Danielle L. Vance-McMullen

Contact Information

Sanford School of Public Policy
Duke University
Rubenstein Hall 238, Box 90315
Durham, NC 27708

Cell: (515) 290-8884
danielle.vance@duke.edu
https://sites.duke.edu/daniellevancemcmullen

Areas of Concentration

Applied Microeconomics, Nonprofit Organizations, Philanthropic Giving, Industrial Organization

Education

Duke University
Ph.D. in Public Policy (Economics Concentration), Expected May 2017
- Dissertation: "Nonprofit Market Structure and Its Consequences"
- Committee: Charles Clotfelter (C), Kristin Goss, Matthew Harding, Rachel Kranton

Master of Arts in Economics, 2014
Certificate in College Teaching, Expected December 2016

Indiana University Purdue University, Indianapolis
Master of Public Affairs in Nonprofit Management, 2010
Master of Arts in Philanthropic Studies, 2010
- Thesis: "Government Funding and Failure in Nonprofit Organizations"

Iowa State University
Bachelor of Science in Marketing, 2005

Fellowships/ Awards

Horowitz Foundation Award, Horowitz Foundation for Social Policy, 2016

Dissertation Support Fellowship, Center for the Study of Philanthropy and Voluntarism at Duke University, 2014-15 and 2016-2017

Kenan Institute for Ethics Graduate Fellowship, Duke University, 2015-16

Aleane Webb Dissertation Research Award, Duke University, 2015-16

Graduate School Summer Research Fellowship, Duke University, 2014 and 2015

Annual Conference Doctoral Fellowship Award, Association of Researchers on Nonprofit Organizations and Voluntary Associations, 2014

Research Support Grant, Center for the Study of Philanthropy and Voluntarism at Duke University, 2014 and 2016

Conference Scholarship and Travel Grant, Association of Researchers on Nonprofit Organizations and Voluntary Associations, 2012 and 2013

Ph.D. Small Grant Award, Sanford School of Public Policy, 2012, 2013, 2014, and 2015

James B. Duke Fellowship, Duke University, 2011 (4-year award)

Graduate Student Research Fund Grant, IUPUI, 2007

Graduate Student Assistantship, IUPUI, 2005

Working Papers

Will Proliferation Destroy the Nonprofit Sector? Evidence on the Effects of Competition from the Combined Federal Campaign (Job Market Paper)

The number of nonprofits in the United States is growing dramatically. Between 2003 and 2013, the United States experienced a 19.5% increase in 501(c)3 public charities. If aggregate giving does not increase proportionately, this trend could force nonprofits to operate with smaller average donations. Using aggregate and employee-level data

from the Combined Federal Campaign (CFC), the nation's largest workplace giving campaign, this paper asks if increasing the number of nonprofit organizations affects giving. I find that the addition of new nonprofits did not substantially increase the charitable resource pool. It did not increase the proportion of individuals who gave. Furthermore, although donors gave slightly larger gifts after new organizations entered, the amount was not large enough to prevent the average nonprofit from losing revenue. Unless it is accompanied by substantial efficiency gains, proliferation will increase total sector spending on overhead and other fixed costs, leaving less for mission-related activities.

The Structure of Nonprofit Competition and Its Relationship to Overhead

How do nonprofit organizations react when competition for donors intensifies? One possibility is that they will increase their fundraising expenses to vie for donations. Or, they might trim such expenses to attract efficiency-minded donors. Existing research does not reveal which of these actions is more common in practice. This paper finds that higher competition is not associated with a change in overhead spending rates. Using individual donations reported in the Combined Federal Campaign (CFC), I first develop and test a new nonprofit market definition and competition measure based on donor behavior and donor-nonprofit network ties. The new definition predicts donor substitution among organizations 58 percent better than the standard definition. Using this measure, I find that nonprofit organizations with higher levels of competition tend to have lower overhead rates. However, when an organization's competitive intensity increases over time, overhead rates do not decrease. This suggests that continued growth in the number of nonprofit organizations might not drive down overhead rates or make nonprofits more efficiency-conscious.

Works in Progress

Efficiency Among Nonprofit Intermediary Service Providers—Fundraising Before and After Government Service Area Consolidation in the Combined Federal Campaign

Can nonprofit organizations achieve economies of scale without losing connections to local community needs? The answer depends on tradeoffs between production efficiency and consumption efficiency. This paper applies this question to the case of nonprofit intermediaries implementing the Combined Federal Campaign (CFC), the workplace giving program for federal employees. I use a difference-in-differences analysis and nearly random consolidation timing to identify the effect of program structure on costs, fundraising outcomes, and fundraising efficiency. Contrary to expectations, results show that larger service areas experienced an increase in per-employee program costs and giving. The combined effects yield a statistically significant but economically insignificant decrease in costs per dollar raised.

Which Nonprofit Industries are the Most "Local"?

Researchers studying nonprofit competition usually define markets based on geopolitical boundaries and, as a result, restrict their analyses to "local" nonprofit industries. This research note examines whether researchers are, in fact, using the most local industries for their analyses. It finds that some industries which are commonly assumed to be local actually have a substantial number of regional and national organizations. This paper uses data from the Combined Federal Campaign to evaluate nonprofit industries' localness of operations and donations. Incorrectly identifying local nonprofit industries may affect our understanding of nonprofit competitive dynamics. Insufficiently-local industries should be excluded from future analyses relying on local markets.

Publications

"Giving by Bequest." *Giving USA*. Center on Philanthropy, 2012.

"Giving to Human Services." *Giving USA*. Center on Philanthropy, 2011.

Conference Presentations

"The Structure of Nonprofit Competition and Its Relationship to Overhead", Association for Public Policy Analysis & Management (APPAM) Fall Conference 2016 and Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Fall Conference 2016

"Is Bigger Better? Examining the Costs and Benefits of Consolidation Using the Combined Federal Campaign", APPAM Fall Conference 2015 and ARNOVA Fall Conference 2015

"Is the Nonprofit Organization Boom Splintering or Growing Individual Giving? Evidence from the Combined Federal Campaign", APPAM Fall Conference 2014 (Poster) and ARNOVA Fall Conference 2014

"Does Government Fiscal Relief During Recessions Improve Nonprofit Outcomes? Evidence from the American Recovery and Reinvestment Act", APPAM Fall Conference 2013 and ARNOVA Fall Conference 2013

"'Healthy Competition' and 'Wasteful Duplication': Drawing from For-Profit Economic Theory to Examine Rivalry in the Nonprofit Sector", ARNOVA Fall Conference, 2012

Teaching Experience

MPP Math Refresher Instructor, Fall 2015 and 2016, Duke

Adv. Statistics and Econometrics for Public Policy TA, Fall 2015, Matt Harding, Duke

Microeconomics for Public Policy TA, Fall 2012, Charles Clotfelter, Duke

Corporate Social Responsibility TA, Summer 2007, Charles Dhanaraj, IUPUI

Other Professional Activities

Preparing Future Faculty Program, Duke University, 2016

Summer School on Socioeconomic Inequality, The Human Capital and Economic Opportunity Global Working Group, The University of Chicago, 2013

Service Activities

Reviewer for Nonprofit and Voluntary Sector Quarterly, 2013-present

Nonprofit Panel Dataset Methodology Working Group, 2015-present

Reviewer for Nonprofit Management and Leadership, 2015-present

Ph.D. Student Representative, Sanford School of Public Policy, 2013-2015

Professional Experience

The Alford Group, Chicago, Illinois
Senior Client Service Associate, April 2010-August 2011
Client Service Associate, September 2007-April 2010

- Provided strategic counsel to over two dozen nonprofit clients, working with teams of Alford Group consultants, clients' staff, and leadership volunteers
- Prepared written reports and presentations, including strategic plans, development audits, campaign plans, benchmarking reports, and feasibility studies
- Managed, summarized, and analyzed interview findings, survey results, and information provided by nonprofit partners, to generate findings and recommendations

References

Charles Clotfelter
Tel: (919) 613-7361
Email: charles.clotfelter@duke.edu

Matthew Harding
Tel: (949) 824-1511
Email: harding1@uci.edu

Kristin Goss
Tel: (919) 613-7331
Email: kgoss@duke.edu

Rachel Kranton
Tel: (919) 660-1896
Email: rachel.kranton@duke.edu