

Virtual Issue: 2017 NML Pantheon

Published: 23 Feb, 2017

Welcome to the *2017 Pantheon* of articles published in the first quarter-century (well, 27 years) of *Nonprofit Management & Leadership*. The six articles in this virtual issue have garnered the greatest amount of public attention in the journal's history. They are the best of the best.

In mid-March, *Nonprofit Management & Leadership's* Issue 3 of Volume 27 will be published. My editorial in that issue discusses Google as a new tool for assessing the reach of academic articles. While the impact factor focuses on citation of articles in other indexed and peer-reviewed journals, Google throws the doors wide open and informs us when an article is also being cited by research reports, theses, working papers, books, and other kinds of outputs. If the impact factor is the House of Lords, Google citation counts is the House of Commons.

My research on *Nonprofit Management & Leadership's* Google citations inevitably led to a list of individual articles that are at the top of the heap. The popularity of an article can be assessed in two different ways: the overall number of Google citations it has received, or its average number of citations in each of the years since its publication. For example, consider the lead article in our 2017 Pantheon, Raymond Dart's "The Legitimacy of Social Enterprise," published in *Nonprofit Management & Leadership* in 2004. It ranks #2 in total number of Google citations, having garnered 793. However, it is #1 in citations per year, with 61.0.¹

Dart's article vies with Robert Kaplan's famous "Balanced Scorecard" article published in 2001: "Strategic Performance Measurement and Management in Nonprofit Organizations." Kaplan's article stands at #1 in total Google citations, with 886. However, it lags behind Dart's number of citations per year, with only 55.4, and consequently ranks #2 overall among *Nonprofit Management & Leadership* publications on that measure. So, Dart and Kaplan share the top spot, depending on which measure one considers.

Robert Herman and David Renz's 2008 "Advancing Nonprofit Organizational Effectiveness Research and Theory: Nine Theses" demonstrates how these measures can diverge. Due to the relative recentness of its publication, it has amassed "only" 285 Google citations, placing it #11 overall among publications in this journal. However, this equates to 31.7 citations per year, which cements it at #3 on the ranking of citations per year. If its annual popularity holds, it will continue its march up the list of all-time citations in *Nonprofit Management & Leadership*.

On the other hand, Alnoor Ebrahim's 2003 "Making Sense of Accountability: Conceptual Perspectives for Northern and Southern Nonprofits" represents a convergence of these measures. Its 369 Google citations places it #4 on the overall list, while its 26.4 citations per year is likewise #4 on the citations per year ranking.

Kudos to William Brown, whose 2005 "Exploring the Association between Board and Organizational Performance in Nonprofit Organizations" is ranked #8 in Google citations (313) of articles published in

Nonprofit Management & Leadership, and #5 in citations per year (26.1). Will just edges Adil Najam's 25.1 citations per year (#6 rank) for his 2000 "The Four C's of Government Third Sector-Government Relations." Adil's article deserves special note since its 426 citations puts it #3 in overall citations for articles published in this journal. These six articles, then, are the pantheon of articles published in *Nonprofit Management & Leadership*, at least as of 2017.

As I raise my glass, I'm sensitive to the fact that all six of these articles are written by seven men. I'm surprised by this fact, since women seem to be well-represented in the field. In the current issue of the this journal (Winter 2016), three of five research articles and two of four research notes have female first authors. In the previous issue (Fall 2016), six of seven research articles have female first (or solo) authors, and my editorial in that issue refers to "the bright new work drawn from doctoral dissertations" by "strong young women who will soon stand at the core of the field." The past, however, is dominated at least to some degree by men. When looking at the data collected for the 2017 Pantheon, Deborah Balsler's 2005 article (with John McClusky) "Managing Stakeholder Relationships and Nonprofit Organization Effectiveness" stands out with the seventh most citations per year (22.7). Kristina Jaskyte's 2004 article "Transformative Leadership, Organizational Culture, and Innovativeness in Nonprofit Organizations" has the eighth most citations per year (22.2), and the tenth most citations overall (288). I fully expect that more women will appear in the next iteration of this Pantheon.

Mark A. Hager, Editor

¹ The numbers I cite here were current on the one day I did my analysis in January of 2017. The numbers were all subject to change as Google crawled new outputs on the following day.