Table of Contents

Preface and Acknowledgments .................................................. vii

Introduction
Chapter One: An Introduction to Nonprofit Organizations and Volunteers .................................................. 1
Jennifer Mize Smith and Michael W. Kramer

Section One: Executive Director Dilemmas: Change, Collaboration, and Crisis
Chapter Two: Leading Change: An Examination of Communication Practices Aimed at Organizational Change ................................. 13
Elizabeth A. Williams
Chapter Three: Can This Collaboration Be Saved? ................................................. 19
Jeannette Kindred and Claudia Petrescu
Chapter Four: Splitting the Baby: Collaborative Decision Making in Interpersonal and Organizational Crisis ........................................... 26
Tim Huffman
Chapter Five: (Not) Fulfilling the Promise: Susan G. Komen for the Cure in Crisis .................................................. 33
Kristina Drumheller, Emily S. Kinsky, and R. Nicholas Gerlich
TABLE OF CONTENTS

Section Two: Staff Challenges: Stress, Ethics, and Dissent
Chapter Six: "I Don't Know Where My Job Ends": Workplace Stress and Social Support in Domestic Violence Prevention .......................... 41
   Suzy D'Enbeau and Adrianne Kunkel
Chapter Seven: Stress and Burnout in a Small Nonprofit Organization ........ 47
   Tamar Ginossar and John Oetzel
Chapter Eight: Challenges in Volunteer Management: Does It Really Have to Be This Hard? .......................................................... 53
   Brittany L. Peterson and Lacy G. McNamee
Chapter Nine: The Ethics of Marketing the Marginalized: A Case Study of Heifer International ......................................................... 60
   Lindsey B. Anderson and Robin Patric Clair
Chapter Ten: "True Believer's" Blues: Betrayal, Hypocrisy, and Mission Drift in Nonprofit Work .......................................................... 66
   Sherianne Shuler

Section Three: Boards of Directors: Managing Roles, Decisions, and Stakeholders
Chapter Eleven: Joining a New Nonprofit Board of Directors: Beginning with the Strategic Plan ......................................................... 75
   Trudy Milburn and Alan Hansen
Chapter Twelve: Hope for the Future .................................................. 82
   Stacy Tye-Williams and Joanne M. Marshall
Chapter Thirteen: Meeting Madness .................................................... 88
   Jessica Katz Jameson
Chapter Fourteen: The Choice ............................................................ 94
   Michael W. Kramer
Chapter Fifteen: To Participate or Not to Participate: Parents, Teachers, and Students in a Geographically Dispersed High School ............ 100
   Michelle T. Violanti

Section Four: Volunteer Experiences: Motivation, Identity, and Balance
Chapter Sixteen: Really Helping? Understanding Volunteerism in a Tornado Relief Effort ................................................................. 109
   Alaina C. Zanin
Chapter Seventeen: Facing Identity Questions during Organizational Change ................................................................. 115
   Murray W. Lee and Jane Stuart Baker
Chapter Eighteen: Communicating Commitment: Volunteer Retention at Parents First .................................. 121
Kirstie McAllum

Section Five: International Volunteering: Training, Acculturation, and Identity
Chapter Nineteen: Cross-Cultural Engagement and the Effectiveness of Overseas NPOs: Peace Corps Volunteers in Gambia ..................... 131
Kim Fletcher and May Hongmei Gao
Chapter Twenty: Learning by Doing: Medical Volunteerism in India ............ 138
Sant Kumar and Christopher J. Koenig

Section Six: Fundraising as a Profession: Socialization and Loyalty
Chapter Twenty-One: The New Girl ........................................ 147
Jessica Martin Carver
Chapter Twenty-Two: Working Hard for Less Money?: Fundraisers, Loyalty, and Employee Retention ............................... 153
Rebecca J. Meisenbach and Jessica M. Rick

Section Seven: Corporate Partners: Employee Giving and Volunteering at Work
Chapter Twenty-Three: Employee Volunteerism Programs and Community Engagement: Commitment, Identification, and Impact ........................ 163
Alysson M. Satterlund and Steven K. May
Chapter Twenty-Four: Discursive Closure in Workplace Giving: Is There a Better Way to Encourage Charitableness at Work? ............... 169
Jennifer Mize Smith

Section Eight: Client Connections: Serving Stigmatized Out-Groups
Chapter Twenty-Five: Social Media and Online Gaming: Strengthening Ties between Donors and Clients . . . . . . . . . . . . . . . . . . . . . . . . . . . . . 179
Holly J. Payne, Jennifer Mize Smith, and Ganer L. Newman IV
Chapter Twenty-Six: Volunteering with the Unemployed in the Age-Old Search for Work ......................................................... 186
Angela N. Gist

Author Biographies ................................................................. 193
Author Index ............................................................................. 205
Topic Index .............................................................................. 207