



# Nonprofit Management at American University School of Public Affairs

AU School of Public Affairs prepares future leaders in the nonprofit and private sectors. Our nationally recognized, award-winning faculty offer expertise in the most pressing nonprofit management and policy issues of the day.

## Select Research



**How Citizens Influence Government**  
A forthcoming book by SPA Associate Professor **Anna Amirkhanyan** and Kristina Lambright SUNY Binghamton College of Community and Public Affairs' Associate Dean Kristina Lambright is based on a simple premise: in democracies, power originates with citizens. Governments today contract with nonprofit and for-profit organizations to deliver a wide array of services. Yet, little is known about how citizens influence government decisions and policies in this context. Based on nearly 100 interviews with public and private managers, Amirkhanyan's research examines the state of citizen participation in contract governance. Widespread, and yet narrow in their forms and impact, the participation practices this study helps identify do not live up to the ideals of democracy and self-governance. The book is titled, "Citizen Participation in thre Age of Contracting: When Service Delivery Trumps Democracy."



**Relationship Between Nonprofit and Government Services**  
A study authored by SPA Assistant Professor **Khaloudoun AbouAssi**, Associate Professor Lewis Faulk, and doctoral students – Minjung Kim, Lilli Shaffer, and Long Tran–test the relationship between individuals' satisfaction with local government services and their use of nonprofit services, adding to our understanding of the roles of, and gaps in, government and nonprofit services on the local level. They find strong evidence that nonprofit services compliment rather than replace government services on the local level. These findings support theories of interdependence between government and nonprofit sectors and point to the importance of inter-sector collaboration to fully serve all individuals on the local level. Findings were presented at the Public Management Research Conference, which was hosted by SPA in July, 2017.

## Nonprofit Panel Dataset Project



In partnership with the **Urban Institute's Center on Nonprofits and Philanthropy (CNP)**, SPA spearheads the Nonprofit Panel Dataset Project, a collaboration of over 60 researchers to develop new cutting-edge data sources for nonprofit and public management research.



This initiative includes ongoing SPA-sponsored internships at the CNP, co-sponsored events to advance the Nonprofit Panel Dataset Project, and collaboration between SPA faculty, CNP researchers, and public affairs faculty across the country to develop, pilot, and extend the panel dataset.

## Faculty Highlights



SPA Assistant Professor **Khaloudoun AbouAssi's** current research examines organizational capacity including financial and human resources, inter-organizational relations within and across sectors, and citizens or beneficiaries' engagement with organizations. His research has appeared in leading nonprofit and public management journals, including *Public Administration Review*, *Public Management Review*, *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management and Leadership*, and *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*. AbouAssi also serves in leadership positions at several professional organizations, including the Board of Directors of the Association for Research on Nonprofit Organizations and Voluntary Action.



SPA Associate Professor **Lewis Faulk** is a Faculty Fellow of AU's Metropolitan Policy Center, and a Faculty Affiliate of AU's Center for Innovation. His research focuses on nonprofit management, nonprofit finance, and the intersection of nonprofit organizations and public policy. His research investigates how nonprofit organizations respond to neighborhood gentrification and resident displacement, new public policies and policy tools that support social innovation, and factors that influence foundation grant-making, organizational capacity, financial health, and performance. Faulk has published widely in top peer-reviewed public and nonprofit management journals, including *Public Administration Review*, *Public Management Review*, and *Nonprofit and Voluntary Sector Quarterly*, just to name a few. Faulk leads the Nonprofit Panel Dataset Project, an initiative spearheaded by the Urban Institute's Center on Nonprofits and Philanthropy and AU's School of Public Affairs.



SPA Associate Professor **Anna Amirkhanyan's** research and teaching expertise includes public and nonprofit management, government contracting, organizational performance, citizen participation, and the intellectual history of public administration. Her articles have been published in the *Journal of Public Administration Research and Theory*, *Public Administration Review*, the *Journal of Policy Analysis and Management*, and other journals. Her forthcoming book entitled "Citizen Participation in The Age of Contracting: When Service Delivery Trumps Democracy" (co-authored with Kristina Lambright, Binghamton University; Routledge Press) is a study of citizen participation in governance in the context of public-private partnerships.

## Select Research



**Capacity-Building and Financial Growth**  
SPA Associate Professor **Lewis Faulk** and Amanda J. Stewart, SPA/PhD'14, evaluate foundations' capacity-building grant programs, which are designed to improve nonprofit performance through organizational capacity development. This study adds new research to better understand whether these capacity-building programs achieve their intended results by evaluating fifteen years of capacity-building grants. Findings show that capacity building contributes to nonprofit financial growth over time and inform sector leaders who dedicate resources to capacity-building programs about the outcomes of these efforts. The article, titled "As You Sow, so Shall You Reap? Evaluating if Targeted Financial Capacity-Building Improves Nonprofit Financial Growth," was published in *Nonprofit Management and Leadership* (2017).



**How Nonprofits Shift Funding Priorities**  
SPA Assistant Professor **Khaloudoun AbouAssi** and Mary Tschirhart of Ohio State University explain the variation in nonprofit organizations' response to shifts in funding priorities. The study presents a parsimonious "Strategic Response Model" for organizational behavior by examining both the level of dependence on a donor and the ties an organization has within the donor's network. Using four cases of nonprofit organizations in Lebanon, the model helps explain why networks of recipients of funding may change over time and predicts organizational responses to changing demands from resource providers. The article, titled "Organizational Response to Changing Demands: Predicting Behavior in Donor Networks" appears in *Public Administration Review*.

## Faculty Recognition



SPA Assistant Professor **Khaloudoun AbouAssi** and Tina Nabatchi (Associate Professor at Syracuse University) received the Maxwell School's Tenth e-PARCC Collaborative Governance Initiative Competition- Best Teaching Simulation Award, for "The Great Pacific Garbage Patch." This simulation focuses on collaboration between state and non-state actors to address a critical global environmental problem.



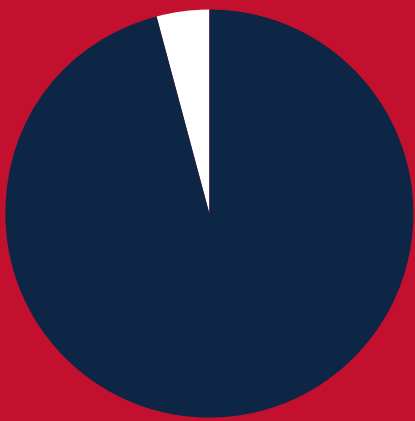
SPA Associate Professor **Lewis Faulk**, SPA Associate Professor, was appointed a Research Fellow of the Center for Organization Research and Design at the Arizona State University School of Public Affairs. Faulk was one of 60 international fellows named to help CORD develop and disseminate data pertaining to public, nonprofit, and hybrid organizations.



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# Nonprofit Management

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52%

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of MPA graduates  
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- International Justice  
Mission
- Mothers2Mothers
- NoLabels.org
- Pew Research Center
- Rails-to-Trails Conservancy
- Urban Institute

**SAMPLE  
INTERNSHIPS**

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of Education
- National League of Cities
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