

# Data Driven Nonprofits

The Nonprofit Communications Engine is a framework designed to help nonprofit leaders build, refine, and optimize their organization's ability to communicate effectively.

A courageous call to free charity from its ideological and economic constraints This book is both a rallying cry and a tool for empowerment. The nonprofit sector needs more Prospect Development and Advancement Services representation at the senior leadership table in order to thrive in the era of data and precision and it is up to us to demonstrate this need. Do you want to be empowered to take control over your career and get out of reactive mode? Do you want your organization to raise more money and fulfill its mission? Do you want to ensure that your work has the greatest impact? Do you want your voice to be heard? Do you want to be an influencer with a seat at the table? Do you want to have more, and better relationships with your colleagues? If you answered yes to any of the above questions, this book is a must read and will be one of the best investments you can make for your career. This book will guide you on how to fine-tune your work and build a precision prospect development program that will get you invited to a seat of influence at your organization. Precision Prospect Development

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utilizes precision to build and maintain a connected, living, sustainable, cybernetic structure through which we collect, analyze and distill data into actionable intelligence to increase efficiency, solve business challenges, drive strategy and increase revenue. Author BioNathan is a leading figure in the nonprofit industry and currently serves as Associate Vice President of Prospect Development at City of Hope, one of the nation's top National Cancer Institutes. Previously, he spent over 11 years in various roles at Stanford University, including 7 years as Director of Data Analytics and Prospect Research for the Children's Hospital. In addition, Nathan is a sought-after speaker in management philosophy, business intelligence and artificial intelligence. He is a scholar of philosophical systems with an emphasis on applying philosophy and technology to create a more socially just society. He coined the term "Precision Philanthropy" to refer to a future-state, cybernetic structure, that utilizes artificial intelligence technologies to dramatically enhance efficiency in the nonprofit sector. Nathan is the author of Precision Prospect Development and co-author of Precision Philanthropy: Artificial Intelligence and the Future of Generosity. He currently serves on the Artificial Intelligence in Advancement Advisory Council. Today, social media offers an alternative broadcast and communication medium for nonprofit advocacy organizations. At the same time, social media ushers in a

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"noisy" information era that renders it more difficult for nonprofits to make their voices heard. This book seeks to unpack the prevalence, mechanisms, and ramifications of a new model for nonprofit advocacy in a social media age. The keyword for this new model is attention. Advocacy always starts with attention: when an organization speaks out on a cause, it must ensure that it has an audience and that its voice is heard by that audience; it must ensure that current and potential supporters are paying attention to what it has to say before expecting more tangible outcomes. Yet the organization must also ensure that advocacy does not end with attention: attention should serve as a springboard to something greater. The authors elaborate how attention fits into contemporary organizations' advocacy work and explain the key features of social media that are driving the quest for attention. Developing conceptual models, they explain why some organizations and messages gain attention while others do not. Lastly, the book explores how organizations are weaving together online and offline efforts to deliver strategic advocacy outcomes.

So long as large segments of humanity are suffering chronic poverty and are dying from treatable diseases, organized giving can save or enhance millions of lives. With the law providing little guidance, ethics has a crucial role to play in ensuring that the philanthropic practices of individuals, foundations, NGOs,

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governments, and international agencies are morally sound and effective. In *Giving Well: The Ethics of Philanthropy*, an accomplished trio of editors bring together an international group of distinguished philosophers, social scientists, lawyers and practitioners to identify and address the most urgent moral questions arising today in the practice of philanthropy. The topics discussed include the psychology of giving, the reasons for and against a duty to give, the accountability of NGOs and foundations, the questionable marketing practices of some NGOs, the moral priorities that should inform NGO decisions about how to target and design their projects, the good and bad effects of aid, and the charitable tax deduction along with the water's edge policy now limiting its reach. This ground-breaking volume can help bring our practice of charity closer to meeting the vital needs of the millions worldwide who depend on voluntary contributions for their very lives.

*Nonprofit Marketing: Marketing Management for Charitable and Nongovernmental Organizations* is a conceptually strong text that gives students marketing strategies for nonprofit, charitable, and nongovernmental organizations, while providing them with a broad treatment of marketing basics. Written in an easy-to-follow style, marketing concepts are clearly presented and supported with real-world examples.

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An updated edition of a groundbreaking book on best practices for nonprofits  
What makes great nonprofits great? In the original book, authors Crutchfield and McLeod Grant employed a rigorous research methodology derived from for-profit books like *Built to Last*. They studied 12 nonprofits that have achieved extraordinary levels of impact—from Habitat for Humanity to the Heritage Foundation—and distilled six counterintuitive practices that these organizations use to change the world. Features a new introduction that explores the new context in which nonprofits operate and the consequences for these organizations Includes a new chapter on applying the Six Practices to small, local nonprofits, including some examples of these organizations Contains an update on the 12 organizations featured in the original book—how they have fared, what they've learned, and where they are now in their growth trajectory This book has lessons for all readers interested in creating significant social change, including nonprofit managers, donors, and volunteers.

With business advice from an expert entrepreneur, learn how to identify and leverage the key factors that will bring sustainability and success to your startup. Kathleen Kelly Janus, a lecturer at the Stanford University Program on Social Entrepreneurship and the founder of the successful social enterprise Spark, set out to investigate what makes a startup succeed or fail. She surveyed more than

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200 high-performing social entrepreneurs and interviewed dozens of founders. Social Startup Success shares her findings for the legions of entrepreneurs working for social good, revealing how the best organizations get over the revenue hump. How do social ventures scale to over \$2 million, Janus's clear benchmark for a social enterprise's sustainability? ?Janus, tapping into strong connections to the Silicon Valley world where many of these ventures are started or and/or funded, reveals insights from key figures such as DonorsChoose founder Charles Best, charity:water's Scott Harrison, Reshma Saujani of Girls Who Code and many others. Social Startup Success will be social entrepreneurship's essential playbook; the first definitive guide to solving the problem of scale.

"Working from research conducted over six years with hundreds of charities and donors, 'Donor-Centered Fundraising' paints a candid picture of why donors stop giving to charities they once supported, and what it will take to preserve their loyalty in the future. In clear language and backed by statistical evidence, Penelope Burk explores the pitfalls of our traditional approaches to donor communication and recognition and articulates what donors want but seldom get from the charities they support. The book features straightforward and accessible calculations that show how much money charities are failing to raise, and offers a step-by-step procedure for testing a donor-centered alternative and gaining its acceptance in any organization."--From publisher description.

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Nonprofit organizations are increasingly concerned with the need to demonstrate how social justice principles impact every aspect of their work. This is the only textbook to explicitly integrate social justice principles into the management of a nonprofit organization. It provides students with the knowledge and skills required to integrate a social justice value system into their work as effective non-profit leaders. Using practical tips and illustrative case examples, the text explains the structure and processes of nonprofit organizations with a particular emphasis on social justice themes. The book is edited by an interdisciplinary team of prominent leaders in business, management, and social service, who together run the Fordham Center for Nonprofit Leaders. They have assembled a group of expert authors who provide extensive coverage of the nonprofit leadership field. The book discusses the history of the development of nonprofit management up to the present day. It addresses legal and ethical considerations, organizational planning and staff management, finance, public relations, fundraising, public advocacy and volunteerism, program design and grant development, governance and board development, developing an international nonprofit, information technology, career development, and creating a nonprofit/social entrepreneurship organization. Additional chapters address quality improvement, mentoring, and proposal writing. Included are plentiful case studies and review questions in each chapter. The text is ideal for students and faculty in social service administration, human service leadership, social work management, public and community health, public administration, and health care administration and management. Key Features: Comprises the only nonprofit management text to integrate social justice themes Edited by an interdisciplinary group of authors representing the social service, social work, management, and nonprofit fields Includes

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illustrative case studies and review questions in each chapter Offers practical tips for integrating social justice agendas Provides PowerPoint presentations for instructors

The instability of today's economic climate calls for non-profit organizations to approach social problems in new and interesting ways, and Information and Communication Technologies may serve as an answer to this call. *ICT Management in Non-Profit Organizations* aims to explore the effective and comprehensive deployment of appropriate ICT strategies within the nonprofit sector. This innovative reference work will discuss how ICT enables the non-profit sector to achieve organizational efficiency, effectiveness, and, ultimately, self sufficiency, and will provide elected and appointed policymakers, managers, and planners in governments, public agencies, and nonprofit organizations with a comprehensive strategy for creating an ICT management agenda in the non-profit sector.

Succeeding with data isn't just a matter of putting Hadoop in your machine room, or hiring some physicists with crazy math skills. It requires you to develop a data culture that involves people throughout the organization. In this O'Reilly report, DJ Patil and Hilary Mason outline the steps you need to take if your company is to be truly data-driven—including the questions you should ask and the methods you should adopt. You'll not only learn examples of how Google, LinkedIn, and Facebook use their data, but also how Walmart, UPS, and other organizations took advantage of this resource long before the advent of Big Data. No matter how you approach it, building a data culture is the key to success in the 21st century. You'll explore: Data scientist skills—and why every company needs a Spock How the benefits of giving company-wide access to data outweigh the costs Why data-driven organizations use the scientific method to explore and solve data problems Key questions to help you develop a

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research-specific process for tackling important issues What to consider when assembling your data team Developing processes to keep your data team (and company) engaged Choosing technologies that are powerful, support teamwork, and easy to use and learn

A non-technical guide to The Raiser's Edge-the most widely-used fundraising database package on the market-for the fundraising professional The first-ever guide to The Raiser's Edge database package for the fundraising professional, Fundraising with The Raiser's Edge: A Non-Technical Guide educates your nonprofit about what The Raiser's Edge can do for you and will help you more effectively work with the staff who are responsible for data entry and output. Helps your organization get much greater return on The Raiser's Edge, and use it to raise more money more effectively and with less stress Contains specific and clear direction on the key areas you should know without technical discussion Includes numerous checklists to give you practical takeaways Providing you with the non-technical details you need to know to recruit, manage and retain quality database personnel, Fundraising with The Raiser's Edge: A Non-Technical Guide will help you in your day-to-day fundraising work without needing to become a database expert.

Learn to identify, capture, and utilize impactful data for organizational transformation Impact & Excellence is the culmination of a four year research study into the most successful data-driven strategies for today's non-profit and government organizations. The book focuses on five strategic elements to success based on proven principles, with solutions that are easy to implement and often lead to sweeping change. Each chapter includes discussion questions and action items to help leaders implement key concepts in their own organizations. Included with purchase is access to the Measurement Culture Survey, which, will allow readers to

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access a free benchmark report. Learn to implement a measurement culture that emphasizes strong performance and measurable outcomes Read vivid case studies from successful organizations that do things differently Learn to utilize and leverage data to take decisive actions within your organization Avoid common barriers to developing a measurement culture and learn ways to overcome limitations The book utilizes a series of experiences and templates to help leaders develop a unique action plan tailored to their organization's particular circumstances. Filled with real success stories to inspire readers and with full study results available in the appendix, *Impact & Excellence* is a crucial resource for leaders to enable their social sector organizations to prosper and compete in today's economy.

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Bring focus and direction to your work: Too often, if you ask four people in a nonprofit what their organization's mission is, you'll get four different answers. Organizations without clearly defined and agreed-to mission and vision statements frequently find themselves adrift at sea, in real financial trouble, and unable to make an ongoing, positive impact on the community. But an effective mission and vision statement can help an organization unify services and create a consistent approach to new program development. *Crafting Effective Mission and Vision Statements* will help your organization develop (or revise) mission and vision statements that bring focus and direction to your work. With orderly, easy-to-follow steps, this engaging guide shows you how to build ownership for the mission and vision statements among board and staff, and create a common understanding of your organization's goals. This useful guide also includes definitions of mission and vision statements, how they're different, and how to use both for greatest benefit; a seven-step process to develop a mission statement that captures

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exactly what your organization does; a six-step process to create a vision statement based on stakeholders' ideas and the organization's history, capacity for growth, and fundraising potential; four options to develop a vision for the short-term future; and worksheets to guide you through the entire process. Use this guide to create mission and vision statements that help your organization stay focused and keep it moving toward a positive future.

Building a strong, productive analytics shop takes careful planning, methodical steps and smart use of resources and data. This workbook walks you through how to structure your office for a successful, data-driven program. The workbook covers these topics: Understanding what Analytics Is Fitting Analytics into Your Organization The Types of Analytics Projects and how You Can Use Them Determining Whether to Build or Buy How to Build an In-House Team How to Buy Services Successfully Getting Buy In

Nonprofit organizations are under increasing pressure to demonstrate impact and that the funds raised to operate their organizations are maximized and used effectively. This book demonstrates how to create a culture of learning (intentional learning from reflection and feedback focused on successes and failures) that will lead to ongoing performance measurement and improvement. Because nonprofit organizations rely heavily on volunteers and are focused on mission, not money, it is critical for them to create a culture in which learning is a

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motivator for change. The book breaks down learning into four levels: individual, team, whole organization and community. Learning at each of these levels is described and then specific tools are presented. The tools are hands-on and practical, which facilitate reflection and feedback.

A nonprofit's real-world survival guide and nitty-gritty how-to handbook This down-to-earth book shows how to hack through the bewildering jungle of marketing options and miles-long to-do lists to clear a marketing path that's right for your organization, no matter how understaffed or underfunded. You'll see how to shape a marketing program that starts from where you are now and grows with your organization, using smart and savvy communications techniques, both offline and online. Combining big-picture management and strategic decision-making with reader-friendly tips for implementing a marketing program day in and day out, this book provides a simple yet powerful framework for building support for your organization's mission and programs. Includes cost-effective strategies and proven tactics for nonprofits An ideal resource for thriving during challenging times Fast, friendly, and realistic advice to help you navigate the day-by-day demands of any nonprofit Written by one of the leading sources of how-to info and can-do inspiration for small and medium-sized nonprofit organizations, Kivi Leroux Miller is, among other things, a communication consultant and trainer, and

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president of EcoScribe Communications and Nonprofit Marketing Guide.com. "Data driven nonprofits is a guide book for nonprofit organizations that want to improve their performance and increase positive change in the world. Learn from industry leaders and nonprofit professionals that have unlocked the keys to becoming more data driven"--Back cover.

With the resources of both governments and traditional philanthropy barely growing or in decline, yet the problems of poverty, ill-health, and environmental degradation ballooning daily, new models for financing social and environmental objectives are urgently needed. Fortunately, a revolution is underway in the instruments and institutions available to meet this need. Loans, loan guarantees, private equity, barter arrangements, social stock exchanges, bonds, social secondary markets, and investment funds are just some of the actors and tools occupying the new frontiers of philanthropy and social investment. Together they hold the promise of leveraging for social and environmental purposes not just the billions of dollars of charitable grants but the hundreds of billions, indeed trillions, of dollars of private investment capital. While the changes under way are inspiring, they remain largely uncharted. This concise introduction to the topic, and its companion volume, provide the first comprehensive and accessible roadmap to these important advances. In the process, these works will better

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equip investors, philanthropists, social entrepreneurs, nonprofit leaders, business executives, government officials, and students the world over to capture the opportunities that these developments hold out to them and to our world.

Create powerful strategies for your nonprofit organization to achieve breakthrough performance in mission impact Does your nonprofit have a reliable way of knowing the impact its making? Beginning with an eye-opening discussion of what strategy is, *Mission Impact: A Breakthrough Strategy for Nonprofits* reveals how the process of strategy development should be designed with authoritative coverage of mission impact, vision, five year strategic stretch goals, strategy implementation, and management. Step-by-step guidance and practical tools Integrates the very best current thinking on performance and strategy available, drawing from both the corporate and nonprofit worlds Cutting-edge ideas presented in a user-friendly fashion The deteriorating quality of life in our communities screams out for immediate action – for breakthrough improvement, not just incremental changes. *Mission Impact: A Breakthrough Strategy for Nonprofits* will lead you and your organization to achieve breakthrough performance for maximum mission impact. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

Steer your organization away from burnout while boosting all-around

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performance The Happy, Healthy Nonprofit presents realistic strategies for leaders looking to optimize organizational achievement while avoiding the common nonprofit burnout. With a uniquely holistic approach to nonprofit leadership strategy, this book functions as a handbook to help leaders examine their existing organization, identify trouble spots, and resolve issues with attention to all aspects of operations and culture. The expert author team walks you through the process of building a happier, healthier organization from the ground up, with a balanced approach that considers more than just quantitative results. Employee wellbeing takes a front seat next to organizational performance, with clear guidance on establishing optimal systems and processes that bring about better results while allowing a healthier work-life balance. By improving attitudes and personal habits at all levels, you'll implement a positive cultural change with sustainable impact. Nonprofits are driven to do more, more, more, often with fewer and fewer resources; there comes a breaking point where passion dwindles under the weight of pressure, and the mission suffers as a result. This book shows you how to revamp your organization to do more and do it better, by putting cultural considerations at the heart of strategy. Find and relieve cultural and behavioral pain points Achieve better results with attention to well-being Redefine your organizational culture to avoid burnout Establish

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systems and processes that enable sustainable change At its core, a nonprofit is driven by passion. What begins as a personal investment in the organization's mission can quickly become the driver of stress and overwork that leads to overall lackluster performance. Executing a cultural about-face can be the lifeline your organization needs to thrive. The Happy, Healthy Nonprofit provides a blueprint for sustainable change, with a holistic approach to improving organizational outlook.

Trying to do good deeds does not guarantee that a nonprofit organization will succeed. The organization must do good deeds well. This textbook offers a blueprint for nonprofit success, adopting a strategic perspective that assumes vision, mission, strategy, and execution as the pillars upon which success is built. While many experts on nonprofits argue that fundraising is the single key to success, William B. Werther Jr., and Evan M. Berman show that effective fundraising depends largely on how the nonprofit is positioned and how it performs. They address such issues as leadership and board development, strategic planning, staffing, fundraising, partnering, productivity improvement, and accountability. Emphasizing the context of nonprofits and detailing improvements than can be made by managers at all levels, the book strikes a balance between policy discussion and practical usefulness. Written for use in graduate courses in

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nonprofit management, Third Sector Management will also be invaluable to directors, staff, volunteers, and board members of nonprofit organizations. Although the non-profit industry has advanced using CRMs and donor databases, it has not fully explored the data stored in those databases. Data Science for Fundraising will help you generate data-driven results and effective solutions for several challenges in your non-profit. Discover the techniques used by the top R programmers.

Identifying, measuring and improving social impact is a significant challenge for corporate and private foundations, charities, NGOs and corporations. How best to balance possible social and environmental benefits (and costs) against one another? How does one bring clarity to multiple possibilities and opportunities? Based on years of work and new field studies from around the globe, the authors have written a book for managers that is grounded in the best academic and managerial research. It is a practical guide that describes the steps needed for identifying, measuring and improving social impact. This approach is useful in maximizing the impact of different types of investments, including grants and donations, impact investments, and commercial investments. With numerous examples of actual organizational approaches, research into more than fifty organizations, and extensive practical guidance and best practices, *Measuring*

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and Improving Social Impacts fills a critical gap.

Lessons Learned is the definitive handbook for starting or growing a successful nonprofit organization. This reference guide helps its readers avoid the most common mistakes that any new nonprofit leader will face. Author Paul Isenberg brings uncommon insight into these mistakes, in part because he made many of them in the early days of starting and running Bringing Hope Home, a charitable organization that delivers hope to Families with cancer through financial and emotional support. Alongside the stories of those mistakes, Paul provides real-world examples and tried-and-true strategies that will help you get it right the first time. Coupled with the key lessons in each chapter, you'll be able to steer clear of the pitfalls, develop a more stable and sustainable organization from top to bottom, and get down to doing what you do best: helping others.

The Networked Nonprofit Connecting with Social Media to Drive Change This groundbreaking book shows nonprofits a new way of operating in our increasingly connected world: a networked approach enabled by social technologies, where connections are leveraged to increase impact in effective ways that drive change for the betterment of our society and planet. "The Networked Nonprofit is a must-read for any nonprofit organization seeking innovative, creative techniques to improve their mission and better serve their

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communities." —Diana Aviv, president and CEO, Independent Sector "The Internet means never having to ask permission before trying something new. In The Networked Nonprofit, Kanter and Fine show nonprofits how to harness this flexibility to pursue their missions in partnership with two billion connected citizens." —Clay Shirky, author, Here Comes Everybody: The Power of Organizing Without Organizations "The Networked Nonprofit uniquely describes the historical context and the current challenges that compel nonprofit leaders to work in networked ways and offers easy steps to help users exploit the potential of social media and 'working wikily.'" —Stephanie McAuliffe, director, organizational effectiveness, The David and Lucile Packard Foundation "A must-read for nonprofit leaders who want to change their organizations from the inside out by embracing the power of social networks." —Charlene Li, founding partner, Altimeter Group; author, Open Leadership; and coauthor, Groundswell "This is a perfect handbook for anyone who wants to leapfrog their current limitations of understanding and find real-world applications of technology to extend their mission." —Michele Nunn, CEO, Points of Light Institute, and cofounder, HandsOn Network "Kanter and Fine provide the 'Google Maps' for nonprofits to harness social media to kick butt and change the world." —Guy Kawasaki, cofounder, Alltop.com, and former chief evangelist, Apple Inc. "URGENT! Read

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this book. Take notes. Take action. If you work for a nonprofit, you don't have to do every single thing these seasoned authors have to share, but you certainly have to know what you're missing." —Seth Godin Register at [www.josseybass.com/emailfor](http://www.josseybass.com/emailfor) more information on our publications, authors, and to receive special offers.

Are you overwhelmed on how to do nonprofit program evaluation? You're not alone. Chari's here to help! There are many ways to do program evaluation, making it difficult to know how to start. In this book, Chari outlines a clear approach, filled with real world stories as well as examples of evaluation plans, surveys, and reports. Key topics addressed: Understand how to build buy-in for evaluation and address staff resistance and make a realistic program evaluation plan Create measurable outcomes for both grant applications and to guide program improvement Develop an impact and/or logic model that visually communicates what your program does and the difference it makes Create useful surveys that measure what matters Understand the choices in how to manage your data - spreadsheets v. database solutions Basic data analysis and reporting to make meaning of your data Included with the book is a link to a companion website filled with downloadable real world examples and templates.?

The tools nonprofits need to measure the impact of their social media Having a

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social media measurement plan and approach can no longer be an after-thought. It is a requirement of success. As nonprofits refine their social media practice, their boards are expecting reports showing results. As funders provide dollars to support programs that include social media, they too want to see results. This book offers the tools and strategies needed for nonprofits that need reliable and measurable data from their social media efforts. Using these tools will not only improve a nonprofit's decision making process but will produce results-driven metrics for staff and stakeholders. A hands-on resource for nonprofit professionals who must be able to accurately measure the results of their social media ventures Written by popular nonprofit blogger Beth Kanter and measurement expert Katie Delahaye Paine Filled with tools, strategies, and illustrative examples that are highly accessible for nonprofit professionals This important resource will give savvy nonprofit professionals the information needed to produce measurable results for their social media.

Insights in Global Health: A Compendium of Healthcare Facilities and Nonprofit Organizations is the most comprehensive index of critical information on healthcare facilities and nonprofits in 24 of the lowestincome countries as classified by the World Bank. Presented in an easily accessible format and organized in 24 country chapters, the compendium allows stakeholders to better

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identify where healthcare services are available and where additional resources are needed. Key Features:

- Brief country overviews, key statistics, and country maps depicting the locations of healthcare facilities.
- Curated lists of healthcare facilities as well as nonprofits, accompanied by brief descriptions and relevant medical specialties, for each country.
- QR codes associated with each listing linking to a companion web platform, providing access to further information about the organizations as well as the ability to interact with the data in a customizable manner.

Praise for Endowment Building "This comprehensive work shows how endowments can provide multiple opportunities for donor involvement when the solicitation program is well designed and integrated with other fund development and program goals. Emphasizing the critical ethical issues inherent in marketing and structuring endowment gifts, it is an excellent reference manual and training guide." --Joanne Scanlan, PhD, Senior Vice President for Professional Development Council on Foundations, Washington, D.C.

"Endowment Building provides both practical, hands-on advice and a philosophical, inspirational framework to guide novice and experienced mission-based organizations. Given the demographic opportunities and challenges facing the nonprofit world, this book is a must-read." --Nancy Herrold Strapp, Executive

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Vice President and Chief Development Officer Buckhorn Children & Family Services, Louisville, Kentucky "A comprehensive guide on how to start, grow, and maintain an endowment. It shows how to put theory into practice with numerous real-life examples and success stories." --Joe Bull, Director of Planned Giving, The Ohio State University, Columbus, Ohio "After you read this book, you will know what to do and how to do it. It is a wonderful tool for new and emerging community foundations!" --Kay M. Marquet, President and CEO, Community Foundation Sonoma County, California "Endowment Building is an insightful, succinct, easy-to-read resource on building successful endowment programs. It's a well-organized guide containing practical suggestions and reminders of things development professionals know but sometimes forget." --Jeff W. Smith, Vice President and Trust Counsel, Baptist Foundation of Texas, Dallas

A practical guide to philanthropy at all levels of giving that seeks to educate and inspire. A majority of American households give to charity in some form or another--from local donations to food banks, religious organizations, or schools, to contributions to prevent disease or protect basic freedoms. Whether you're in a position to give \$1 or \$1 million, every giver needs to answer the same question: How do I channel my giving effectively to make the greatest difference? In *Giving Done Right*, Phil Buchanan, the president of the Center for Effective Philanthropy, arms donors with what it takes to do more good

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more quickly and to avoid predictable errors that lead too many astray. This crucial book will reveal the secrets and lessons learned from some of the biggest givers, busting commonly held myths and challenging the idea that "business thinking" holds the answer to effective philanthropy. And it offers the intellectual frameworks, data-driven insights, tools, and practical examples to allow readers to understand exactly what it takes to make a difference.

**Fundraising Analytics: Using Data to Guide Strategy** Fundraising Analytics shows you how to turn your nonprofit's organizational data—with an appropriate focus on donors—into actionable knowledge. The result—A vibrant, donor-centered nonprofit organization that makes maximum use of data to reveal the unique diversity of its donors. It provides step-by-step instructions for understanding your constituents, developing metrics to gauge and guide your success, and much more.

**Maximize every donation dollar using social-media marketing best practices** With *Social Media for Social Good*, you have everything you need to get your organization online at all levels: **Web 1.0:** Websites, e-newsletters, and “Donate Now” buttons; **Web 2.0:** Blogging and social networking sites; and **Web 3.0:** The Mobile Web, texting, and smartphone Apps. Learn how to access free and inexpensive marketing tools, market via email, use Twitter and Facebook, raise money from new donors, understand the legalities involved in being online, establish privacy settings, and track ROI. Heather Mansfield owns DIOSA Communications. She has served as Nonprofit Community

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Manager for Change.org, was named a Fundraising Star of the Year by Fundraising Success Magazine, and serves on the board for the Latin America Working Group. We are entering a new era—an era of impact. The largest intergenerational transfer of wealth in history will soon be under way, bringing with it the potential for huge increases in philanthropic funding. Engine of Impact shows how nonprofits can apply the principles of strategic leadership to attract greater financial support and leverage that funding to maximum effect. As Good to Great author Jim Collins writes in his foreword, this book offers "a detailed roadmap of disciplined thought and action for turning a good nonprofit into one that can achieve great impact at scale." William F. Meehan III and Kim Starkey Jonker identify seven essential components of strategic leadership that set high-achieving organizations apart from the rest of the nonprofit sector. Together, these components form an "engine of impact"—a system that organizations must build, tune, and fuel if they hope to make a real difference in the world. Drawing on decades of teaching, advising, grantmaking, and research, Meehan and Jonker provide an actionable guide that executives, staff, board members, and donors can use to jumpstart their own performance and to achieve extraordinary results for their organization. Along with setting forth best practices using real-world examples, the authors outline common management challenges faced by nonprofits, showing how these challenges differ from those faced by for-profit businesses in important and often-overlooked ways. By offering crucial insights on the fundamentals of nonprofit

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management, this book will help leaders equip their organizations to fire on all cylinders and unleash the full potential of the nonprofit sector. Visit [www.engineofimpact.org](http://www.engineofimpact.org) for additional information.

The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies

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become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings? A blueprint for a national leadership movement to transform the way the public thinks about giving Virtually everything our society has been taught about charity is backwards. We deny the social sector the ability to grow because of our short-sighted demand that it

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send every short-term dollar into direct services. Yet if the sector cannot grow, it can never match the scale of our great social problems. In the face of this dilemma, the sector has remained silent, defenseless, and disorganized. In *Charity Case*, Pallotta proposes a visionary solution: a Charity Defense Council to re-educate the public and give charities the freedom they need to solve our most pressing social issues. Proposes concrete steps for how a national Charity Defense Council will transform the public understanding of the humanitarian sector, including: building an anti-defamation league and legal defense for the sector, creating a massive national ongoing ad campaign to upgrade public literacy about giving, and ultimately enacting a National Civil Rights Act for Charity and Social Enterprise. From Dan Pallotta, renowned builder of social movements and inventor of the multi-day charity event industry (including the AIDS Rides and Breast Cancer 3-Days) that has cumulatively raised over \$1.1 billion for critical social causes. The hotly-anticipated follow-up to Pallotta's groundbreaking book *Uncharitable Grounded* in Pallotta's clear vision and deep social sector experience, *Charity Case* is a fascinating wake-up call for fixing the culture that thwarts our charities' ability to change the world.

*Responsive Fundraising: The Donor-Centric Framework Helping Today's Leading Nonprofits Grow Giving* provides a three-step solution for nonprofit fundraisers looking to overcome the growing generosity crisis. Since the 1950s, nonprofits have relied on impersonal outreach to inspire generosity from their donors. They leveraged direct mail,

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mass marketing and event fundraising to drive donations. In the early 2000s, with the introduction of social media, smartphones and a hyper-connected world, everything changed. The new normal for everyone became transparency, personalization, and a feeling of ever-present engagement. In addition, donors also had new levels of access to information to the causes they cared about. They could read curated news about issues they cared about, research program results and even collect information about nonprofit employees. Unfortunately, as expectations evolved, nonprofit fundraisers failed to keep up. The number of donors-to-nonprofits is falling year after year. Institutional trust is at an all time low. And burnout from fundraisers continues to climb. If nonprofits don't make a fundamental shift right now, they risk their own future, plus the future of their beneficiaries. Responsive Fundraising outlines the simple solution for nonprofit fundraisers everywhere. Using real-world examples from leading nonprofits, Responsive Fundraising explains how to take the personalized, donor-centric, connection-building practices most fundraisers reserve for major donors and scale them to work for all donors using The Responsive Framework. The Responsive Framework is an ever-evolving cycle where fundraisers listen, connect and suggest giving options to each individual donor based on what they care about most. When responsive fundraisers listen first, they are able to communicate in a way that prioritizes the donor experience. They remain open to feedback, stay curious about the motivations and values of donors and seek new ways to evolve with donors. Once they've learned about

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the passions of each donor, responsive nonprofits aim to connect with every donor in a way that honors their needs and preferences. Responsive fundraisers consider donor interests, preferred communication channels, and their individual donor journey to ensure that each outreach happens at the exact right time, with the exact right message so that the donor feels deeply connected to the cause. Finally, responsive fundraising empowers nonprofits to make personalized generosity suggestions based on what they've learned from each donor. Gift asks are driven by donor passions and intentional timing rather than arbitrary nonprofit campaign deadlines. Responsive fundraisers also know that modern donors need to be treated as more than an ATM. They have so much to offer than money. Modern donors want to be close to the cause and leverage their social capital, expertise and time to increase impact. When responsive nonprofits suggest, they are providing an opportunity for the donor to join the cause in a way that matters most to them. As the cycle repeats, nonprofits start to see better donor relationships with each individual donor, increased generosity, and, most importantly, a greater impact on the causes they care most about. Throughout Responsive Fundraising, readers will learn what the data tells us about the modern donor and their generosity habits. They will receive step-by-step responsive fundraising plays they can implement right away to improve their current fundraising tactics. Plus, they'll get a look into how responsive nonprofits are shifting their internal teams to create a more collaborative, successful organization. The time for change is now. Donors deserve it.

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Nonprofits want it. And beneficiaries need it. Responsive Fundraising: The Donor-Centric Framework Helping Today's Leading Nonprofits Grow Giving will give your nonprofit the best path forward.

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