

Author	Article Title	Form	Publisher	Subject	Summary	Notes	Recommen d?	File downloade d?
Abzug, R.	The evolution of trusteeship in the United States: A round up of findings from six cities	article	Nonprofit Management and Leadership, 7(1), 101-111. 1996					no
Abzug, Rikki	Nonprofit trusteeship in different contexts	book	Ashgate, Burlington, VT :2004	Historical developmen t of boards and their function	Historical / organizational explanation of how boards developed and how they function. Compares current boards to historical boards.	Very academic language, not very readable. Probably good background for completeness on this project.	Yes	no
Abzug, Rikki , & Galaskiewicz, Joseph	Nonprofit Boards: Crucibles of Expertise or Symbols of Local Identities?	article, 23 pages	Nonprofit and Voluntary Sector Quarterly, vol. 30, no. 1, March 2001 51-73	the legitimizing function of boards, elitism of boards	Examines data on composition of boards, compares current to historical. Argues not much has changed, boards continue to serve as legitimates for the organization (public looks at who is on board to see if org is legit), despite professionalization of the workforce.		Yes	yes
Alexander, J.A. and Weiner, B.J.	The adoption of the corporate governance model by nonprofit organizations	article	Nonprofit Management and Leadership, 8, 223-242, 1998					
Backer, Thomas E	The expanding universe : new directions in nonprofit capacity building	book	Washington, DC : Alliance for Nonprofit Management, 2004			not at library		no
Baldrige, J.V., Curtis, D.V., Ecker, G.P., and Riley, G.L	Alternative models of governance in higher education	chapter	In Baldrige and Riley <i>Governing Academic Organizations</i> , Berkeley, CA: McCutchan 1977					
Block, S.R.	Perfect Nonprofit Boards: Myths, Paradoxes and Paradigms	Book	Needham Heights, MA: Simon and Schuster 1998					
Bordt, Rebecca	The Structure of Women's Nonprofit Organizations	Book		Structure in feminist organization s	Dissertation for sociology degree focused on structure in feminist organizations. Case studies on NY city orgs in late 1980's. Focused on collectivist vs bureaucratic organizational structure, found most were a hybrid of the two.	Interesting to get thinking about organizational structure. In-depth case studies. RECOMMEND TO READ.	Yes	no

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Bradshaw, P, Murray, V. and Wolpin	Do nonprofit boards make a difference? An exploration of the relationships among board structure, process and effectiveness.	article	Nonprofit and Voluntary Sector Quarterly, vol 21, 227-249, 1992					
Brainard, Lori A. and Patricia D. Siplon	Toward Nonprofit Organization Reform in the Voluntary Spirit: Lessons From the Internet	article, 23 pages	Nonprofit and Voluntary Sector Quarterly, vol. 33, no. 3, September 2004 435		Talks about the struggle between two models for nonprofits: economic model (be more business like, ie social entrepreneurial) and voluntary spirit (ie Salamon). Identifies internet as mechanism for nonprofits to move back towards voluntary spirit side (more nonprofit like).	interesting, well written	Yes	
Brinckerhoff, Peter C	Nonprofit stewardship : a better way to lead your mission-based organization	book	Saint Paul, Minnesota : Amherst H. Wilder Foundation, 2004			not at library		
Brinckerhoff, Peter C	Mission-based management : leading your not-for- profit in the 21st century	book	Wiley nonprofit law, finance, and management series. New York : Wiley, 2000			How-to focus.	No	
Brown, William A, & Iverson, Joel O.	Exploring Strategy and Board Structure in Nonprofit Organizations	article, 24 pages	Nonprofit and Voluntary Sector Quarterly, vol. 33, no. 3, September 2004 377-400	board structure in relation to organization al strategy	Uses a survey of 132 nonprofit orgs to examine relationship between organizational structure and board structure. Uses system called Miles and Snow typology to categorize organizational strategy.	looks interesting, doesn't offer recommendations	Maybe	Yes
Brudney, J. L.,&Murray,V.	Do intentional efforts to improve boards really work?	article	Nonprofit Management and Leadership, 8(4), 333-348. 1998					
Carver, J.	Boards that make a difference: A new design for leadership in nonprofit and public organizations	book	San Francisco: Jossey-Bass. 1990				Yes	
Chait, R and Taylor, B	Charting the territory of nonprofit boards	article	Harvard Business Review (Jan-Feb 1989)					

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Chait, Richard	Governance as leadership : reframing the work of nonprofit boards	book	John Wiley & Sons, Hoboken, N.J. : 2005	Board structure	Reexamining the role of boards given the fact that they don't work too well.	Examining same questions about board/ed structure, very well written. Boardsource. ESSENTIAL READ.	Yes	
Cornforth, C.	Introduction: the changing context of governance - emerging issues and paradoxes	chapter	The Governance of Public and Nonprofit Organizations: What do Boards do? London: Routledge, 1-12, 2003					
Cornforth, C.	Improving the value of voluntary boards.	article	Journal of Voluntary Action, 1(2),37-51.1999					
Dart, R., Bradshaw, P., Murray, V., and Wolpin, J.	Board of directors in nonprofit organizations: do they follow a life-cycle model?	article	Nonprofit Management and Leadership, vol. 6, 379-704, 1996					
David C. Hammack, Guest Editor	Introduction: Growth, Transformation, and Quiet Revolution in the Nonprofit Sector Over Two Centuries	Article, 17 pages	Nonprofit and Voluntary Sector Quarterly, vol. 30, no. 2, June 2001 157-173	recent historical development of sector	provides overview of development of sector in last 40-50 years		Maybe	yes
Drucker, P.	Lessons for successful nonprofit governance.	article	Nonprofit Management and Leadership, 1(1), 7-14. 1990				Yes	
Edward Skloot, Surdna Foundation, Inc.	Evolution or Extinction: A strategy for Nonprofits in the Marketplace	Article, 10 pages	Nonprofit and Voluntary Sector Quarterly, vol. 29, no. 2, June 2000 315-324	Blurring Boundaries between sectors	not that good for us, overview of blurring boundaries	This text was the keynote address at the annual meeting of the California Association of Nonprofits, Oakland, CA, October 1999.	No	Yes
Egger, Robert	Begging for change : the dollars and sense of making nonprofits responsive, efficient, and rewarding for all	book	New York : HarperBusiness, 2004			How-to focus and very casual language. Doesn't seem very serious, light weight.	No	

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Fletcher, K.	A study of nonprofit boards of directors from the Chief Executive Officer's point of view	article	Working paper no. 6, Institute for Nonprofit Organization Management, University of San Francisco, 1989					
Galaskiewicz, J., & Bielefeld, W.	Nonprofit organizations in an age of uncertainty.	book	1998 New York: Aldine De Gruyter					
Galaskiewicz, J., & Bielefeld, W.	Nonprofits in an age of uncertainty: A study of organizational change	book	Hawthorne, NY: Aldine. 1998					
Golensky, M	The board-executive relationship in nonprofit organizations: Partnership or power struggle?	Article	Nonprofit Management and Leadership, 4(2), 1993, 177-192					No
Hall, P.D.	Research in Action: A History of Nonprofit Boards in the United States	book	Washington, DC: National Center for Nonprofit Boards					
Hall, P.D.	Inventing the Nonprofit Sector	Book	Baltimore: John Hopkins University Press					No
Harris, I. C., & Ruefli, T.W.	The strategy/structure debate: An examination of the performance implications	article	Journal of Management Studies, 37, 587-603. 2000					
Harris, Margaret	Doing It Their Way: Organizational Challenges for Voluntary Associations	Article, 15 pages	Nonprofit and Voluntary Sector Quarterly, vol. 27, no. 2, June 1998	Grassroots Operational Challenges	Very basic overview of operational challenges for small grassroots organizations in UK. Distinction between larger organizations (who are usually the subject of studies) and small ones.		No	Yes
Herman, R.D., & Van Til, J.	Nonprofit board of directors, analyses and applications	Book	New Brunswick, NJ: Transaction					No

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Herman, S.L, & Heimovics, R.D.	Executive leadership in nonprofit organizations, new strategies for shaping executive-board dynamics	Book	San Francisco: Jossey-Bass					No
Houle, C.	Governing Boards: Their Nature and Nurture	book	San Francisco, CA : Jossey-Bass, 1989					
Hudson, Mike	Managing at the leading edge : new challenges in managing nonprofit organizations	book	San Francisco, CA : Jossey-Bass, 2005			How-to focus.	No	
Hult, K.M., & Walcott	Governing public organizations, politics, structures, and institutional design	Book	Pacific Grove, CA: Brooks/Cole					No
Kearns, K.P.	Effective nonprofit board members as seen by executives and board chairs	article	Nonprofit Management and Leadership, vol 5, 337-358, 1995					
Klausen, K. K.	On the malfunction of the generic approach in small voluntary associations.	article	Nonprofit Management and Leadership, 5(3), 275-290. 1995					
Kramers, R.M.	A framework for the analysis of board-executive relationships in voluntary agencies.	essay in book	In F.S. Schwartz (Ed.), Voluntaries and social work practice (p 179-201). Lanhan, MD: University Press of America					
Lakey, Berit, George Lakey, Rod Napier, Janice Robinson.	Grassroots and Nonprofit Leadership: A Guide to Organizing in Changing Times	Book	New Society Publisher, Philadelphia, 1995	Grassroots organizations	Focused on providing practical and supportive advice to grassroots organizers. Chapter 5 especially relevant, "Choosing and Inventing your organizational structure" provides an outline of different structures.	Well written, practical. SHOULD BE READ.	Yes	

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Letts, Christine	High performance nonprofit organizations : managing upstream for greater impact	book	Nonprofit law, finance, and management series. New York: John Wiley & Sons, 1999	Management	Focus on managing up-stream (as opposed to reactionary), only short chapter on boards.	No suggestions about changing board/ed structure, but good insights into the role of boards. "It [nonprofit boards] has inspired both a large prescriptive literature and a growing corps of consultants who offer training and coaching" p 131, "the nonprofit board must often substitute for many of the feedback systems available in the marketplace" p 133	Yes	
Light, Paul	Making nonprofits work : a report on the tides of nonprofit management reform	book	Aspen Institute :PB Brookings Institution Press, 2000			not at library		
Linnell, Deborah	Evaluation of capacity building : lessons from the field	book	Washington, DC : Alliance for Nonprofit Management, 2003			not at library		
Mathiasen, K.	Board passages: Three key stages in a nonprofit board's life cycle	article	NCNB Governance Series Paper. Washington, DC: National Center for Nonprofit Boards, 1990					
McCambridge, Ruth	Underestimating the Power of Nonprofit Governance	article, 9 pages	Nonprofit and Voluntary Sector Quarterly, vol. 33, no. 2, June 2004 346-354	governance and accountability	General about refocusing on democratic component of nonprofit oversight.		No	
Miller-Millesen, Judith L.	Understanding the Behavior of Nonprofit Boards of Directors: A Theory-Based Approach	article	Nonprofit and Voluntary Sector Quarterly, vol. 32, no. 4, December 2003	board behavior	Has three parts: first talks about theoretical foundations of board "best practices," then identifies environmental conditions that impact how boards behave, finally offers suggestions for empirical research.	good, recommend	Yes	
Morgan, Gareth	Imaginization	book	Newbury Park, CA: Sage, 1993	organizational structure	Canadian organizational development consultant describes variety of options for organizational structure.			

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Nobbie, Patricia Dautel and Jeffrey L. Brudney	Testing the Implementation, Board Performance, and Organizational Effectiveness of the Policy	article, 25 pages	Nonprofit and Voluntary Sector Quarterly, vol. 32, no. 4, December 2003	Policy governance model, quantitative test.	This article investigates whether the policy governance model—a highly prescriptive, widely promoted, strong-board governance model developed by John Carver (1990)—presents a viable alternative to traditional board practices. Empirical analysis using data from three sources. Analysis suggests positive correlation between implementation of policy governance and perceptions of good board performance and a few indicators of organizational effectiveness	Very academic, from same research project as governance as leadership book.	Maybe	
Robinson, Maureen	Nonprofit boards that work : the end of one-size-fits-all governance	book	Wiley nonprofit law, finance, and management series. New York : Wiley, 2001	Board structure		Not too many new ideas, but good background and part of the relevant literature. SHOULD BE READ.	Yes	
Ryan, W. P.	Is that all there is? Searching for more useful governance strategies beyond the board room	article	New England Nonprofit Quarterly, 6(2), 8- 15. 1999					
Saidel, Judith R.	Expanding the Governance Construct: Functions and Contributions of Nonprofit Advisory Groups	Article, 16 pages	Nonprofit and Voluntary Sector Quarterly, vol. 27, no. 4, December 1998	Role of Volunteer Advisory Groups in Governance	Focuses on role of advisory groups in nonprofits with government contracts. Examines case studies and current trends in policy, rather than focusing on future directions/recommendations.	Good overview of existing literature on governance.	Yes	Yes
Stone, M.M.	Competing contexts: The Evolution of a nonprofit organization's governance system in multiple environments.	article	Administration and Society, 28(1), 1996, 61- 89					no
Taylor, B., Chait, R, and Holland, T	The New Work of the Nonprofit Board	article	Harvard Business Review (Sept-Oct, 1996)					

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Westphal, J.D.	Collaboration in the boardroom: behavioral and performance consequences of CEO-board social ties	article	Academy of Management Journal, 42, 7-24, 1999					
Young, D.R., Hollister, R.M, & Hodgkinson, V.A	Governing, leading, and managing nonprofit organizations: New insights from research and practice	book	San Francisco: Jossey-Bass					
Zald, M.N	The power and functions of boards of directors: A theoretical synthesis	article	American Journal of Sociology, 75, 97-111. 1969					
	Nonprofit boards and leadership: Cases on governance, change, and board staff dynamics	Book	San Francisco: Jossey-Bass.					
	Capacity for change? The nonprofit world in an age of devolution	Book	Indianapolis, IN: Center for Philanthropy, 1996			not at library		