
CONTENTS

Introduction to the Ivey Casebook Series	vii
<i>Paul W. Beamish</i>	
Preface	ix
Acknowledgments	xi
1. The Nonprofit Organization in Society	1
Mote Aquaculture Park: Sturgeon Project	
Elephant Walk Thru	
2. Starting the Nonprofit Organization	29
The Launch of Durra: Women in Islamic Banking	
MIA, Philippines	
3. Nonprofit Organization Governance and Structure	59
OHNo Swim Club: Organizational Governance and Mission	
YMCA of London, Ontario	
4. Leadership in Nonprofit Organizations	87
<i>Ronald F. Piccolo and J. B. Adams</i>	
Good Intentions Gone Awry at the National Kidney Foundation	
Dickinson College: Inspiration for a Leadership Story (In the Vision of a Founding Father)	
5. Performance Measurement	129
Lake Eola Charter School: Securing the Brand Through Environmental Analysis	
Otago Museum	
6. Nonprofit Strategy and Change	161
<i>Eileen Weisenbach Keller</i>	
Atlanta Symphony Orchestra	
Health Care Center for the Homeless: Changing With the Times	

7. Nonprofit Capacity and Networks	201
Western Area Youth Services	
Rollins College Philanthropy and Nonprofit Leadership Center: The Importance of Networking	
8. Managing the People: Staff and Volunteers	227
Alice Saddy: Caring for the Community	
Consultancy Development Organization (CDO)	
9. Marketing	249
Ten Thousand Villages of Cincinnati: The First Year and Beyond	
The Toronto Ultimate Club	
10. Obtaining and Maintaining Organizational Momentum	281
Ontario Science Centre: Agents of Change and Beyond	
Newfoundland Centre for the Arts	
11. Financial Management	321
Goodwill Industries of Greater Grand Rapids	
Kiddyland	
12. Advocacy and Lobbying	343
AOL Time Warner	
East Coast Trail Association	
13. International Perspective	367
Women's Tennis Association (WTA) in Asia—But Where?	
NASSCOM	
14. Social Entrepreneurship	399
Competing for Development: Fuel-Efficient Stoves for Darfur	
Care Kenya: Making Social Enterprise Sustainable	
About the Editors	433
About the Authors	435