



AFTER SCHOOL PROGRAM ADMINISTRATION

Research Note References

ASP-AM 3.05 Research Note

National AfterSchool Association. (2009). *National AfterSchool Association Code of Ethics*. Washington, DC: Author.

Related Resources

Alliance for Nonprofit Management. (n.d.). *Financial management: Frequently asked questions*. Retrieved September 4, 2008, from www.allianceonline.org/FAQ/financial_management

American Bar Association. (1993). *Guidebook for directors of nonprofit corporations*. Chicago: Author.

American Institute of Certified Public Accountants. (1997). *Internal control checklist*. Retrieved September 4, 2008, from www.aicpa.org/pubs/jofa/sep97/check.htm

American Institute of Certified Public Accountants. (n.d.). *Audit Committee Effectiveness Center*. Retrieved September 4, 2008 from www.aicpa.org/audcommctr/homepage.htm

Asmus, Peter. (2004, Spring). 100 Best corporate citizens for 2004: Companies that serve a variety of stakeholders well. *Business Ethics*. Retrieved August 22, 2008, from http://www.business-ethics.com/BE100_2004

Avoilio, B., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior*, 25, 951-968.

Board Source, & Independent Sector. (2006). *The Sarbanes-Oxley Act and implications for nonprofit organizations*. Retrieved September 4, 2008, from www.boardsource.org/clientfiles/sarbanes-oxley.pdf

Bornstein, T. (2001). Quality improvement and performance improvement: Different means to the same end? *QA Brief*, 9(1), 6-12.

Bruner, C. (1994). *A framework for measuring the potential of comprehensive service strategies*. National Center for Service Integration. Des Moines: The Child and Family Policy Center.

The Business Roundtable. (2005). *Principles of corporate governance* (White Paper). Retrieved August 22, 2008, from <http://www.businessroundtable.org/pdf/CorporateGovPrinciples.pdf>

California Department of Education, & California Afterschool Network. (2008). *California after-school program quality self-assessment tool*. Sacramento & Davis, CA: Authors.



- California Public Employees' Retirement System. (2008). *Global principles of accountable corporate governance*. Retrieved August 22, 2008, from <http://www.calpers-governance.org/principles/docs/pub-20-2008-5-1.pdf>
- Carpinetti, L.C.R., Buosi, T., & Gerólamo, M.C. (2003). Quality management and improvement: A framework and a business-process reference model. *Business Process Management Journal*, 9(4), 543-554.
- Carver, J. (1997). *Boards that make a difference: A new design for leadership in nonprofit and public organizations* (3rd Ed.). San Francisco: Jossey-Bass Publishers.
- Charles Stewart Mott Foundation. (n.d.). Our code of ethics. Retrieved August 22, 2008, from <http://www.mott.org/Home/about/thefoundation/codeofethics.aspx>
- Chinman, M., Imm, P., & Wandersman, A. (2004). *Getting to outcomes 2004: Promoting accountability through methods and tools for planning, implementation, and evaluation* (Centers for Disease Control and Prevention TR 101-CDC). Santa Monica, CA: RAND Corporation.
- Coffman, J., & Lopez, M.E. (2002). A conversation with Paul Light. *The Evaluation Exchange*, 8(2), 10-11.
- The Corporate Library. (n.d.). TCL ratings. In *Products*. Retrieved August 22, 2008, from <http://www.thecorporatelibrary.com/info.php?s=4>
- Council on Foundations. (n.d.). Proposed governance principles for discussion with large foundations. In *Ethics & Accountability*. Retrieved August 22, 2008, from <http://www.cof.org/learn/content.cfm?itemnumber=1227&navItemNumber=2672>
- Department of Health and Human Services National Institutes of Health Office for Protection from Research Risks. (2005, June 23). *Part 46: Protection of human subjects*. Retrieved August 21, 2008, from <http://www.hhs.gov/ohrp/documents/OHRPRegulations.pdf>
- Douglas, T.J., & Fredendall, L.D. (2004, Summer). Evaluating the Deming management model of total quality in services. *Decision Sciences*, 35(3), 393-422.
- The Enterprise Foundation. (1999). *Assessing your organization*. Retrieved August 28, 2008, from <http://www.practitionerresources.org/cache/documents/36786.pdf>
- Ethics Resource Center. (2001). *A guide to developing your organization's code of ethics*. Retrieved August 29, 2008, from <http://www.shrm.org/ethics/chapter-coe.pdf>



- Fitzgerald, K.M. (Ed.). (1996, November). Using bank's services not self-dealing. *The Nonprofit Board Report*, 7.
- Flatt, V.B. (2002). Notice and comment for nonprofit organizations. *Rutgers Law Review*, 55(65), 65-85.
- Florida Afterschool Network. (n.d.). *Florida standards for quality afterschool programs*. Tallahassee, FL: Author.
- Fremont-Smith, M.R. (2004). *Governing nonprofit organizations: Federal and state law regulation*. Cambridge, MA: Belknap Press.
- Gerow, S. (2006). Managing risk means ensuring quality care. *Behavioral Health Care*, 26(1), 21-22.
- Gibbs, G.R., Friese, S., & Mangabeira, W.C. (2002). The use of new technology in qualitative research: Introduction to issue 3(2) of FQS. *Forum Qualitative Social Research*, 3(2). Retrieved August 25, 2008, from <http://www.qualitative-research.net/fqs/fqs-eng.htm>
- Grace, H.S.G., Jr. (2005, May). Effective governance in an ethicless organization. *The CPA Journal*, 6-8.
- Grossman, J. B., Lind, C., Hayes, C., McMaken, J., & Gersick, A. (2009). *The cost of quality out-of-school-time programs*. Philadelphia: Public/Private Ventures, New York: The Finance Project, & New York: The Wallace Foundation.
- Harris, E. (2008). *Research update: Highlights from the out-of-school time database*. Cambridge, MA: Harvard Family Research Project.
- Hauser, S.T. (1999). Understanding resilient outcomes: Adolescent lives across time and generations. *Journal of Research on Adolescence*, 9(1), 1-24.
- Healy, T.C. (2003). Ethical decision making: Pressure and uncertainty as complicating factors. *Health & Social Work*, 28(4), 293-301.
- Heinrich, C.J. (2002). Outcomes-based performance management in the public sector: Implications for government accountability and effectiveness. *Public Administration Review*, 62(6), 712-724.
- Heinz, P. A. (2003). *The financial reporting practices of nonprofits: Responding to the Sarbanes-Oxley Act of 2002*. Milwaukee, WI: Alliance for Children and Families.
- Herman, M., (Ed.). (2002). *Coverage, claims, and consequences: An insurance handbook for nonprofits*. Washington, DC: Nonprofit Risk Management Center.



- Herman, M., (Ed.). (2003). *Ready in defense: A liability, litigation, and legal guide for nonprofits*. Washington, DC: Nonprofit Risk Management Center.
- Herzberg, F. (2003). One more time: How do you motivate employees? (R0301F). *Best of Harvard Business Review*, 3-11.
- Heuer, M. (1999). *Nonprofit organizational effectiveness*. Prepared for the Fannie Mae Foundation. Washington, DC: Innovation Network, Inc.
- Hornberger, S., Gardner, S.L., Young, N.K., Gannon, N.P., & Osher, T. (2005). *Improving the quality of care for the most vulnerable children, youth, and their families*. Washington, DC: CWLA Press.
- Independent Sector, & BoardSource. (2003). *The Sarbanes-Oxley Act and implications for nonprofit organizations*. Retrieved August 22, 2008, from <http://www.independentsector.org/PDFs-PDFs/sarbanesoxley.pdf>
- Independent Sector. (2004). *Statement of values and code of ethics for nonprofit and philanthropic organizations*. Washington, DC: Author.
- International Association of Association Management Companies. (2002, April). *American national standard (ANSI-IAAMC A100.1-2002)*. Westmont, IL: Author.
- Jackson, P. M., White, L.T., & Herman, M.L. (1999). *Mission accomplished: A practical guide to risk management for nonprofits* (2nd ed.). Washington, DC: Nonprofit Risk Management Center.
- Kahn, A.J., & Kamerman, S.B. (1999). *Contracting for child family services: A mission-sensitive guide*. Prepared for The Annie E. Casey Foundation. New York, NY: Columbia University, School of Social Work.
- Kaplan, R.S., & Lamotte, G. (2001). *The balanced scorecard and quality programs* (Article no: B0103D). Cambridge, MA: Harvard University, Harvard Business School.
- La Fond, J.Q. (1992). *Toward a working model of outcomes measures for the public welfare domain*. Prepared for the National Institute of Mental Health.
- Lang, A. S. (1998). *Financial responsibilities of the nonprofit board*. Washington, DC: National Center for Nonprofit Boards.
- Larkin, R. F., & DiTommaso, M. (2006). *Not-for-profit general accounting principles (GAAP)*. New York: John Wiley & Sons.



- Maehara, P. (1999, April). The millennium requires a new look at fund-raising standards. *The NonProfit Times*, 58.
- Martin, L. L. (2001). *Financial management for human services administration*. Boston: Allyn and Bacon.
- Metz, R. A., Goldsmith, J., & Arbreton, A. J. A. (2008). *Putting it all together: Guiding principles for quality after-school programs serving preteens*. Philadelphia: Public/Private Ventures.
- Mihalek, P. H., & Roller, M.J. (2002). *API's complete guide to accounting procedures for non-profit organizations*. Baltimore, MD: Accountants for the Public Interest.
- Millstein, I., O'Regan, K., & Oster, S. (2000, September). *Governance practices among nonprofit organizations contracting with New York City* (Working Paper #8). New Haven, CT: Yale University, School of Management.
- National AfterSchool Association. (2009). *National AfterSchool Association Code of Ethics*. Washington, DC: Author.
- National Association of Social Workers. (1999). *NASW code of ethics*. Retrieved August 29, 2008, from <http://www.socialworkers.org/pubs/code/code.asp>
- National Association of Social Workers. (2001). *NASW standards for cultural competence in social work practice*. Retrieved August 29, 2008, from <http://www.socialworkers.org/practice/standards/NASWCulturalStandards.pdf>
- National Association of State Auditors, Comptrollers, and Treasurers. (2003). *Contracting for services: A National State Auditors Association best practices document*. Lexington, KY: Author.
- National Center for Service Integration. (n.d.). *Funding what works: Exploring the role of research on effective programs and practices in government decision-making* (Resource Brief 10). Des Moines: Author.
- National Council of Nonprofit Associations. (n.d.a) *Financial accountability and audit committees*. Retrieved June 13, 2006, from <http://www.ncna.org/index.cfm?fuseaction=Page.viewPage&pageId=429>
- National Council of Nonprofit Associations. (n.d.b). *Audit committee roles and responsibilities*. Retrieved June 13, 2006, from <http://www.ncna.org/uploads/documents/live/responsibilities.doc>
- Naughton-Travers, J. (2001). Keys to developing a regulatory compliance program. *Behavioral Health Management*, 21(4), 30-35.



- Netting, F.E., Kettner, P.M., & McMurtry, S.L. (1993). *Social work macro practice*. White Plains, NY: Longman.
- New York State Afterschool Network. (n.d.). *Program quality self-assessment tool*. New York: Author.
- Nonprofit Risk Management Center. (n.d.). Online Resource Center. Retrieved May 3, 2006, from <http://nonprofitrisk.org/advice/advice.htm#online>
- Oleck, H.L. (1988). *Nonprofit corporations, organizations, and associations* (5th ed.). Englewood Cliffs, NJ: Prentice-Hall.
- Organization for Economic Co-operation and Development. (2004). *OECD principles of corporate governance*. Retrieved August 28, 2008, from <http://www.oecd.org/DATAOECD/2/18/31557724.pdf>
- Panel on the Nonprofit Sector. (2005). *Report to Congress and the nonprofit sector on governance, transparency, and accountability*. Prepared for Congress and the Nonprofit Sector. Retrieved September 1, 2008, from http://www.nonprofitpanel.org/Report/final/Panel_Final_Report.pdf
- Panel on the Nonprofit Sector. (2007). *Principles for good governance and ethical practice: A guide for charities and foundations* (Reference ed.). Retrieved August 28, 2008, from http://www.nonprofitpanel.org/Report/principles/Principles_Reference.pdf
- Paul, J.W. (2005, May). Exploring PCAOB Auditing Standard 2: Audits of internal control. *The CPA Journal*, 22-27.
- Peavey, D.L. (n.d.). *Ethical Dilemmas of the consumer/professional*. Unpublished manuscript.
- Reamer, F. G. (2005). Documentation in social work: Evolving ethical and risk management standards. *Social Work*, 50(4), 325-334.
- Robb, D. (2000). Building resilient organizations. *OD Practitioner*, 32(3), 27-32.
- Rosenberg, W. (2004). Making a profit...and a difference: HP invents an organization to drive sustainability. *Journal of Organizational Excellence*, 23(3), 3-13.
- Ryan, W. (2006). Nonprofit governance and accountability. *The Hauser Center for Nonprofit Organizations Research Review*, 1(1), 3.
- Schall, E. (2000). *Liability trends for nonprofit organizations*. Retrieved November 12, 2005, from http://www.nonprofitrisk.org/nwsltr/archive/nl300_6.htm



- Schmidt, E. (2004, October). How ethical is your nonprofit organization?. *Guidestar*. Retrieved December 13, 2004, from <http://www.guidestar.org/news/features/ethics.jsp>
- Schorr, L.B. (2003). *Determining "what works" in social programs and social policies: Toward a more inclusive knowledge base*. Washington, DC: Brookings Institution. Retrieved August 25, 2008, from http://eric.ed.gov/ERICDocs/data/ericdocs2sql/content_storage_01/0000019b/80/1b/09/1d.pdf
- Silk, T. (2004). Ten emerging principles of governance of nonprofit corporations. *The Exempt Organization Tax Review*, 43(1), 35-39.
- Spielberger, J., & Lockaby, T. (2008). *Palm Beach County's Prime Time initiative: Improving the quality of after-school programs*. Chicago: University of Chicago, Chapin Hall Center for Children.
- Spitzer, E. (2005, April 5). Strong law enforcement is good for the economy. *Wall Street Journal*, p. A118.
- Staugaitis, S.D. (2002). *Root cause analysis: A summary of root cause analysis and its use in state developmental disabilities agencies*. Human Services Research Institute. Retrieved August 25, 2008, from http://www.hcbs.org/files/34/1669/Root_Cause_Analysis.pdf
- Strachan, J. L. (1998). Understanding nonprofit financial management. In R. Edwards, et al, (Ed.), *Skills for Effective Management of Nonprofit Organizations* (pp. 343-370). Washington, DC: NASW Press.
- Tremper, C. (1994). Risk management. In R. Herman (Ed.), *The Jossey Bass Handbook of Nonprofit Leadership and Management* (pp. 485-508). San Francisco, CA: Jossey-Bass.
- Weiss, H. (2002). From the director's desk. *The Evaluation Exchange*, 8(2), 1.
- Young, N., Gardner, S., Coley, S., Schorr, L., & Bruner, C. (1994). *Making a difference: Moving to outcome-based accountability for comprehensive service reforms* (Resource Brief #7). Falls Church, VA: National Center for Service Integration.
- Zwetsloot, G. (2003). From management systems to corporate social responsibility. *Journal of Business Ethics*, 44, 201-207.