



Index

A

Accountability, 78

Accountants, 13, 15

Accounting, 209–213

Advancement

- attaining new CEO position. *See*
Attaining new CEO position
- as means of attaining CEO position,
27–29, 176, 177

Advice

- advice and insight questions, survey
results, 255–283
- for attaining and retaining CEO position,
survey results, 281–283
- importance of seeking, 58–59
- retention of CEO position, 58, 59
- review document, soliciting advice on
from board, 200

Age discrimination, 172

Agricultural societies, 8, 13, 14

AIDS programs, 17

Alcohol use and abuse, 15, 16

- Mothers Against Drunk Driving
(MADD), 17

- temperance societies, 10, 11

Allen, Richard, 11

American Association of Public Accountants,
13, 15

American Humanics, 170, 297

American Society of Association Executives,
15, 119, 163, 170, 179, 182, 297

Ancient Greek and Roman Empires, origins
of not-for-profits, 3

Anthony, Susan B., 11

AOL Time-Warner, 55

Association for Research on Nonprofit
Organizations and Voluntary Action, 107
Association of Fundraising Professionals, 138,
297

Attaining new CEO position, 246
considerations, 231, 232, 246
job offer as ultimate recognition, 233
and networking, 233–235
preparation for, 237–245
reasons for moving on, 232
search firms, use of, 236, 237
survey results, 233, 234, 255, 256, 275,
281–283
training, importance of, 235
visibility, 235
volunteers, use of, 235
want ads, use of, 235, 236

Attorneys

- agreements, review of, 237, 245
- operations, review of, 214

Attributes of CEO. *See* Characteristics and
attributes of CEOs

Authors and editors, 7, 8

B

Banks and banking, 7, 8, 215

Barton, Clara, 10

- Belford, Paul A., 179, 237
- Bell, Alexander Graham, 25
- Benson, Ed, interview with, 84–88
- Bibliography, 293–296
- Bissell, Emily, 15
- Board brief, 203
 - contents of, 204, 205
 - presentation to board, 203, 206
- Board of directors
 - CEO as voting member of, 63
 - communication with, 197, 198
 - confidence in CEO, 62
 - evaluation of, 216, 217
 - fiduciary duties, 1
 - and hiring CEO, 29
 - importance of qualified professional CEO, 287, 288, 291
 - meeting with, 199
 - recruitment, support, and recognition of members, 67. *See also* Recognition programs
 - relationship with, 62–66, 82, 198, 225, 226
 - retaining CEO, 290, 291
 - review document, 200
 - role of, 61
 - role of CEO, 66
 - search committees, 51, 288, 289
 - selecting qualified CEO, 289, 290
 - and six-month review, 61
 - size of, 64, 65
- Booth, Ballington, 9
- Booth, Maud, 9
- Boy Scouts of America, 12, 148
- Brenner, Robert H., 4
- Bright, Deborah, 241
- Bryant, Anne L., interview with, 89–94
- Bush, George H. W., 17
- Business and trade associations, 8, 17. *See also* Trade groups
- Business cycles, 75, 76
- Business realties, 56, 57
- Butterfield, Bruce, 55
- C**
- Career goals, 23, 24, 26, 47–49, 238–239, 245
- Career path, 27–52, 249, 250, 258–260
- CEOs. *See* Chief executive officers (CEOs)
- Certifications, 162, 163
 - importance of in attaining CEO position, 34–36
 - survey participants, 249
- Certified Association Executive (CAE), 162, 249
- Certified Fund Raising Executive (CFRE), 162
- Certified Meeting Professional, 162
- CFRE International, 162
- Change
 - instituting, 74–76
 - as opportunity, 75
 - role of CEO, changes in, 275–278
 - visual change in office, 202
- Changing jobs. *See* Attaining new CEO position
- Characteristics and attributes of CEOs, 26, 27, 43, 44, 63, 64, 237
 - qualities sought by boards, 240, 241, 262–264
 - strengths and weaknesses, recognizing, 158, 159
- Charitable organizations, historical background, 8, 9
- Charity, historical background, 3, 4
- Chief executive officers (CEOs)
 - advancement through organization as means of attaining position, 27, 29, 176, 177
 - advice for attaining and retaining position, survey results, 281–283
 - career goals, 23, 24, 26, 47–49, 238, 239
 - career path, 27–52, 249, 250, 258–260
 - as celebrities, 243, 244
 - change, instituting, 74–76
 - characteristics and attributes of, 26, 27, 43, 44, 63, 64, 237
 - comprehensive plan for obtaining position, 50, 51
 - core principles of not-for-profit industry, understanding, 171, 172
 - duties of, 20, 72

- factors in attaining current position, 265–267
- failure of, reasons for, 53, 54
- for-profit CEOs compared, 187, 188
- future challenges, 78–80, 82, 279–281
- honesty. *See* Honesty
- importance of qualified professional leader, 287, 288, 291
- interviews with. *See* Interviews
- job searches. *See* Job searches
- leadership. *See* Leadership
- management. *See* Management
- means of attaining current position, survey results, 264, 265
- mentors. *See* Mentors
- as motivator, 68
- networking. *See* Networking
- new position, attaining. *See* Attaining new CEO position
- number of CEO positions held, 233, 234
- performance and meeting challenges, 241–242
- personal enrichment, 80, 81
- personal skills, 57–59, 190
- preparation for position, 36–42, 44, 45
 - students, 159, 160
- previous position, maintaining contact
 - with organization, 195, 196
- as profession versus job, 36, 181
- retaining, 290, 291
- retention of position. *See* Retention of CEO position
- role of, 1, 2, 61, 66, 69
 - changes in, 76–78, 275–278
 - future, 20, 22–24
- search package, 239
- searching for qualified candidates, 288, 289
- selection of
 - reasons for, 269–271
 - steps in, 289, 290
- six-month review. *See* Six-month review
- strategic focus, 72
- strengthening position, 72–74, 273–275
- strengths and weaknesses, recognizing, 158, 159, 234, 237
 - tenure, 233
 - visibility. *See* Visibility
 - volunteers, relationship with. *See* Volunteers
 - as voting member of board, 63
- Civic clubs, 15
- Civil rights organizations, 11, 14, 16
- Civil War, 11
- Clark, Elizabeth J., interview with, 95–100
- Clubs, 6
- Colleges. *See* Universities and colleges
- Committees of Correspondence, 7
- Common good, 1, 2, 4, 5, 23
- Communication, 8
 - director, 197, 198, 209
 - director of, 197, 198
 - e-mail, 222
 - importance of, 190, 191
 - open-door policy, 71
 - with staff, 70, 201
 - and technology, 77
 - and visibility, 74
 - with volunteers, 197, 198
- Compensation, 165
 - and benefits, 244
 - bonuses, 71
 - increases in salary, 71
 - and search firms, 245
- Competition, 20, 22, 55
 - for CEO jobs, 28, 29
 - increase in, 80
- Conservation organizations, 12, 16
- Consulting, 243
- Consumers, 14
- Contracts
 - review of, 215
 - survey participants, 253, 254
- Core principles, 171, 172
- Corporate philanthropy, 15
- Cover letters, 179
- Cox, Ann R., interview with, 101–106
- Cross-functional world, 56, 57
- Culture of organization, 56, 72
 - and interview process, 184
 - and retention of CEO position, 53–55
 - role of CEO, 68

D

- Decision-making process, 69
- Delegation, 70
- Direct mail, 75
- Direct Marketing Association, 143
- Dix, Dorothea Lynde, 9
- Donors, 22
 - donor intent and use of gifts, 78
 - donor relations, review of, 217, 218
 - giving wall, 224
 - increasing perceived value to, 79, 80
- Drucker, Peter, 157, 158

E

- E-mail, 222
- Editors. *See* Authors and editors
- Education
 - background of CEOs, 158
 - importance of in attaining CEO position, 34, 35, 175
 - preparation for CEO position, 45–47, 168–170
 - self-assessment for professionals, 162, 163
 - survey participants, 249
- Educational societies, 9, 10. *See also* Universities and colleges
- Egypt, origins of not-for-profits, 3
- Ethics, 56. *See also* Honesty
- Europe, origins of not-for-profits, 3, 4
- Executive committee. *See also* Board of directors
 - meeting with, 199
 - review document, obtaining comments on, 202
- Experience
 - for-profit executives, 166
 - importance of for CEOs, 28, 34–36
 - obstacles, overcoming, 172
 - preparation for CEO position, 36–42
 - program related, importance of, 39, 40
 - range of for CEOs, 158
 - self-assessment for professionals, 162–163
 - survey participants, 253

F

- 501(c) organizations. *See* Internal Revenue Service (IRS)
- Failure of CEO, 53, 54, 187, 188
- Farm associations. *See* Agricultural societies
- Fiduciary duties, 1
- Finance
 - fiscal control, importance of in retaining CEO position, 57, 58, 73
 - fiscal integrity, 78, 209–213
 - importance of experience for CEO, 36, 37
 - revenue as measure of success, 60
- Financial statements, 181
- Finley, Katherine Mandusic, interview with, 107–112
- Fiscal policies. *See* Finance
- Fisher, James L., 3
- Flick, Lawrence, 10
- Followers, role of, 1, 2
- For-profit executives
 - experience, 166
 - mentors for, 166
 - not-for-profit CEOs compared, 187, 188
 - self-assessment for CEO career, 165–167
- Forbes Group, 55
- Ford, Henry II, 17
- Fordham University, 69
- Fourteenth Amendment, 11
- Franklin, Benjamin, 6, 7
- Fraternal orders, 6
- Fundraising, 41, 42
- Future
 - challenges, 78–80, 82, 279–281
 - focus on, 72
 - mission of organization, 79
 - role of CEOs, 20, 22–24

G

- Gardner, John W., 17, 53
- Gates, Frederick T., 15
- General Electric (GE), 158, 188
- George, Bill, 55
- Glass, Jim, 63

- Goals
 career goals, 23, 24, 26, 47–49, 238–239, 245
 making goals, importance of, 57, 58
 organizational goals, role of CEO in setting, 55
- Godfrey, Matthew, 5
- Gompers, Samuel, 13
- Goodwin, Robert K., interview with, 113–118
- Governance, 56
 extremes of structure, 62
 U.S. Sportsmen's Alliance structure, 63
- Government affairs
 experience in, importance of for CEOs, 40, 58
 programs, 18
 review of function, 218, 219
- Government-directed programs, 16
- Graham, John H., IV, interview with, 119–124
- Grange, The, 13, 14
- Guilds, 3, 6
- H**
- Harvard, John, 6
- Harvard College, 6
- Health organizations, 9, 10, 14, 16
- Historical background, origins of not-for-profits, 2–19
- History of organization, 208, 209
 history wall, 224
- Holmes, Oliver Wendell, 187
- Honesty, 241
 ethics, 56
 importance of, 63, 155
 integrity and trust as important qualities, 64
 interview with CEO applicant, 54
- Hospitals, 6
- Houle, Cyril O., 287
- Housing, 13, 17
- Hymowitz, Carol, 66
- I**
- Immelt, Jeffrey, 158
- Immigrants, 11, 13, 23
- Independent Sector, 17, 18
- Industrial safety, 15
- Information, sources of, 297
- Insurance, 8
 fire, 13
 life underwriters, 13
 marine underwriters, 12
 review of, 214
- Integrity. *See* Honesty
- Internal Revenue Service (IRS)
 501(c)3 organizations, 18, 19, 42, 55, 77, 213, 219
 501(c)4 organizations, 18, 19, 213, 218
 501(c)6 organizations, 18, 19, 42, 55, 218
 Form 990, 181, 182
 Web site, 182
- Internet. *See also* Web sites
 and declining need for associations, 22
 and job searches, 179
 uses of, 77
- Interviews
 attaining position, 43–50
 Benson, Ed, 84–88
 Bryant, Anne L., 89–94
 with CEOs, 83–155
 attaining position, 43–50
 diversity of backgrounds, 42
 honesty of CEO applicant, importance of, 54
 Clark, Elizabeth J., 95–100
 Cox, Ann R., 101–106
 diversity of backgrounds, 42
 Finley, Katherine Mandusic, 107–112
 Goodwin, Robert K., 113–118
 Graham, John H., IV, 119–124
 Keck, Robert (Rob), 125–131
 Kushner, David, 132–137
 Maehara, Paulette V., 138–142
 preparation for, 181–184, 267–269
 procedure, 184–186
 strategy, 244
 Wientzen, H. Robert, 143–147
 Williams, Roy L., 148–154
- Investments, review of, 212

J

JDG Associates, 179, 237

Jewish faith

- origins of not-for-profits, 3
- religious organizations, 10

Job searches

- access to not-for-profit leadership, 180
- finding the right position, 179–181
- interview, preparation for, 181–184
- methods of obtaining CEO position, 176–179
- researching the organization, 181–184

Jones, Absalom, 11

K

Keck, Robert (Rob), interview with, 125–131

Kushner, David, interview with, 132–137

L

Labor organizations, 12, 13

Leadership

- as characteristic of successful CEO, 158
- group leaders, 1, 2
- historical background, 2–19
- importance of, 19, 24, 64, 155, 188, 189, 240, 241
- listening skills, 69, 70
- professional leaders, 19, 20
- and retention of CEO position, 55
- staff loyalty, 66
- training, 190, 191
- and volunteers. *See* Volunteers

League of American Wheelmen, 12

Leisure organizations, 11, 12

Libraries, 6, 10

Listening skills, 69, 70

Lobbying, 14, 40

Logan, James, 6

Longfellow, Henry Wadsworth, 1

Lotteries, 7

M

Maehara, Paulette V., interview with, 138–142

Magazines, 7

Major gift program, 75

Management, 177

- administration and fiscal management, importance of, 64
- staff, 64, 66–76
- strategic approach, 72
- volunteer management, 36–38, 58, 65, 66, 222, 223

Manning, Bishop, 9

Media, 221, 222

Medical societies, 6

Meetings

- with board of directors, 199
- with director of communication, 197, 198
- with executive committee, 199
- and programs, review of, 219–221
- with staff, 195–199
- staff attendance at board meetings, 63

Member relations, 39

- importance of, 57–58
- review of, 217, 218

Members

- associations, 22
- increasing perceived value to, 79, 80
- values and needs of, determining, 23

Membership development

- attracting new members, 79, 80
- importance of experience in, 36, 38, 39

Mental illness, 9, 16

Mentors, 49–50, 191, 240

- for executives in for-profit sector, 166
- for executives in not-for-profit field, 174
- importance of, 173
- for professionals, 163, 164, 175
- for students, 160, 161, 173
- types of, 174

Mergers, 80

Microsoft, 55

Mission, 18

- commitment to, 189
- future challenges, 79
- growth patterns and changes in core mission, 60
- and not-for-profit competition, 20, 22
- and paid staff and leaders, 19, 20

- refining, 60
 - and review document, 207
 - survival test, 21
 - updating, need for, 15
 - Morgan Stanley, 187
 - Morse, Samuel, 8
 - Museums, 17
- N**
- Nadler, David A., 83
 - National Study of Not-For-Profit Chief Executive Officers, 27, 247
 - advice and insight questions, 255–283
 - attaining CEO position
 - factors in, 265–267
 - means of, 264, 265
 - reasons for, 34–36, 255, 256, 269–271
 - and retaining position, 281–283
 - attaining new CEO position, 275
 - career paths of participating CEOs, 249, 250, 258–260
 - career profiles, 247–255
 - certifications of participating CEOs, 249
 - changes in CEO's role in last decade, 275–278
 - contracts for participating CEOs, 253, 254
 - education of participating CEOs, 249
 - experience of participating CEOs, 253
 - first six months, activities during, 271–273
 - future challenges, 279–281
 - interviews with CEOs, 83–155
 - locations of participating CEOs, 247, 248
 - networking, 260–262
 - organizations participating, types of, 248
 - personal skills and job retention, 58, 257, 258
 - preparation for interview, 267–269
 - qualities of CEO sought by board, 262–264
 - qualities of successful CEO, 63, 64
 - retention of CEO position, 54, 281–283
 - size of participating organizations, 250–252
 - strengthening CEO's position, 72–74, 273–275
 - summary, 283–285
 - survey questions, 30–33
 - titles of participating CEOs, 248
 - Networking, 26, 28, 166, 190, 191
 - and attaining new CEO position, 233–235
 - expanding network, 240
 - importance of in attaining CEO position, 34–36
 - and job searches, 176, 178
 - and mentors, 49, 50
 - survey responses, 260–262
 - Newspapers, 8
 - North American Industrial Classification System, 18
 - Not-for-profit organizations
 - for-profit sector compared, 157, 158
 - historical background, 2–19
 - limited existence of, 17, 18
 - model, 23
 - relevance, maintaining, 23
 - statistics, 18
 - survival test, 21
- O**
- Obstacles, overcoming, 172
 - Operations, review of, 214–216
 - Origins of not-for-profits, 2–19
 - Orphan asylums, 9
- P**
- Peace movements, 9, 16
 - Peale, Norman Vincent, 157
 - Penn, William, 5
 - Personal edge, 189–192
 - and attaining new CEO position, 235
 - Personal enrichment, importance of, 80, 81
 - Personal skills, 57–59, 190
 - listening skills, 69, 70
 - survey results, 257, 258
 - writing skills, 64
 - Pesthouses, 6
 - Peters, Tom, 56, 57
 - Pilgrims, 4, 5

- Planning
 initial plan of action, 192
 and initial six-month review, 61
- Points of Light Foundation, 17, 113, 297
- Points of Light Initiative, 17
- Political action committees (PACs), 17, 42, 219
- Populists, 13, 14
- Power dreaming, 56, 57
- Professional Convention Management Association, 132, 162
- Professional societies, 4, 12
- Prohibition. *See* Alcohol use and abuse
- Public health, 10. *See also* Health organizations
- Q**
- Quakers, 5
- Quehl, Gary H., 3
- R**
- Raelin, Joseph A., 188
- Railroads, 13
- Recognition programs
 staff recognition, 71, 72, 202, 203, 225
 volunteers, 65, 66, 223–225
- Recruitment of volunteers, 65, 66
- Relationships
 with board of directors, 62–66, 82, 198, 225–226
 cultivating, 242–243
 importance of, 53–54
 with staff, 66–76
 with volunteers, 20, 54, 55, 62–66, 82
- Religion
 origins of not-for-profits, 3, 5
 schools, 6
- Religious organizations, 10, 11, 13
- Research, 243
- Resumes
 sorting, 288
 and tailored search package, 179
 updating, 239
- Retention of CEO position, 81, 82
 advice of CEOs, 58, 59
 board of directors, relationship with, 62–66, 225, 226
- changes in role of CEO, adapting to, 76–78
- effectiveness of CEO, 56
- ethics, 56
- factors, 55
- failure, reasons for, 53, 54
- failure rate of for-profit CEOs, 187, 188
- first six months, optimizing, 192–206
- future challenges, anticipating, 78–80
- governance, 56
- initial steps, 189
- keeping watch, 227–228
- making a difference, 228, 229
 and new realities of business, 56, 57
- personal edge, maintaining, 189–192
- personal enrichment, importance of, 80, 81
- personal skills, 57–59
 survey results, 257, 258
- results, importance of, 188
- review document. *See* Review document
- six-month plan. *See* Six-month plan
- six-month review, 82
 importance of first six months, 59, 60
 initial review findings, 60–62
- staff
 relationship with, 66–76
 team, creating, 226, 227
 survey results, 281–283
 volunteers, relationship with, 62–66
- Return value principle, 38
- Revenue
 as measure of success, 60
 raising, finding new ways of, 77, 78
 sources of, 217, 218
 as future challenge, 79–80
 review of, 213, 214
- Review document
 approval of board, 206
 board of directors, evaluation of, 216, 217
 contents of, 208
 final draft, 203
 financial resources, review of, 213, 214
 first draft, 200
 fiscal review, 209–213
 government affairs function, 218, 219

- history of organization, 208, 209
- information, gathering, 208
- meetings and programs, evaluation of, 219–221
- member and/or donor relations, 217, 218 and mission, 207
- operations, review of, 214–216
- personnel report, 217
- presentation to board, 203, 206
- purpose of, 206, 207
- recognition program, 223–225
- refined version, 202
- staff input, 199, 200
- visibility function, evaluation of, 221, 222
- volunteer management, 222, 223
- Revolutionary War, 7, 8
- Rockefeller, John D., 15
- Rockefeller, John D., Jr., 231
- Role of board of directors, 61
- Role of CEO, 1–2, 61, 66, 69
 - changes in, 76–78, 275–278
 - future, 20, 22–24
- Roosevelt, Theodore, 9
- Russell Reynolds Associates, 159, 176, 236
- S**
- Sanitation, 10
- Schools, 6
- Science associations, 9, 10
- Search committees, 181, 237
- Search firms, 51, 159, 164, 175, 176, 179, 288
 - and contract negotiation, 245
 - search package, updating, 239
 - use of, 50, 236, 237
- Search package, 239
- Secret societies, 11, 12
- Self-assessment
 - for-profit executives, 165–167
 - knowing one's self, 158, 159
 - professionals, 161–165
 - questions for, 34
 - students, 159–161
 - survey questions, 30–33
- Sherman Antitrust Act, 14
- Six-month plan, 192
- board of directors, relationship with, 225, 226
- fifth month, 203
- first day, 194–196
- first month, 197, 198
- first week, 196, 197
- fourth month, 202, 203
- second month, 198, 199
- six-month review, 59–62, 82
- sixth month, 203, 206
- staff team, creating, 226, 227
- suggested plan, 193, 194
- survey results, 271–273
- third month, 199–202
- Six-month review, 59–62, 82
- Skills. *See* Personal skills
- Social clubs, 11, 12
- Social Compact of 1620, 4
- Social welfare, 5, 8, 13, 16
 - and charitable organizations, 9
- Speeches, 198, 201, 243, 244
- Staff
 - board meetings, attendance at, 63
 - changes in staff structure, 68, 69, 206
 - communication with, 70
 - compensation and bonuses, 71
 - decision-making process, involvement in, 69
 - delegation, 70
 - effectiveness of, 74
 - evaluation of and review document, 207
 - importance of, 81, 82
 - interaction with, 68
 - listening to, 69, 70
 - loyalty, 66
 - lunches with, 201
 - management, 64, 66–76
 - meetings with, 195–199
 - motivation of, 66–68, 71, 177, 206
 - open-door policy, 71
 - personnel report, 217
 - promotions, 206
 - recognition of, 71, 72, 202, 203, 225
 - size of, survey participants, 251
 - strengths and weaknesses, recognizing, 158, 159

team, creating, 226, 227
 training, 76, 77
 and volunteers, blend of, 56
 Stanton, Elizabeth Cady, 11
 Statute of Charitable Uses, 4
 Strategic plan, importance of, 72–74
 Students
 mentors for, 160, 161, 173
 preparation for CEO position, 159, 160
 self-assessment, 159–161
 timeline for attaining CEO position, 161, 167
 Students, self-assessment for CEO career, 159–161
 Success, measurement of, 60
 Sullivan, Thomas V., 10
 Survival Kit, 189–229
 Survival test, 21

T

Team-building, 62, 63
 Technology
 computer systems, life of, 23
 as future challenge, 78–79
 importance of keeping up with, 76–79
 information collection and distribution, 22, 23
 review of, 195, 215
 training, 190
 “Think weird” principle, 56, 57
 Timeline for attaining CEO position
 for executives in for-profit sector, 166–168
 for professionals, 164, 165, 167, 168
 for students, 161, 167
 Trade associations, 12–15, 218
 Trade groups, 3
 business and trade associations, 8
 Training, ongoing, 189, 190
 and attaining new CEO position, 235
 importance of in attaining CEO position, 34–36, 168, 169
 volunteers and staff, 76
 Travel
 importance of taking trips, 198, 201
 speeches, 198, 201, 243, 244

with staff, 203
 staff participation, 201

Trends, 22
 Truth, Sojourner, 11
 Tulger, Bruce, 188
 Tushman, Michael L., 83

U

Union Institute and University, The (UIU), 170, 297
 management initiative, 170, 171
 United States, origins of not-for-profits, 4–7
 United States Sportsmen’s Alliance, 17
 governance structure, 63
 United Way of America, 9, 55
 Universities and colleges, 6
 educational background for CEOs, 168–170
 educational societies, 9, 10

V

Vautour, Eric, 159, 176, 326
 Vietnam War, 16, 17
 Visibility, 26, 74
 and attaining new CEO position, 235, 240
 importance of, 74
 means of obtaining recognition, 243, 244
 of organization, 80
 review of visibility function, 221, 222
 role of CEO, defining, 197
 speeches, 201
 with staff, 195, 197, 199, 203
 trips, 198
 Volstead Act, 15, 16
 Volunteers. *See also* Board of directors
 and attaining new CEO position, 235
 authors and editors, 7, 8
 board of directors, evaluation of, 216, 217
 communication with, 197, 198
 hospitals, 6
 importance of, 81
 leadership, 62–64
 management of, 36–38, 58, 65, 66, 222, 223
 private philanthropy, 8, 9

- recognition of, 65, 66, 223–225
 - recruitment of, 65, 66
 - relationship with CEO, 20, 54, 55, 62–66, 82
 - return value, 38
 - and review process, 207
 - role of, 19
 - schools, 6
 - social welfare, 5
 - and staff, blend of, 56
 - training, 76
- W**
- Wakin, Edward, Dr., 69
 - Wanamaker, John, 9
 - Want ads, 176–179
 - and attaining new CEO position, 235
 - as means of attaining CEO position, 27–29, 50
 - Warrick, Judy, 187
 - Web sites
 - American Humanics, 170, 297
 - American Society of Association Executives, 170, 297
 - Association of Fund Raising Professionals, 297
 - design of, 78, 79
 - Internal Revenue Service (IRS), 182
 - and job searches, 178
 - Points of Light Foundation, 297
 - research on organization, 182, 183
 - Union Institute and University, 170, 297
 - and visibility functions of organization, 221, 222
 - Wellington, Sheila, 49
 - Wientzen, H. Robert, interview with, 143–147
 - Williams, Roy L., interview with, 148–154
 - Winthrop, John, 4
 - Wise, Stephen (Rabbi), 9
 - Women, power of, 56
 - Women's rights, 11
 - World War II, 16
 - Writing skills, importance of, 64
- X**
- XF (cross-functional) world, 56, 57
- Y**
- Yale College, 6
 - Young Men's Christian Association (YMCA), 10, 12, 15
 - Young Women's Christian Association (YWCA), 10
 - Youth organizations, 12, 15

