri - Kansas City	https://bloch4.umkc.edu/mwcnl/
Nonprofit Management and Leadership Program at the University of Missouri - St. Louis	https://www.umsl.edu/npml/
Notre Dame Deloitte Center for Ethical Leadership at the University of Notre Dame	https://ethicalleadership.nd.edu/about/
Master of Nonprofit Management at the University of Oregon	https://pppm.uoregon.edu/
Institute for Nonprofit Education and Research at the University of San Diego	https://www.sandiego.edu/soles/nonprofit/
School of Management at the University of San Francisco	https://www.usfca.edu/management/graduate-programs/nonprofit-administration
The Center on Philanthropy & Public Policy at the University of Southern California	http://cppp.usc.edu/

Nonprofit Center Research Sources - Academic (cont.)

Center/Program	URL
Center for Nonprofit Management at the University of St. Thomas	https://centers.stthomas.edu/nonprofit/
Nonprofit Management Program at the University of Tampa	http://www.ut.edu/graduate/nonprofit/
RGK Center for Philanthropy & Community Service at the University of Texas at Austin	https://rgkcenter.org/
Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin	https://lbj.utexas.edu/research-centers
Helen Bader Institute for Nonprofit Management at the University of Wisconsin - Milwaukee	https://uwm.edu/hbi/
Institute for Policy and Governance at Virginia Polytechnic Institute and State University	https://www.ipg.vt.edu/
Social Sector Management Program at York University	http://schulich.yorku.ca/social-sector-management-information/
Center for Nonprofit Leadership & Social Enterprise at Baylor University	https://www.baylor.edu/business/nonprofit/
The Nonprofit Center at La Salle University	https://www.lasallenonprofitcenter.org/
Axelson Center for Nonprofit Management at North Park University	https://www.northpark.edu/centers/axelson-center-nonprofit-management/
Center for Nonprofit Leadership at Youngstown University	https://ysu.edu/academics/williamson-college-business-administration/centers/nonprofit-leadership
The Center for Nonprofit Studies at Austin Community College	http://sites.austincc.edu/npo/
Center for Community and Nonprofit Studies at the University of Wisconsin	https://sohe.wisc.edu/research-development/centers-of-excellence/uw-center-for-nonprofits/
Center for Nonprofit Leadership at Adelphi University	https://nonprofit.adelphi.edu/
Center for Nonprofit Management at Stonehill College	https://www.stonehill.edu/about-stonehill-our-mission/mission-philosophy/office-for-mission/nonprofit-programs/
The Valdry Center for Philanthropy at Southern University	https://vcp.sus.edu/

CENTER FOR NONPROFITS & PHILANTHROPY

Nonprofit Center Research Sources - Academic (cont.)

Center/Program	URL
Center for Fundraising & Philanthropy at Paul Quinn College	http://www.pqc.edu/nation-building/fundraising-philanthropy/
The Institute on Philanthropy at the University of Richmond	https://spcs.richmond.edu/centers-institutes/philanthropy/
Center for Nonprofit Leadership at California Lutheran University	https://www.callutheran.edu/centers/nonprofit/
Nonprofit and Community Learning Center at Walla Walla Community College	https://www.wwcc.edu/community/nclc/
Center for Nonprofit Governance at Drexel University	https://www.lebow.drexel.edu/faculty-and-research/centers/raj-kamla-gupta-governance-institute/center-nonprofit-governance
Bayer Center for Nonprofit Management at Robert Morris University	http://bayercenter.rmu.edu/
Institute for Nonprofit Innovation and Excellence at Tallahassee Community College	https://www.theinstitutefornonprofits.org/
Do Good Institute at the University of Maryland - College Park	https://publicpolicy.umd.edu/dogood-institute

Nonprofit Center Research Sources - Community Centers

Center/Program	URL
Center for Nonprofit Management in Los Angeles, California	https://cnmsocal.org/
The Nonprofit Center of Texoma in Wichita Falls, Texas	http://nonprofitcenterwf.org/
The New Hampshire Center for Nonprofits in Concord, New Hampshire	https://www.nhnonprofits.org/
Idaho Nonprofit Center in Boise, Idaho	https://inc.memberclicks.net/
CNM in Dallas, Texas and Fort Worth, Texas	https://thecnm.org/
Center for Nonprofit Excellence in Charlottesville, North Carolina	https://www.thecne.org/
The NonProfit Center in Boston, Massachusetts	https://nonprofitcenterboston.org/
The Georgia Center for Nonprofits in Atlanta, Georgia	https://www.gcn.org/
Nonprofit Management Center in Midland, Texas	http://nmc-pb.org/
Center for Nonprofit Excellence in Louisville, Kentucky	https://www.cnpe.org/
Center for Nonprofit Excellence in Albuquerque, New Mexico	https://www.centerfornonprofitexcellence.org/
Estes Park Nonprofit Resource Center in Estes Park, Colorado	http://www.epnonprofit.org/
Arlington Nonprofit Center in Arlington, Texas	http://www.arlcf.org/Arlington-nonprofit-center/Arlington-nonprofit-center/
Colorado Nonprofit Development Center in Denver, Colorado	https://cndc.org/
Nonprofit Risk Management Center in Leesburg, Virginia	https://www.nonprofitrisk.org/
Oklahoma Center for Nonprofits in Oklahoma City, Oklahoma	https://www.oklahomacenterfornonprofits.org/

Nonprofit Center Research Sources - Community Centers (cont.)

Center/Program	URL
North Carolina Center for Nonprofits in Raleigh, North Carolina	https://www.ncnonprofits.org/
Center for Effective Philanthropy in Cambridge, Massachusetts and San Francisco, California	https://cep.org/
The Nonprofit Assistance Center in Seattle, Washington and Kent, Washington	https://nacseattle.org/
Center for Volunteer & Nonprofit Leadership in San Rafael, California, Napa, California, and Fairfield, California	https://cvnl.org/
Venture Forward in Chattanooga, Tennessee	https://www.ventureforwardnow.org/
Louisiana Association of Nonprofit Organizations in Baton Rouge, Louisiana, New Orleans, Louisiana, and Shreveport, Louisiana	https://www.lano.org/
The J. Walter Cameron Center in Wailuku, Hawaii	https://jwcameroncenter.org/
Serve Denton in Denton, Texas	https://www.servedenton.org/
Charity Services Centers, P.A. in Miami, Florida	http://csc-centers.com/
Mission Capital in Austin, Texas	https://www.missioncapital.org/

"We are a nation of communities ... a brilliant diversity spread like stars, like a thousand points of light in a broad and peaceful sky."

-President George H.W. Bush