

# Nonprofit Management and Leadership

---

## GUIDELINES FOR AUTHORS

### Manuscript Preparation and Publication Process

Nonprofit Management and Leadership  
Mandel Center for Nonprofit Organizations  
Case Western Reserve University  
10900 Euclid Avenue  
Cleveland, Ohio 44106-7167  
216.368.2315

Published by Jossey-Bass, A Wiley Imprint, San Francisco

Submit manuscripts to Manuscript Central, NML's online submission site:  
<http://mc.manuscriptcentral.com/nml>

E-mail manuscript queries to Kathleen Mills, Managing Editor, at  
[kathleen.mills@case.edu](mailto:kathleen.mills@case.edu).

## NML Call for Papers

Contributions are sought from interested researchers and practitioners. Submitted papers should be based on original research or on theory of organizations and management and should be written in a jargon-free, nontechnical style accessible to managers, trustees, and other leaders of nonprofit and voluntary organizations and to academic researchers and teachers from a variety of disciplines and professions. Papers should focus on some aspect of nonprofit organization management, governance, leadership, or policy, and may include reports on research, literature reviews, case studies, and theoretical and analytical essays. Papers on governance, management of human resources, resource development and financial management, strategy and management of change, and organizational effectiveness are especially encouraged. Papers should be 4,000 to 5,000 words long and double-spaced.

Papers for the journal's occasional "From the Field" section can be based primarily on experience rather than on formal research design, and often are written by practitioners. Case studies of strategic or other interest to nonprofit researchers and practitioners can also be submitted for consideration; they may be either research or teaching cases and should pose ethical and strategic management dilemmas of concern to nonprofit managers and leaders. Letters critiquing or commenting on previously published articles are also welcome.

All papers submitted to *Nonprofit Management and Leadership* are subject to rigorous peer review. Researchers and practitioners willing to review manuscripts should send a letter of interest and a current copy of their curriculum vitae to the managing editor at the e-mail address provided on page 1.

*Nonprofit Management and Leadership* seeks to reflect the international growth and diversity of management, leadership, and third-sector issues in Europe, Asia, Latin America, and Africa. Manuscripts on topics of interest to an international audience of NGO management and leadership researchers and practitioners are invited from authors residing outside North America. An extensive panel of non-U.S. reviewers and associate editors is available. Submissions originating outside the United States are reviewed by experts familiar with the topic and country of origin.

## Writing Style

*Nonprofit Management and Leadership* is intended for a multidisciplinary audience of both academics and professionals. We ask that you make your writing as clear, accessible, and descriptive as possible. Pay particular attention to the following:

- *Avoid jargon.* Use common descriptive language instead of terms associated with one academic field. Explain technical terms in nontechnical language.
- *Use the active voice.* "He reports" or "The findings reveal" instead of "It has been reported" or "It is indicated by the findings."
- *Illustrate abstract theoretical ideas with specific examples.*

- *Avoid biased language.* Vary references to race and gender in examples and avoid stereotypical descriptions. Avoid gender-specific language; for example, avoid the word *man* in the generic sense.
- *Merriam-Webster's Collegiate Dictionary* is the standard dictionary at Jossey-Bass. Follow the *Chicago Manual of Style* (University of Chicago Press) for points not otherwise covered in this manual.
- *Latin abbreviations.* Spell out abbreviations such as *e.g.*, *i.e.*, *et al.*, *etc.* to their English equivalents—in other words, use *for example*, *that is*, *and others*, and *and so on*.
- *Colloquialisms and contractions.* Avoid slang and contractions unless they are contained in quotations or examples containing dialogue.
- *References to people.* Omit titles and degrees of individuals in the text. Do not use nicknames.
- *Acronyms.* The first time an organization is referred to, insert the acronym in parentheses following the name [*for example*, American Civil Liberties Union (ACLU)]. Thereafter, the acronym may be used alone. The general use of acronyms is discouraged in *Nonprofit Management and Leadership*. Acronyms should be used only for widely used, generally recognized concepts. Acceptable acronyms are made by widespread reader adoption, not by author invention. In the previous sentences, for example WU-GR and WRANAI are not suitable acronyms for publication purposes just because those words happen to fall together in those sentences. In manuscripts, an acronym should not be used merely because it is the name of a variable used in the data analysis reported, or because it is the key concept or topic of the paper.
- *Lists.* Use lists only for important points. Minimize the use of bullets and set-off lists. Short lists should be run into the text.
- *Notes.* Jossey-Bass discourages the use of notes. Incorporate notes into the text. If notes cannot be avoided, use endnotes, not footnotes.

## Manuscript Preparation

Electronic submissions in MS Word format are preferred. Submit manuscripts to Manuscript Central, NML's online submission site: <http://mc.manuscriptcentral.com/nml>

E-mail manuscript queries to Kathleen Mills, Managing Editor, at [kathleen.mills@case.edu](mailto:kathleen.mills@case.edu).

Prepare your contribution in the following format:

- Margins on all sides should be 1 inch.
- Select left justification, ragged right margin.
- Automatic hyphenation, formatting, and editing tools should be off.
- Double-space everything in the manuscript, including quotations, tables, and the reference section.

- Use a tab to indent the first line of each paragraph and leave no extra space between paragraphs.
- Eliminate all extra formatting and codes, such as tab settings, font changes, margin changes, preformatted styles, and fields.
- Keep backup copies of your files.

## Manuscript Components

### *Abstract*

A paragraph alerting readers to the focus of the chapter and whetting their interest in it.

### *Title*

As short and focused as possible. Titles should not be exhaustively descriptive or qualified. Avoid subtitles.

### *Author name(s)*

Exactly as you wish them to appear in print.

### *Text*

Write in a readable, practical, and jargon-free tone for a multidisciplinary audience. Do not use footnotes. Double-space the entire manuscript, including quotations, tables, and references.

### *Headings*

Use headings to outline the structure of your chapter. Use first-level headings for the major themes. For subsections, use second-level headings and, if necessary, third-level headings. Headings should be separated by text; avoid stacking heads next to each other.

### *Tables and exhibits*

*Tables* present data in tabular form (rows and columns). *Exhibits* present textual material, such as documents and forms. Provide tables and exhibits double-spaced on separate pages at the end of the electronic file, not integrated into the text. For each, provide a table or exhibit title and number. Refer to the table or exhibit by number in the text. List the source if the table or exhibit is reproduced or adapted from another work, and provide a letter of permission to reprint if necessary (see the Permissions section). Following is an example of a source line (the full bibliography of the source would be in your reference section):

Source: Adapted from Reynolds, 1993, p. 9. Used by permission.

### *Figures*

*Figures* present information graphically, such as in drawings, graphs, or charts. Provide figures on separate pages, not integrated into the text. Provide a figure title and number. Make sure the figure is referred to in the text. List the source if the figure is reproduced or adapted from another work, and provide a letter of permission to reprint if necessary

(see the Permissions section). Be judicious in your use of tables and figures, limiting them to those that illustrate or amplify the text rather than those that duplicate information already in the text. The meaning of each figure should be clear and readily discernible.

Figures are best submitted in TIFF or EPS (with preview) formats. If these formats are not possible, use JPEG. (Tip: TIFF files can be created from PowerPoint by choosing “Save As” and then selecting “Tag Image File Format.”) Please do not submit proprietary graphics formats such as Corel Draw or Adobe Illustrator. Figures can also be submitted in Microsoft Word if necessary. For best quality printing, ensure that gray scale figures (e.g., screen shots, photos, or charts requiring shade of gray) are high resolution (above 300 dpi). Figures pasted directly from the Web are low resolution (72 dpi). Bitmapped line art (made only of black and white lines—often simple charts or graphs) should be submitted at higher resolutions yielding 600 to 1200 dpi.

### ***Text citations***

Cite the source of quotations or attributed ideas in the text, including the original page number for each direct quotation and statistic. Remember that long quotations from another source will often require permission to be reprinted. Citations should be placed in name-date style within parentheses, as in the following samples:

As one authority states, “References are a pain in the neck” (Knight, 2001, p. 35).

In two recent studies, references were associated with neck pain (Knight, 2001; Day and others, 2002).

### ***References***

Provide a double-spaced, alphabetized list of all references cited in the text (see the Sample References section). Do not include uncited references; if you wish, a separate section, “Additional Resources,” may be included. Provide complete bibliographic information, including all authors’ names; do not use “and others” or “et al.” Give complete journal titles and translations of any foreign titles. If more than one work by an author is dated with the same year, use letters to distinguish the dates (for example, 20001a, 2001b), and be sure to use the letters in the citations.

### ***Author identification***

A brief statement (one or two sentences) of your institutional affiliation or other important facts about yourself.

### ***Signed Copyright Transfer Agreement***

Jossey-Bass cannot publish an article without written permission from the author. When an article is accepted for publication, the NML managing editor asks the author to sign a Copyright Transfer Agreement granting the publisher the right to copyedit, publish, and copyright the material. Please sign and return this Copyright Transfer Agreement to the managing editor as soon as possible; be sure to include a current mailing address.

Authors receive copies of their printed issue soon after it is completed; thus it is important to have an accurate mailing address on file.

### ***After acceptance of your manuscript***

Once your paper has been accepted and you have submitted your final revised draft, you will not see it again until you receive the printed volume. If the copyeditor raises questions about intended meaning or if information is missing, the managing editor will contact you to ask for clarification. The manuscript will not be returned to you. Thus, it is important that you verify the accuracy of all statements—particularly data, quotations, and references—before submitting the final manuscript.

In appreciation for your contribution, Jossey-Bass will send you complimentary copies of the published issue. *Important:* We must have your delivery address (in the Copyright Transfer Agreement) to send the copies. (No P.O. boxes, please.)

### ***Permissions***

As author, you are responsible for obtaining written consent from copyright holders, paying any fees involved in obtaining permission, and submitting all letters granting permission with your final manuscript. A sample letter for seeking permission is available from the NML managing editor. Jossey-Bass will not reprint items without written permission in our files. Permissions should be sought as early as possible.

Following is a basic list of items that require permission from copyright holders. This is not an exhaustive list; when in doubt, consult the copyright holder.

1. Any table, checklist, or other list or adaptation thereof that is taken entirely from another source.
2. Certain quotations taken from a scholarly or professional work that are not considered fair use under copyright law.
3. Quotations from nearly all newspaper or magazine excerpts.
4. Quotations of any length from a work of fiction.
5. A paraphrase whose wording and sequence of ideas are similar to the original. Note that you must still cite the creator of the original idea.
6. Poetry (whether run into the text or set off), song lyrics, or music from any composition.
7. Any quotation used as an epigraph.
8. Quotations of any length from informal publications, including speeches, position papers, corporate in-house documents, mission statements, questionnaires, training or teaching materials, and unpublished dissertations.
9. Quotations from government agencies other than those of the U.S. government. These include quotes from publications of many state, city, and local governing boards (such as school districts).
10. Personal letters and documents. (The recipient owns the letter, but copyright is retained by the author.)
11. Any graphic or figure taken entirely from another source, including diagrams, charts, maps, cartoons, advertisements, or other artwork taken entirely from another source.

12. Photographs. Permission from the owner of the copyright (usually the photographer) is always necessary. Permission from the subject(s) of the photograph is also needed unless the subject is considered a public figure.
13. Material obtained through electronic sources such as the Internet, World Wide Web, or e-mail is protected by copyright. Personal e-mail is subject to stricter fair use standards than general electronic postings; permission should always be obtained for its use.
14. Quotations of any length derived from interviews, observations, or from case study research; from conferences, seminars, or meetings; from instructional presentations or classroom discussion. These include undocumented quotes attributed to individuals, particularly when they reflect on a corporation, school, or institution.
15. In some cases, a profile you write about individuals or corporations, organizations, or academic institutions, even if you do not quote directly or paraphrase.
16. Information obtained under circumstances in which privacy or anonymity is assumed or assured. This includes material from interviews, case histories, and vignettes about patients, clients, teachers, students, or other individuals.

*Note:* In the above cases, especially numbers 14 and 16, either obtain signed permission to publish from the party in question (be it an individual, company, academic institution, or other organization) or change the identity and circumstances so the party is unrecognizable. Also include a disclaimer such as the following: "Any similarity to actual people or companies is purely coincidental."

## Sample References

Use the following format for preparing double-spaced references. Please refer to the *Chicago Manual of Style* if you have questions on references or other stylistic matters that are not covered here.

### ***Book (one author)***

Abbott, F. C. *Government Policy and Higher Education*. Ithaca, N.Y.: Cornell University Press, 1995.

### ***Book (two or more authors)***

Hammond, D. C., Hepworth, D. H., and Smith, V. G. *Improving Therapeutic Communication: A Guide for Developing Effective Techniques*. San Francisco: Jossey-Bass, 1994.

### ***Edited book***

Woody, R. H., and Woody, J. D. (eds.). *Clinical Assessment in Counseling and Psychotherapy*. New York: Appleton-Century-Crofts, 1972.

***Chapter in an edited book***

Riesman, D., and Jencks, C. "The Viability of the American College." In N. Sanford (ed.), *The American College: A Psychological and Social Interpretation of Higher Learning*. New York: Wiley, 1996.

***Journal article***

Aussieker, B., and Garbarino, J. W. "Measuring Faculty Unionism: Quantity and Quality." *Industrial Relations*, 1973, 12(1), 117-124.

***Publication with an ERIC ED number***

Carter, D., and Wilson, R. *Eleventh Annual Report on the Status of Minorities in Higher Education*. Washington, D.C.: Office of Minority Concerns, 1993. (ED 363 250)

***Newspaper article***

Sievert, W. A. "Law Schools Talk Reform." *Chronicle of Higher Education*, Jan. 13, 1990, p. 5.

***Online periodical***

Grant, G. and Gotham, H. "Adolescent Wellness: In the Eye of the Beholder." *American Journal of Public Health*, 2000, 85, 41-47. Retrieved Jan. 12, 2001, from <http://www.ajph.org/adwell.pdf>.

***Online document***

Remland, G. and Schreir, H. Emotional intelligence, 2001. Retrieved Jan. 3, 2002, from <http://www.crq.org/remschrier.pdf>.

***Unauthored article***

"Enrollments Up." *Newsweek*, Sept. 5, 1989, p. 78.

***Unpublished paper***

Hodgkinson, H. L. "The Next Decade of Campus Governance." Paper presented at the Higher Education Executive Associates Conference, Philadelphia, Nov. 6, 1990.

***Unpublished report***

Wright, G. E. "The Efficiency of Federal Subsidies to Medical Education." Health and Human Resources Policy Discussion Paper Series, no. A8. Ann Arbor: Health Policy Studies Group, School of Public Health, University of Michigan, 1994.

***Unpublished dissertation***

Darkenwald, G. G., Jr. "The Department Chairperson's Role in Relation to the Social Organization of Colleges and Universities." Unpublished doctoral dissertation, Department of Education, Columbia University, 1988.

**Checklist**

Please review your manuscript carefully before submitting the final draft to NML. Here is a checklist:

- \_\_Article abstract
- \_\_Article title
- \_\_Author name(s)
- \_\_Body of article
- \_\_Author identification
- \_\_References section (all cited in text; complete bibliographic info included for each)
- \_\_Tables, figures, and exhibits (if any; include titles and numbers, as well as appropriate source lines; refer to each in text by number)
- \_\_Originals of permission letters for quoted material, figures, tables, or exhibits as required