



Human Service Organizations: Management, Leadership & Governance >

Volume 38, 2014 - [Issue 5](#)

3,204 28

Views | CrossRef citations to date | 3

Altmetric

Guest Editorial

Leadership Challenges Facing Nonprofit Human Service Organizations in a Post-Recession Era

Karen Hopkins , Megan Meyer, Wes Shera & S. Colby Peters

Pages 419-422 | Published online: 24 Nov 2014

 Cite this article  <https://doi.org/10.1080/23303131.2014.977208>



Sample our
Medicine, Dentistry, Nursing
& Allied Health Journals
>> **Sign in here** to start your access
to the latest two volumes for 14 days



 Full Article

 Figures & data

 References

 Citations

 Metrics

 Reprints & Permissions

Read this article

 Share

GUEST EDITORIAL

Leadership Challenges Facing Nonprofit Human Service Organizations in a Post-Recession Era

Karen Hopkins and Megan Meyer

University of Maryland School of Social Work, Baltimore, Maryland, USA

Wes Shera

University of Toronto School of Social Work, Toronto, Ontario, Canada

S. Colby Peters

University of Maryland School of Social Work, Baltimore, Maryland, USA

The nonprofit sector has been the fastest growing segment of the U.S. economy in the last decade, primarily due to growth in the economy's service fields of health care, education, and social services, which account for 87% of nonprofit employment (Salamon, Sokolowski, & Gellar, 2012). While the sector has grown significantly, it has still struggled to meet the demand for human services during the recent recession. The Nonprofit Finance Fund's 2014 State of the Sector Survey, which captured just over 5,000 nonprofits (human services being the largest proportion) showed 80% of respondents reported an increase in demand for services, the 6th straight year of increased demand, 56% were unable to meet demand in 2013, the highest reported in the survey's history, and 28% ended their 2013 fiscal year with a deficit. Accompanying the growth of the sector and the recession are significant challenges that have threatened the survival of nonprofits, especially smaller and mid-size agencies. These challenges include insufficient financial, human, and technical resources for responding to growing need and demands for service in the face of government and foundation cutbacks, tightly defined contracts, high rates of underfunded infrastructure and overhead, and even higher expectations for accountability (Nonprofit Finance Fund's 2014 State of the Sector Survey; Urban Institute, 2011).

Thus, while the demand for nonprofits to provide more services and accountability is increasing, there is also a thinner spread of funding that forces organizations to provide more services with less money. Often, nonprofit leaders and managers have to make difficult decisions about staffing and rationing of services to clients, as well as embrace new practice models that improve efficiency and demonstrate clearer outcomes. The managerial competencies needed to successfully navigate this complex environment have evolved, and recent scholarship on leadership emphasizes the clear need

Correspondence should be addressed to Karen Hopkins, University of Maryland School of Social Work, 525 W. Redwood Street, Baltimore, MD 21201, USA. E-mail: khopkins@ssw.umaryland.edu

Log in via your institution

➤ Access through your institution

Log in to Taylor & Francis Online

➤ Log in

➤ Restore content access for purchases made as guest


Purchase options *

Save for later

PDF download + Online access

- 48 hours access to article PDF & online version
- Article PDF can be downloaded
- Article PDF can be printed


EUR 48.00

 Add to
cart

Issue Purchase

- 30 days online access to complete issue
- Article PDFs can be downloaded
- Article PDFs can be printed

EUR 423.00

 Add to
cart

* Local tax will be added as applicable

Related Research

People also read

Recommended articles

Cited by
28

Information for

Authors

R&D professionals

Editors

Librarians

Societies

Opportunities

Reprints and e-prints

Advertising solutions

Accelerated publication

Corporate access solutions

Open access

Overview

Open journals

Open Select

Dove Medical Press

F1000Research

Help and information

Help and contact

Newsroom

All journals

Books

Keep up to date

Register to receive personalised research and resources by email

 Sign me up

