

TOOL #3: BIBLIOGRAPHY

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The first six entries are considered “must reads” in the literature about nonprofit mergers. If you must limit your reading time, then absolutely read the following six entries:

1. Arsenault, Jane. *Forging Nonprofit Alliances*. San Francisco: Jossey-Bass, 1998.
An overview of all forms of restructuring, very comprehensive and easy to understand. Also includes great information on nonprofit culture, nonprofit models, and negotiating issues. An excellent resource.
2. Cortez, Alex, et al. [“Nonprofit Mergers and Acquisitions: More Than a Tool for Tough Times.”](#) The Bridgespan Group, 25 Feb. 2009.
One of the later studies done on nonprofit mergers, which has a comparison of the merger rate for nonprofits and for-profit businesses. Does a very interesting analysis of the business drivers for segments of the nonprofit sector. Great article that explains why some human service agencies have a higher merger rate than others.
3. La Piana, David. *The Nonprofit Mergers Workbook Part I: The Leader’s Guide to Considering, Negotiating, and Executing a Merger*. St. Paul: Fieldstone Alliance, 2000.
A how-to book with step-by-step tools and explanations for how to complete a merger. Considered a classic in the field of nonprofit mergers and a must-have book.
4. La Piana, David. *The Nonprofit Mergers Workbook Part II: Unifying the Organization After a Merger*. St. Paul: Fieldstone Alliance, 2004.
The companion book to the preceding item, containing a significant amount of information, tools, and work sheets for nonprofit leaders who want to know how to integrate their organizations after they have voted to merge. Another classic in the field.
5. McLaughlin, Thomas. *Nonprofit Mergers and Alliances: A Strategic Planning Guide*. New York: John Wiley, 2010.
A book that provides an alternative to the LaPiana approach for thinking about the strategy and analysis for nonprofit mergers and strategic integration. Produced by a sole practitioner with decades of experience in merging nonprofit organizations, which are captured here.

6. Reed, Ron. [Synopsis: Success Factors in Nonprofit Mergers](#). St Paul: MAP for Nonprofits and Wilder Research, 2012.

A Minnesota study of 41 nonprofit mergers that assesses what happened after the merger process was completed. The most comprehensive analysis of nonprofit mergers.

FULL BIBLIOGRAPHY

These readings include everything from a big-picture view of nonprofit mergers to detailed strategies, practical advice, and examples to follow. Whenever possible, a link to a free version of an article or study has been provided, though some links require the user to register and/or pay a fee.

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3. Basinger, Nancy W., and Jessica R. Peterson. [“Where You Stand Depends On Where You Sit: Participation and Reactions to Change.”](#) *Nonprofit Management & Leadership*, vol. 19, no. 2, 2008.
4. Baulderstone, Jo, et al. [“Making Three into One: The Story of a Merger in Response to Environmental Change.”](#) *Third Sector Review*, vol. 14, no. 1, 2008.
5. Bell, Jeanne, et al. *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability*. San Francisco: Jossey-Bass, 2010.
6. Bradley, Bill, et al. [“The Nonprofit Sector’s \\$100 Billion Opportunity.”](#) *Harvard Business Review*, vol. 81, no. 5, 2003.
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10. Cortez, Alex, et al. [“Nonprofit Mergers and Acquisitions: More Than a Tool for Tough Times.”](#) The Bridgespan Group, 25 Feb. 2009.
11. Crutchfield, Leslie, and Heather McLeod Grant. *Forces for Good: The Six Practices of High-Impact Nonprofits*. San Francisco: Jossey-Bass, 2008.
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19. Hager, Mark, and Tyler Curry. *Models of Collaboration: Nonprofit Organizations Working Together*. Phoenix: Arizona State University Lodestar Center, 2009.
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21. Haider, Donald. “Uniting for Survival.” *Stanford Social Innovation Review*, vol. 5, no. 3, 2007.

22. Haider, Donald, and Franz Wohlgezogen. "Change Comes at a Cost." *Stanford Social Innovation Review*, vol. 10, no. 1, 2012.
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