Close Cousins or Distant Relatives?
Critical Questions and an Empirical Agenda for Researching Governance in Hybrid Organizations

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Central Question

Whether and to what extent do specific governance practices and behaviors change under conditions of hybridity?

• Noticeable gaps in research that compares:
  • Effects of different types of hybridity on governance
  • Differences/similarities in governance between hybrid and non-hybrid forms of nonprofit organizations

• Need to distinguish between challenges of hybridity per se from specific content of the hybrid form
## Comparing Conditions of Hybridity

<table>
<thead>
<tr>
<th>Cell</th>
<th>Commercial-Nonprofit</th>
<th>Public-Nonprofit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal/legally-designated hybrid</td>
<td>Cell 1. Benefit corporation, L3C</td>
<td>Cell 2. Legislatively mandated as nonprofit organizations that are directly accountable to a public entity for a public purpose (e.g., public charter schools in some states)</td>
</tr>
<tr>
<td>Informal hybrid</td>
<td>Cell 3. Nonprofits with significant commercial income revenue stream (e.g., some arts organizations)</td>
<td>Cell 4. Nonprofit provider of government programs with significant government funds (e.g., contracting)</td>
</tr>
</tbody>
</table>
Question 1

What similarities/differences are at work in governance among hybrid organizations that combine commercial-nonprofit v. public-nonprofit components?
What is the impact of formal v. informal hybridity on governance within each cross-sector type of hybrid?
Question 3

Within each type of hybridity, what unique organizational characteristics mitigate or exacerbate the impact of hybridity on governance?
Question 4

Do these hybrid types exhibit different governance practices and challenges from those of non-hybrid nonprofits?
Promising Theoretical Approaches

• Multiple institutional logics

• Boundaries

• Their complementarities
Research Design Considerations

• Comparative
• Qualitative
• Case studies
• Challenges