

“Giving 2.0 empowers everyone—from volunteers to donors to advocates—to get the most out of their giving and themselves.”
—Melinda Gates

GIVING 2.0®

transform your giving and our world

A Discussion Guide

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A philanthropist is anyone who gives anything—time, money, experience, skills, and networks—in any amount to create a better world.

Written for readers of all income levels, ages and backgrounds, *GIVING 2.0: Transform Your Giving and Our World* (October 25, 2011; Wiley's Jossey Bass) is a guide to living a life of generosity that is socially impactful, emotionally meaningful and rich with learning. Through *Giving 2.0*, I share nearly two decades of knowledge gained as a philanthropist, academic and social entrepreneur, and I celebrate the inspiring stories of how ordinary Americans with extraordinary generosity made impassioned, intelligent giving decisions, measured their impact and harnessed the power of technology to make their giving matter more.

Each chapter takes you through a different form of giving—from volunteering to advocacy philanthropy and from online giving to starting a new nonprofit. Giving 2.0 provides an expansive overview of key trends, best practices and time-proven strategies. It presents numerous practical tools, creative ideas and critical discussion questions to educate, empower and inspire you to maximize your social impact.

I created the Giving 2.0 Discussion Guide to provide summary and supplementary information that gives educators, club leaders and giving circle members everything needed to easily create lesson plans and learning agendas for each Giving 2.0 chapter. Each chapter discussion guide includes the following elements:

- Learning Objectives—the knowledge and skills readers can readily apply to giving.
- Chapter Overview—a brief summary of chapter themes and concepts.
- Key Takeaways—essential insights, messages and lessons.
- Key Terms—philanthropic terminology defined in *Giving 2.0*'s "Appendix IV: Jargon Buster."
- Frameworks—core philanthropic principles, processes and systems illustrated and outlined to facilitate learning.
- Videos—curated videos that bring chapter topics to life in new ways.
- Recommended Guest Speaker Profiles—suggested guest speakers and topics for class and group meetings providing valuable perspectives on chapter topics.
- Discussion Questions and Activities—creative, detailed group exercises to guide readers in intentional reflection and application of core chapter concepts.
- Independent Learning Activity—real-world experiences and in-depth assignments to dive deeper into chapter topics.
- Recommended Supplemental Resources—curated books, articles and organizations to help readers further explore chapter themes and broaden their knowledge.

When I talk about "giving 2.0," I'm referring not to a single iteration, but rather an ongoing state of mind that embraces incessant innovation—learning, creation and adaptation. One essential lesson I've learned in my own social change career is that I can always improve how I educate my students, advance my entrepreneurial work and express my generosity. My wish is that this Giving 2.0 Discussion Guide will not only help you do the same whatever your philanthropic pursuits, but also inspire you to share my materials with others—fueling a potentially massive cycle of positive social transformation.

In giving spirit,



Laura A-A

Chapter Topic: Volunteering as Philanthropy

Chapter Principle: Jump in and engage—add value by giving your time, experience, skills and networks.

LEARNING OBJECTIVES

1. Readers will understand the greater benefits that volunteering provides both to the organizations and individuals that they strive to help, as well as to themselves.
2. Readers will learn how to apply their unique expertise, interests, passion, time and networks to address critical community needs.

KEY TAKEAWAYS

- Volunteering provides the volunteer with a wealth of opportunities and emotional rewards—from increasing overall health and happiness to providing unique learning opportunities, relationship-building opportunities and personal growth.
 - Volunteering as a family presents opportunities to build and share enduring values across generations.
 - Investing your volunteer services has significant monetary value—something that is often underestimated. In 2011, 20% of the American population (more than 64 million people) volunteered. These volunteering efforts totaled over 7.9 billion hours and have an estimated valued of \$171 billion¹.
 - Before giving any resource in any amount, assess all the resources that you have to give. Consider what level of commitment is viable for you. Decide whether you want to give your time, compassion and skills in-person, online, on vacation, through work or your religious community, locally or globally.
 - Reach out to target nonprofits and understand their needs, as well as how your unique expertise, experience and interests can help fill important organizational gaps.
- Fortunately, finding the right volunteering opportunities has never been easier. You can look to your local community foundation, Junior League or Rotary Club or ask your employer for company-vetted volunteering opportunities. Alternatively, jump online and use the matching services provided by Volunteer Match, Corporation for National and Community Service or Universal Giving. Or you may independently engage in a more involved program such as Encore Careers or start a sponsored volunteering campaign on Crowdrise.
 - Joining a nonprofit or foundation board is a serious professional responsibility—as board members have fiduciary, legal and strategic oversight responsibilities.
 - Many companies offer in-depth volunteering programs that build team camaraderie and community relationships, while strengthening employee recruitment, workforce development and brand differentiation.

¹ Volunteering and Civic Life in America report issued by the Corporation for National and Community Service (CNCS) in partnership with the National Conference on Citizenship (NCoC) on December 12, 2012.



FRAMEWORK

Identifying the Best Way to Invest your Intellectual, Human and Social Capital

1. Assess your portfolio of giving assets. Identify your natural talents, hobbies, experiences, interests and networks. Think about how you might share these gifts with nonprofit employees, volunteers or others striving to improve the larger community.

2. Consider at what level of commitment you can volunteer—be realistic but audacious. Map out your existing commitments and identify the time that you have available. Given this assessment, determine the frequency of and timeframe for your volunteering goals. In my experience, the more passionate I am about an organization or cause, the more time I will create to volunteer. Giving is, after all, addictive.

3. Conduct research and identify the organizational needs that nonprofits could fill through volunteers. Recognize that not every nonprofit needs what you may want to give. Ask questions, look, listen and learn to understand what an organization really needs and assess whether or not its needs match your interests and skills.

4. Think about how you hope to benefit from volunteering. Volunteering leads to new relationships, knowledge and skills, deeper connections with existing communities (e.g. religious or academic), travel to new places and personal fulfillment.

5. Identify what form your giving will take. Volunteering can be intellectual, emotional, spiritual and/or physical. Think about what form or forms will make giving most meaningful to you and the nonprofits with whom you partner.

6. Reflect on your volunteering. How can you increase the value of your time and expertise in the future? Evaluate what you did well; what you could have done better; and how you will ensure your future giving will be more meaningful to those you serve and to yourself.

BRINGING THE CONCEPTS TO LIFE

KEY TERMS

Videos:

-  *Know Your Sector*, created by Philanthropy Guy: Posted on August 24, 2010. The video highlights statistics about the social sector and giving in the United States, providing a broad overview of the sector. http://www.youtube.com/watch?v=0myNj8BHt_4 (3:40)
-  *GOOD: Get Your Volunteer On*, created by GOOD magazine: Posted on November 18, 2008. GOOD provides an overview of American volunteerism by presenting striking historical facts and statistics. This video inspires and motivates viewers to find their unique way to volunteer. <http://www.youtube.com/watch?v=W7xmCQgDxnk> (3:16)

Recommended Guest Speaker Profiles:

-  Nonprofit executive director or volunteer coordinator. Topic: The important role volunteers can play in supporting nonprofit operations, highlighted by specific examples.
-  Local service club chapter leader (e.g. Kiwanis, Rotary, Optimists Club). Topics: The benefits, challenges and lessons learned related to creating collaborative community service activities.
-  Representative from a local corporation (e.g. active employee volunteer or corporate giving executive). Topic: Creative, effective and low-attrition corporate volunteering programs.
-  Local nonprofit board member. Topics: The legal responsibilities and strategic complexities of board service.

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

Charity
Philanthropy
Nonprofit donor
Volunteering
In-kind contribution
Governance
Fiduciary duty

DISCUSSION QUESTIONS AND ACTIVITIES

 **Volunteering reflection exercise.** (Recommended activity for 15-20 minutes.) Participants will critically analyze past volunteering experiences and discuss how to invest time and talent most effectively. Conduct this exercise as an open discussion but start with five minutes of quiet personal reflection—encouraging participants to record their thoughts. Then ask participants to share their experiences, ideas and insights with the group (suggest time limits for each participant’s comments). Key questions to guide the discussion may include:

- What was the *most* rewarding volunteering experience you have had and why? What is the evidence that you have made a difference (i.e. how did your generosity translate into social change)? How does your analysis of this experience relate to the core volunteering concepts in Giving 2.0’s Chapter 1?
- What was the *least* rewarding volunteering experience you have had and why? What is the evidence that you have, or have not, made a difference (i.e. how did or didn’t your generosity translate into social change)? How does your analysis of this experience relate to the core volunteering concepts in Giving 2.0’s Chapter 1?
- Based on what you have learned from reflecting upon, discussing and reading Chapter 1, how might you choose to give your time and talent more efficiently and effectively in the future?

 **Designing a nonprofit volunteer experience:** (Recommended activity for 25-30 minutes.) Ask participants to imagine they are designing a volunteer engagement program for a specific nonprofit (10-15 minutes recommended) and then share their ideas with the larger group (2-minute presentations per group). Participants will work collaboratively in groups of two or three and develop a volunteer engagement program for a local nonprofit. Key questions and instructions to guide the group brainstorm and program development may include:

- What are the nonprofit’s specific needs that volunteers could meet?
- Select one of these needs and identify a specific volunteer profile that might effectively address that need.
- What skills and time commitment will be required?
- Design a recruitment and selection process to identify and engage your ideal volunteers.
- How will you ensure the nonprofit will reap the most value from volunteer time and talent?
- How will you know if the experience has been meaningful for both parties?
- What specific results will indicate that your volunteers have successfully met the organization’s needs?
- How will you maximize volunteer retention?
- Might it be possible to engage volunteers as future donors, and if so, how?
- What specific steps will you take to ensure you learn from and ultimately improve the volunteer experience with each cohort of volunteers?
- What lessons learned will inform how participants volunteer in the future? (Have all participants take away at least three key lessons.)

INDEPENDENT LEARNING ACTIVITY

 **Real-world Volunteering Experience:** After participants assess how they want to volunteer, they will identify and engage in a local volunteering opportunity that aligns with their passions and talents. Post volunteering, participants will share what specific impact they made and what they have learned. They will also share how they can increase the value of their future volunteering activities.

RECOMMENDED SUPPLEMENTAL RESOURCES

Where to Go for Inspiration:

- Canfield, Jack. et. al. *Chicken Soup for the Volunteer's Soul: Stories to Celebrate the Spirit of Courage, Caring and Community*. Cos Cob, CT: Backlist LLC, a unit of Chicken Soup for the Soul Publishing, 2002. Print.
- Coles, Robert. *The Call of Service: A Witness to Idealism*. New York: Mariner Books, 1994. Print.
- Compton-Rock, Malaak. *If It Takes a Village, Build One: How I Found Meaning Through a Life of Service and 100+ Ways You Can Too*. New York: Crown Archetype, 2010. Print.
- Haidt, Jonathan. *The Happiness Hypothesis: Finding Modern Truth in Ancient Wisdom*. New York: Basic Books, 2005. Print.
- Post, Stephen. *It's Good to be Good: 2010 Annual Scientific Report on Health, Happiness and Helping Others*. Rep. Stephenpost.com, 2010. Web.
- Post, Stephen. *Why Good Things Happen to Good People: How to Live a Longer, Healthier, Happier Life by the Simple Act of Giving*. New York: Random House, 2008. Print.

Where to Go for Information:

- Andringa, Robert C. and Theodore Wilhelm Engstrom. *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives*. San Francisco: Jossey-Bass, 2007. Print.
- Blaustein, Arthur. *Make a Difference: America's Guide to Volunteering and Community Service*. San Francisco: Jossey-Bass: 2003. Print.
- Chait, Richard P., William P. Ryan and Barbara E. Taylor. *Governance as Leadership: Reframing the Work of Nonprofit Boards*. Hoboken, NJ: John Wiley and Sons, Inc., 2004. Print.
- Collins, Joseph, Zahara Heckscher and Stefano DeZerega. *How to Live Your Dream of Volunteering Overseas*. New York: Penguin Books, 2001. Print.
- Digeronimo, Theresa Foy. *A Student's Guide to Volunteering*. Pompton Plains: Career Press Inc, 1995. Print.
- Friedman, Jenny. *The Busy Family's Guide to Volunteering: Doing Good Together*. Beltsville, MD: Robins Lane Press, 2003. Print.
- Pinnel, Gay Su and Irene Fountas. *Help America Read: A Handbook for Volunteers*. Portsmouth, NH: Heinemann, 1997. Print.
- Rosenberg, Bob and Guy Lampard. *Giving From Your Heart: A Guide to Volunteering*. Bloomington, IN: iUniverse, 2005. Print.
- Stoesz, Edgar. *Doing Good Even Better: How to Be an Effective Board Member of a Nonprofit Organization*. Intercourse, PA: Good Books, 2007. Print.

Where to Go for Action:

- [1-800 Volunteer](http://www.1-800-volunteer.org): online service that helps identify volunteer opportunities by state, www.1-800-volunteer.org
- [AmeriCorps](http://www.americorps.gov) and [AmeriCorps VISTA](http://www.americorps.gov/about/programs/vista.asp): a national government volunteering program that offers part-time and full-time opportunities for adults to serve in local and national nonprofit groups across America, www.americorps.gov and www.americorps.gov/about/programs/vista.asp
- [The Benevolent and Protective Order of Elks of the U.S.A.](http://www.elks.org): a national nonprofit membership organization that invest in local communities through programs that address unmet community needs; help children grow up healthy and drug-free; and honor the service and sacrifice of our veterans, www.elks.org
- [BoardSource](http://www.boardsource.org): a nonprofit dedicated to building nonprofit boards and board service, www.boardsource.org

- Community foundation: Your local community foundation can help find volunteering opportunities.
- Crowdrise: an online resource and empowerment hub that helps individuals to build and lever up self-created fundraising campaigns via their own social networks, www.crowdrise.org
- DoSomething.org: a nonprofit youth organization that uses the Internet, television, mobile, and pop culture to help young people take action on causes they care about and promote a culture of volunteerism, www.dosomething.org
- Global Citizen Year: an organization that provides American high school seniors the opportunity to participate in an immersion-based international bridge year in between high school and college, <http://globalcitizenyear.org>
- GlobalGiving: an online marketplace that connects donors with grassroots high-impact social change projects around the world and provides opportunities for individuals to make financial gifts or volunteer their time, www.globalgiving.org
- HandsOn Network: a volunteer network to identify and coordinate volunteer activities through more than more than 70,000 organizations and 250 HandsOn Action Centers in 16 countries, <http://handsonnetwork.org>
- Idealist.org: an interactive website for ideas, resources and volunteer opportunities, www.idealist.org
- Kiwanis International: a global membership organization dedicated to changing the world, one child and one community at a time, <http://sites.kiwanis.org/Kiwanis/en/home.aspx>
- National Charity League (NCL): a national nonprofit membership organization established to foster mother-daughter relationships in a philanthropic organization committed to community service, leadership development and cultural experiences, <http://www.nationalcharityleague.org>
- Optimist International: a global nonprofit service organization dedicated to “Bringing Out the Best in Kids,” <http://www.optimist.org>
- PeaceCorps: An American overseas volunteer program founded in the 1960s and run by the United States government, www.peacecorps.gov.
- Rotary International: a global nonprofit membership organization committed to local and global volunteer service to support education and job training, provide clean water, improve health and sanitation, combat hunger and eradicate polio, <http://www.rotary.org>
- ServeNet: online service that brings volunteers and community organizations together, <http://servenet.org>
- UniversalGiving: an online organization that raises money for international charities and specific projects through a web based marketplace, as well as matches volunteers with diverse global opportunities, <http://www.universalgiving.org>
- VolunteerMatch: an online service that helps people find volunteering opportunities with nonprofit organizations by location and interest area, www.volunteermatch.org
- Volunteers of America: a national, spiritually-based nonprofit providing local opportunities for individual and community involvement, www.voa.org
- VolunteerAmerica: an online search engine that helps find volunteer opportunities, www.volunteeramerica.net

Chapter Topic: How the Internet is Disrupting Philanthropy

Chapter Principle: Turbocharge your giving through connectivity—use the virtual world to bring about change in the real one.

LEARNING OBJECTIVES CHAPTER OVERVIEW

1. Readers will understand how technology—primarily the Internet—is changing the way that individuals and organizations give, work to create social change and distribute the benefits.
2. Readers will learn how technology facilitates access, connectivity, transparency and accountability and will apply this knowledge to identify new ways of bringing about technology-driven social good.

Technology is disrupting the way we do nearly everything—the way we communicate, connect, create and consume—and philanthropy is no exception. The Internet’s power is shifting the way organizations and individuals fundraise, solve problems, pool resources, build awareness for social needs and circulate money globally. Chapter 2 highlights how new technologies built upon mobile and web platforms are enabling individuals to give in convenient, collaborative and strategic ways, contributing to a collective large-scale impact that individuals working alone could have never before achieved.

KEY TAKEAWAYS

The Internet has become a significant tool for the philanthropic community. Foundations and nonprofits today can broadly solicit ideas for social change (“crowdsourcing”) and provide transparency into activities and impact like never before. Donors can pool their donations with others to make an outsized impact, expand their giving influence through networks and research, participate in virtual fundraising events and donate to charities online.

Mobile technology has opened new doors for donors and nonprofits by facilitating fundraising and awareness-building campaigns using SMS and smartphones.

Social networking has become an influential global force enabling individuals to have far greater impact than was previously possible. It unites otherwise disconnected individuals with shared passions around fundraising and awareness building and facilitates the creation and building of social movements and campaigns.

Online funding intermediaries marry individual resources with on-the-ground knowledge and relationships to deliver social services abroad effectively and efficiently. However, the costs

and benefits of any online giving site must be assessed to ensure that its practices align with the donor’s giving philosophies.

Technology enables a new level of philanthropic transparency and accountability. With Internet, social and mobile technology, nonprofits can more accurately track and analyze progress achieved and inform donors about exactly how their dollars translate into social good.

The web allows donors to access vast, rich knowledge and data to better inform giving decisions.

The web also enables virtual communities to develop around shared philanthropic interests, issues and causes.

KEY TERMS

**Key Terms are defined in Giving 2.0
Appendix IV: Jargon Buster**

Crowdsourcing

Funding intermediary

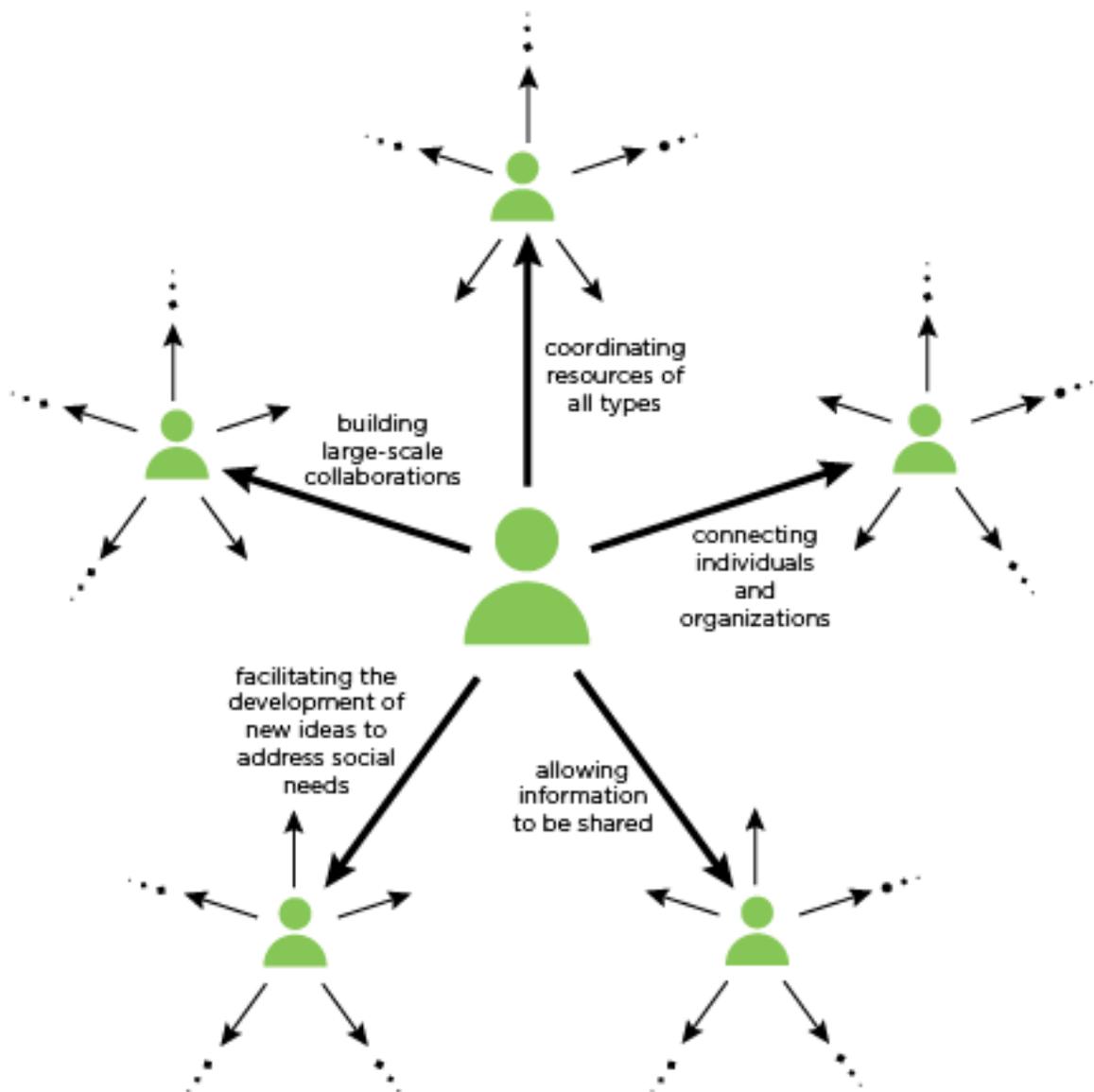
Microfinance



FRAMEWORK

The Powerful Ripple Effect of Networks

- Networks themselves are not new but, today, technology-powered networks enable all individuals and organizations to increase the impact of their giving by:
 - Connecting individuals and organizations—with shared passions and interests, beyond geographic boundaries
 - Allowing information to be shared—amplified by enhanced transparency and accountability
 - Coordinating resources of all types—human, financial, intellectual, social and physical
 - Building large-scale collaborations—online and transitioning offline
 - Facilitating the development of new ideas to address social needs—crowdsourcing innovation and directly soliciting end beneficiaries
- Importantly, these technology-fueled networks power social change at a speed and scale never before imagined. Technology-fueled networks allow people and organizations to communicate, collaborate, problem solve and learn together with unprecedented ease, frequency and minimal cost.
- The power of these networks lies in their ability to create rapid ripple effects. In today's highly connected world, it just takes one torch to ignite a far-reaching fire of social impact. These networks enable individuals to turn passion and good intentions into collective global action and far-reaching great impact.



BRINGING THE CONCEPTS TO LIFE

Videos:

- *The Power of Social Media: Connecting for Good*, created by The Case Foundation: Posted on February 13, 2013. The Case Foundation highlights the ways nonprofits and foundations can use social media and technology to create global impact—online and offline. <http://www.casefoundation.org/videos/power-social-media-connecting-good> (3:30)

Recommended Guest Speaker Profiles:

- Executive director, community manager or technology specialists at an innovative local nonprofit. Topic: Technology's evolving role in generating social change.
- Foundation or funding intermediary leader. Topic: How technology increases philanthropic efficiency and effectiveness.
- Corporate technology leader and/or entrepreneur. Topics: How tech companies can leverage their technology to raise money, awareness and resources for social causes.

DISCUSSION QUESTIONS AND ACTIVITIES

 **21st Century Transparency:** (Recommended activity for 10-15 minutes.) Today, a new breed of nonprofits is using technology to provide greater transparency and higher accountability to their donors. Technology is revolutionizing the way nonprofits share information on management practices, operational strategies, lessons learned and outcomes achieved. Increased donor expectations around transparency demand a higher level of nonprofit accountability. Participants will discuss the role that transparency and accountability plays in 21st century philanthropy and how technology influences this cultural shift. Key discussion questions may include:

- From a donor's standpoint, what information should nonprofits post online to facilitate a better understanding of their operational efficiency and effectiveness? Why are these indicators more important than others? What are indicators that some might assume indicate effectiveness and efficiency in a nonprofit, but in actuality do not?
- If you were a nonprofit leader, what online information would you share with your donors to demonstrate your commitment to transparency and accountability? Why is this specific information important?
- From a nonprofit leader's standpoint, what information might you hesitate to share and why? Could sharing that information potentially create opportunities for organizational improvement and building donor trust?

 **Crowdsourcing Social Innovations:** (Recommended activity for 15-20 minutes.) Working in groups of three to four, participants will design a crowdsourcing campaign based on the hypothetical below. Each group will have 10 minutes to brainstorm and will share their ideas in 2-minute presentations. Please use the following hypothetical scenario:

- Put yourself in a foundation CEO's "shoes." Your foundation would like to fund five new ideas that address public health challenges in rural India through grants of up to \$15,000 each. Design an online campaign to crowdsource ideas, assess those ideas and identify the five with the highest potential. Consider how to balance a broad diversity of ideas with the feasibility of each proposed solution.

 **Enhancing Nonprofit Effectiveness through Technology:** (Recommended activity for 15-20 minutes.) Technology is disrupting the way donors and nonprofits combat social issues and create positive change. This exercise will inspire participants to think creatively about how they can apply familiar technology to the solving of social issues in new, more effective ways. Working in groups of two or three, participants will brainstorm creative technology applications that address a specific social issue as described below:

- Identify a specific issue about which your group cares passionately. After briefly discussing this issue and the key stakeholders involved, brainstorm how you might use technology to address a specific problem or a broader social market need.

- In a “consulting team” structure, outline and recommend the technology tools (e.g. wikis, mobile apps) and strategies (e.g. micro-lending, social media campaigns, viral videos) that nonprofits, non-governmental organizations and foundations could use to help solve social challenges. For example, if a group focuses on special education, it may recommend that nonprofits create and/or foundations fund new online and mobile apps that empower hearing-impaired students to participate more effectively in mainstream classroom learning.

INDEPENDENT LEARNING ACTIVITY

 **Online Giving:** Identify a nonprofit that is providing valuable social services and products in an accountable and transparent manner and make a \$25 donation to that nonprofit online. When your group reconvenes, share with the group how and why you gave to this organization, as well as what tangible evidence the organization will provide about your gift's use. Questions to guide your research and rationale for selecting the nonprofit may include:

- What specific indicators and information does the nonprofit provide that explain precisely how your donation touches and transforms individuals lives?
- What is the nonprofit's (or funding intermediary's—legally a nonprofit, as well) decision-making criteria for their service design? Does it incorporate its beneficiaries' direct involvement in program design and formalized feedback in service delivery?
- Is the nonprofit a funding intermediary? If so, what are the criteria this intermediary uses for grantee selection, and what is its expertise for managing gifts?
- Does the nonprofit's board cover its operating costs?
- Is the nonprofit using a professional fundraising company that takes a percentage of every donation?
- How could the nonprofit you are funding improve its accountability and transparency while also building greater donor trust and investment?

RECOMMENDED SUPPLEMENTAL RESOURCES

Where to Go for Inspiration:

- Bernholz, Lucy. *Blueprint 2013: Philanthropy and the Social Economy*. Rep. Grantcraft, 2013. Web.
- Bernholz, Lucy, with Edward Skloot and Barry Varela. *Disrupting Philanthropy: Technology and the Future of the Social Sector*. Durham: Center for Strategic Philanthropy and Civil Society, Sanford School of Public Policy, Duke University, 2010. Print.
- Kanter, Beth and Katie Delahaye Paine. *Measuring the Networked Nonprofit*. San Francisco: Jossey-Bass, 2012. Print.
- Kanter, Beth. *The Networked Nonprofit*. San Francisco: Jossey-Bass, 2010. Print.
- McPherson, Richard. *Digital Giving: How Technology is Changing Charity*. New York: iUniverse, 2007. Print.
- Scarce, Diana, Gabriel Kasper and Heather McLeod Grant. *Working Wikily*. Stanford Social Innovation Review (Summer 2010). Web.
- Smith, Wendy. *Give a Little: How Your Small Donations Can Transform Our World*. New York: HarperCollins, 2009. Print.

Where to Go for Information:

- Foundation websites: these are rich resources for researching different issues and exploring how the experts are using their funding.
- Nonprofit assessment websites: these include GuideStar, GreatNonprofits, GiveWell, Charity Navigator, among others, www.guidestar.org, www.greatnonprofits.org, www.givewell.org, www.charitynavigator.org
- Philanthropy In/Sight: website resources where subscribers can search for different foundations by issue area, geography and endowment amount, www.philanthropyinsight.org

- [Socialbrite](http://socialbrite.org): A sharing and learning hub for nonprofits and social change organizations, www.socialbrite.org

Where to Go in the Blogosphere:

- [A. Fine Blog](http://www.afine2.wordpress.com): Alison Fine's blog about social media and social change, www.afine2.wordpress.com
- [Beth's Blog](http://www.bethkanter.org): a blog from Beth Kanter, chief executive of Zoetica, a company that provides nonprofits and socially conscious companies with online marketing services, www.bethkanter.org
- [The Center for Effective Philanthropy](http://www.effectivephilanthropy.org/blog): a blog from the CEP, a nonprofit that develops comparative data to enable higher-performing funders, www.effectivephilanthropy.org/blog
- [Giving Beast](http://www.thedailybeast.com/newsmaker/giving-beast): news and features on philanthropy from the Daily Beast, www.thedailybeast.com/newsmaker/giving-beast
- [Huffington Post Impact](http://www.huffingtonpost.com/impact): the online news and blog site's section on giving, www.huffingtonpost.com/impact
- [Inside Philanthropy](http://philanthropyjournal.blogspot.com): a blog from Todd Cohen, editor and publisher of the Philanthropy Journal, <http://philanthropyjournal.blogspot.com>
- [New Voices of Philanthropy](http://www.tristaharris.org): a blog from Trista Harris, a writer, speaker and Executive Director of the Headwaters Foundation for Justice, www.tristaharris.org
- [Nicholas Kristof's blog](http://www.kristof.blogs.nytimes.com) on the New York Times website covering his views on politics, philanthropy and global development, www.kristof.blogs.nytimes.com
- [Philanthropy 2173](http://www.philanthropy.blogspot.com): a blog by Lucy Bernholz, founder of Blueprint Research & Design, www.philanthropy.blogspot.com (and be sure to check out her paper called "Disrupting Philanthropy" about how technology is changing philanthropy)
- [Philanthropy Action](http://www.philanthropyaction.com): an online publication about poverty-focused philanthropy, www.philanthropyaction.com
- [Philanthropy411](http://www.philanthropy411.wordpress.com): a blog from Kris Putnam-Walkerley, a philanthropy consultant, evaluator and speaker, www.philanthropy411.wordpress.com
- [The Promise and Peril of the New Social Economy: ReCoding Good, Philanthropy, Policy and Technology: A New Framework for the 21st Century](http://pacscenter.stanford.edu/overview/research/recoding-good): A research initiative of Stanford PACS (Center for Philanthropy and Civil Society) co-led by Rob Reich, Associate Professor of Political Science at Stanford University, and Lucy Bernholz, Visiting Scholar, Stanford PACS, <http://pacscenter.stanford.edu/overview/research/recoding-good>
- [Stanford Social Innovation Review](http://www.ssireview.org/opinion): a blog from SSIR, www.ssireview.org/opinion

Where to Go for Action:

- [charity:water](http://www.charitywater.org): a nonprofit organization that engages individuals in unique crowdfunding opportunities to bring clean safe drinking water to people in developing nations, www.charitywater.org
- [DonorsChoose](http://www.donorschoose.org): a U.S. based nonprofit that crowd funds for public school projects. It provides a way for educators to post projects they want to do with their students and individuals can donate directly to provide specific materials for that project, www.donorschoose.org
- [Givezooks](http://www.givezooks.com): a subscription-based online social fundraising platform that helps nonprofits increase charitable giving by creating custom fundraisers and leveraging social networks and media, www.givezooks.com
- [GREENfunder](http://www.greenfunder.com): a global fundraising site for socially responsible projects and businesses, www.greenfunder.com
- [Jolkona Foundation](http://www.jolkona.org): a transparent nonprofit giving intermediary that makes it easy for individuals to give directly to low-cost, high-impact philanthropic opportunities around the world, with 100% of the donation going directly to the cause, www.jolkona.org
- [Kiva](http://www.kiva.org): a microfunding nonprofit organization that allows individuals to lend money via the internet to people in developing countries through Kiva's international field partners, www.kiva.org

- Network for Good: a website where users can donate to charities and search for volunteer opportunities, www1.networkforgood.org
- Razoo: an online crowdfunding platform where nonprofits can create their own fundraising projects and donors utilize a variety of search criteria to select which projects, issues, nonprofits or communities they want to give to, www.razoo.com
- Samasource: a social business dedicated to reducing poverty by connecting women, youth and refugees to unique micro-work projects, www.samasource.org
- Samahope: “crowdfunding for surgeries”—this nonprofit connects donors with patients in need to provide life changing surgeries provided by local medical partners, www.samahope.org
- World Penny Jar: allows online consumers an opportunity to allocate micro donations to help fund disaster relief and non-disaster humanitarian efforts around the world, www.worldpennyjar.com

Chapter Topic: Establishing Your Philanthropic Plan

Chapter Principle: Marry your heart and your mind—translate your passion into strategy

LEARNING OBJECTIVE

1.

Readers will understand how to practice thoughtful, strategic philanthropy and will learn tactics that will help them to be more proactive and informed philanthropists.

KEY TERMS

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

Charitable remainder trust	Income tax deduction
Community foundation	Donor advised fund
Income tax deduction	Funding intermediary
	Supporting organization

CHAPTER OVERVIEW

Meaningful philanthropy is driven by both the heart and mind. While giving is initially motivated by our emotions and values, identifying the right focus, structure and strategy can help make our giving matter more—to ourselves and to those we aim to help. Chapter 3 outlines specific strategies and activities—keeping a giving journal, tithing, setting up philanthropic funds at community foundations and giving through intermediaries—that can help individual donors engage more deeply in and develop their giving throughout their lives.

KEY TAKEAWAYS

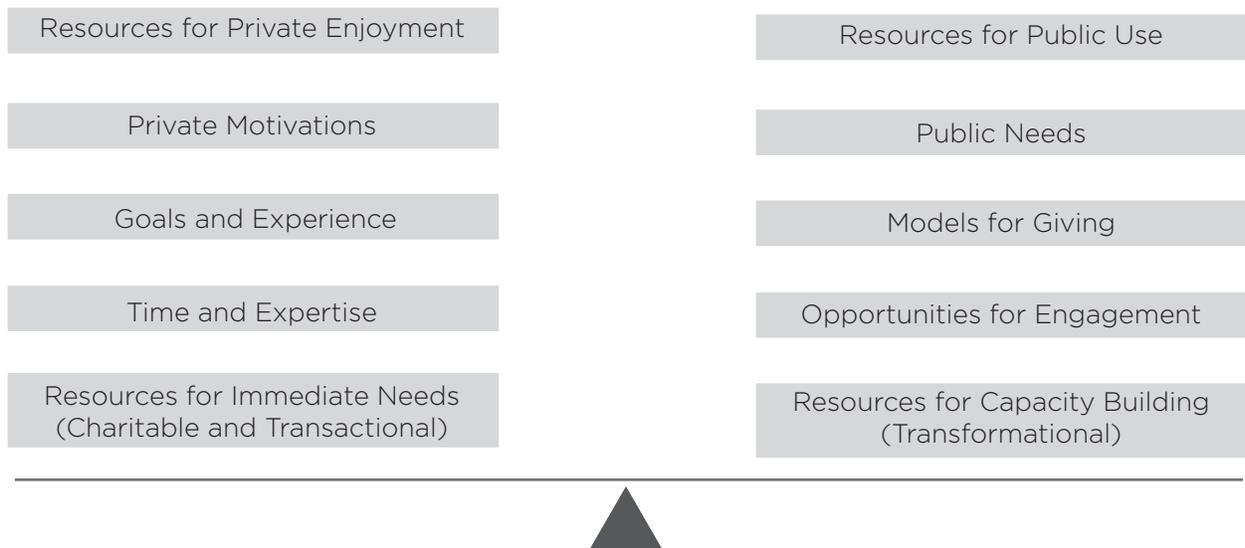
- Tithing—giving a fixed percentage of one’s annual income, usually 10%—is a tradition that has deep religious, philosophical and historic roots.
- “Taking stock” of your past giving activities and reflecting on what makes specific gifts meaningful will help you improve your future giving, allowing you to focus on the specific tactics that make a gift most valuable to you and the nonprofits you support.
- Multiple funding vehicles now exist to meet diverse giving goals and requirements.
- To maximize your philanthropic impact, assess your nonprofit investments with the same level of research and analysis you would devote to your financial investments.
- Global giving may provide opportunities to stretch your dollars even further. Funding intermediaries vet international non-governmental organizations and administer the gifts for you, helping you address global social problems easily and effectively.
- Community foundations can provide a philanthropic learning community, financial and legal infrastructure, a set of experienced advisors and expert support to enhance your philanthropic impact.



FRAMEWORK Philanthropic Stewardship - A Delicate Balance

Successful philanthropy requires striking a balance in numerous ways. You must weigh your own resources and motivations against public needs and opportunities. Trade-offs and key considerations include:

- Spending on your own enjoyment versus providing funds for public needs.
- Being guided by your personal motivations and passions versus society's most pressing needs. Ideally, you can find a cause that both touches your own heart and helps solve a social problem.
- Relying on your own experience versus using various philanthropic vehicles through which to give. Different models, such as establishing a private foundation or giving to a religious institution, call for different levels of experience and expertise.
- Making your own commitments of time and skills alone versus looking for an opportunity for nonprofit engagement and collaborating to meet a nonprofit's specific needs.
- Being driven by your desire to meet immediate needs versus the necessity to build longer-term capacity across organizations and systems. I also refer to this as balancing charitable, transactional giving with systems-based, transformational giving.



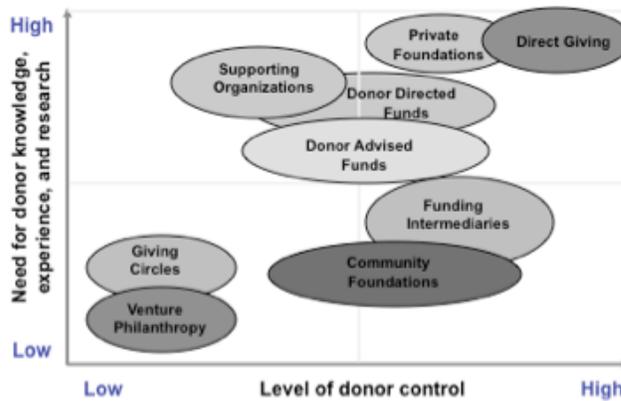
FRAMEWORK Individual Giving Vehicles



Individuals can give in multiple ways. Depending on your resources, time and expertise, certain giving vehicles will enable you to maximize your impact in through different channels. The demands of giving vehicles vary in areas such as: the need for donor knowledge and expertise, the level of donor grantmaking control available, administration costs, tax benefits, levels of financial management control, resource pooling and donor community. When matching your giving goals, values and resources with community needs, you can use different vehicles at different times. Included below are two diagrams mapping various giving vehicles against two major criteria: 1) donor control versus required knowledge and 2) administration/tax benefits versus resource pooling/donor community. These diagrams illustrate how different giving vehicles each have donor costs and benefits.

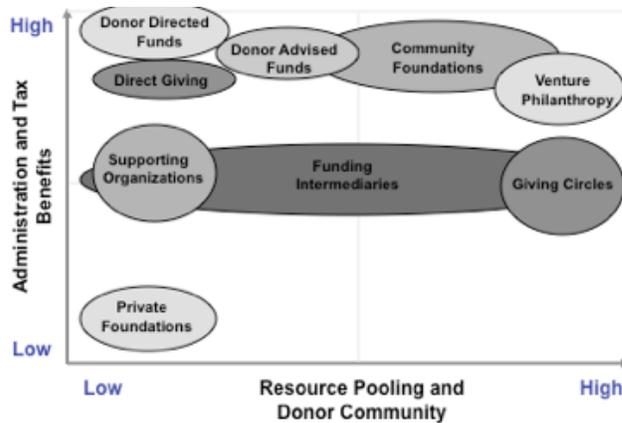
Giving Vehicles for the Transformational Philanthropist

Strategic considerations for an individual donor



Giving Vehicles for the Transformational Philanthropist

Practical considerations for an individual donor



BRINGING THE CONCEPTS TO LIFE

-  **Videos:**
- *Katherine Fulton: You are the Future of Philanthropy*, created by TED: Posted June 2009. In this talk, Katherine Fulton, President of Monitor Institute, paints a vivid picture of how technology is paving the way for a more collaborative and innovative future philanthropic sector. http://www.ted.com/talks/katherine_fulton_you_are_the_future_of_philanthropy.html (12:31)
 - *Laura Arrillaga-Andreessen, "Giving 2.0,"* created by Authors@Google: Posted on February 8, 2012. This video highlights many of the key themes of Laura Arrillaga-Andreessen's [Giving 2.0: Transform your Giving and Our World](#), encouraging givers to be proactive, strategic and collaborative. <http://www.youtube.com/watch?v=80OVtT9sus0> (56:15)

-  **Recommended Guest Speaker Profiles:**
- Program officer or executive from your local community foundation. Topics: The value community foundations give to donors and community foundation landscape trends.
 - Individual philanthropist. Topic: Decision-making for philanthropic strategy and structure. (To identify the individual philanthropist, you could ask the local community foundation for a recommendation or reach out to local community organizations such as Kiwanis, Junior League or local giving circles.)

DISCUSSION QUESTIONS AND ACTIVITIES

-  **Giving Journal Reflections—Lessons Learned:** (Participants will answer all of the Taking Stock questions in Appendix I of Giving 2.0 prior to this meeting. This is recommended for a 20-minute discussion.) Participants will discuss a) lessons learned from their reflections; and b) how Chapter 3 prompted insights and ideas for future gift goals. Sample discussion questions may include:
- In the gifts that you found *most* meaningful, what common characteristics are most notable? Why were these gifts meaningful to you? Why were they meaningful to the organizations and individuals you want to help?
 - In the gifts that you found *least* satisfying, what common characteristics are most notable? Why were these gifts less satisfying? What was the impact (or lack thereof) and did the organization achieve its objectives?
 - Did you uncover any patterns or insights into how you make philanthropic decisions? What were they? How will you use that information to make your philanthropy more strategic?
 - What specific steps do you plan to take to make your future gifts as meaningful as possible—to both you and those you hope to help?
-  **Funding Vehicles:** (Recommended activity for 15-20 minutes.) This activity will help givers think strategically about which vehicles are most appropriate for different situations. Participants will be provided (either in groups or individually) with different philanthropic scenarios, including a description of a donor, his or her giving goals, issue area focus, time frame, giving history and personal giving values. Each participant (or small group) will have 10 minutes to brainstorm and then will give a 1-minute presentation recommending a giving vehicle and supporting rationale for the assigned donor. Please feel free to reference the diagrams above, as well as the resources included in [Giving 2.0](#). Each response will support a recommendation by addressing the following criteria:
- What is the need, interest and capacity to:
 - Develop donor knowledge and expertise?
 - Have donor control over grants and investments?
 - Manage administration and legal requirements?

- Gain tax benefits?
- Invest in resource pooling?
- Engage in a donor community?
- How does your recommendation align with the donor's philanthropic goals, values and resources?
- How does your recommended giving vehicle and strategy align with community needs?

Sample hypothetical scenarios may include examples such as the one below:

Penelope Primwater is 39 years old and makes \$200,000 annually selling goods on eBay. She has made \$500,000 in profits over the past 10 years and wants to give half of that away to charity. Having been raised in an economically disadvantaged family, Penelope is passionate about addressing food security issues in Minnesota. To date, Penelope's philanthropy has been largely volunteering in soup kitchens, hosting food drives and supporting hunger awareness-building campaigns led by local advocacy organizations. Having personally experienced food security issues as a child, she strongly believes in engaging beneficiaries in designing solutions to the social problems affecting their lives. She will allocate \$250,000 to her philanthropic endeavors over the next five years. However, Penelope is unsure where her philanthropic support can have

INDEPENDENT LEARNING ACTIVITY

 **Starting Your Giving Journal:** (Participants will complete this exercise prior to group sharing.) Individuals will use the Appendix I: Creating Your Giving Journal prompts to create their Giving Journal. Participants will use Appendix I's questions to reflect on their past giving and identify their most meaningful and frustrating giving experiences. These activities will prompt individuals to identify ways to make their philanthropy more meaningful and establish strategic goals. Appendix I sections include:

- Taking Stock I - Your Giving Values
- Taking Stock II - Looking Back
- Taking Stock III - Your Giving Decisions
- Taking Stock IV - How You Made Your Gifts
- Taking Stock V - What You Get Out of Your Giving
- Taking Stock VI - Looking Forward

 **Giving Styles Quiz:** WiserGiving's online tool helps givers identify their unique giving "type." Participants can access this quiz at: <http://www.wisergiving.org>. Participants can take this five-minute quiz to understand a few core giving approaches and identify personal philanthropic preferences that are both meaningful and high-impact. Participants will apply this knowledge in the following way:

- Write a brief reflection (300 words or less) on your WiserGiving Style and consider whether or not you plan to use this style for future philanthropic investments. Your reflection will include three next steps you can take to align your WiserGiving style with your philanthropic passions and goals.
- The WiserGiving Styles include the following approaches:
 - Building Movements
 - Direct Services
 - Making Change Stick
 - Increasing Effectiveness
 - Public Policy
 - Research and Big Ideas

RECOMMENDED SUPPLEMENTAL RESOURCES

- 
- Where to Go for Inspiration:**
- Bronfman, Charles, and Jeffrey R. Solomon. *The Art of Giving: Where the Soul Meets and Business Plan*. San Francisco: Jossey-Bass, 2009. Print.
 - Gary, Tracy, and Melissa Kohner. *Inspired Philanthropy: Your Step-by-Step Guide to Creating a Giving Plan*. 2nd ed. San Francisco: Jossey-Bass, 2002. Print.
 - Hawken, Paul. *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming*. New York: Viking Press, 2007. Print.
 - Hero, Peter deCourcy, and Peter Walkenhorst, eds. *Local Mission, Global Vision*. New York: The Foundation Center, 2008. Print.
 - Rosenberg, Claude and Tim Stone. "A New Take on Tithing." *Stanford Social Innovation Review* (Fall 2006). Web.
 - Rosenberg, Claude. *Wealthy and Wise: How You and America Can Get the Most Out of Your Giving*. New York: Little Brown & Company, 1994. Print.
 - Shore, Bill. *The Light of Conscience: How a Simple Act Can Change Your Life*. New York: Random House, 2004. Print.

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- Where to Go for Information:**
- Arrillaga-Andreessen, Laura. "Giving 2.0: Getting Together to Give." *Stanford Social Innovation Review* (Winter 2012). Web.
 - Hero, Peter. "Chapter 2: Convene, Connect, Endow: Emerging Roles of Community Foundations in the 21st Century." *Local Mission, Global Vision: Community Foundations for the 21st Century*. New York: Foundation Center, 2008. 49-63. Print.
 - Letts, Christine, and William Ryan. "Filling the Performance Gap: High-Engagement Philanthropy," *Stanford Social Innovation Review* (Spring 2003). Web.

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- Where to Go for Action:**
- [Your local community foundation](#)
 - [Bolder Giving](#): an organization that advises and inspires individual givers to discover what resources they have to give and how they can become strategic givers, www.boldergiving.org
 - [Community Foundations](#): online resource for locating different community foundations across the U.S., www.communityfoundations.net
 - [The Council on Foundations](#): a nonprofit membership association of grantmaking foundations and corporations, with a mission to promote responsible and effective philanthropy, www.cof.org
 - [The Philanthropy Roundtable](#): an association of nonprofit professionals and private donors, www.philanthropyroundtable.org
 - [SVPI](#): Social Venture Partners is a nation-wide network of engaged philanthropists who learn and apply innovative strategies to make an impact in their community and address complex social issues, www.svpi.org
 - [SV2](#): Silicon Valley Social Venture Fund is a philanthropic partnership where partner members engage in and learn about strategic philanthropy by pooling money and expertise to invest in multi-year, nonprofit capacity building grants, www.sv2.org

Chapter Topic: Setting and Evaluating Your Giving Goals

Chapter Principle: Envision your impact—defining goals and measuring outcomes will fortify your giving.

LEARNING OBJECTIVES

1. Readers will understand the greater benefits that volunteering provides to both the organizations and individuals that they strive to help, as well as to themselves.
2. Readers will learn how to apply their unique expertise, interests, passion, time and networks to address critical community needs.

CHAPTER OVERVIEW

Evaluation of philanthropic giving is critical. It provides a mechanism for both philanthropists and nonprofits to understand what works, what doesn't and why. This process begins by clearly defining goals and understanding how to track evidence of progress and impact. Chapter 4 highlights how individual givers can focus on specific philanthropic goals and demonstrates how to evaluate different philanthropic gifts.

KEY TERMS

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

Capacity-building funds

Charity

General operating support

Philanthropy

Theory of change

KEY TAKEAWAYS

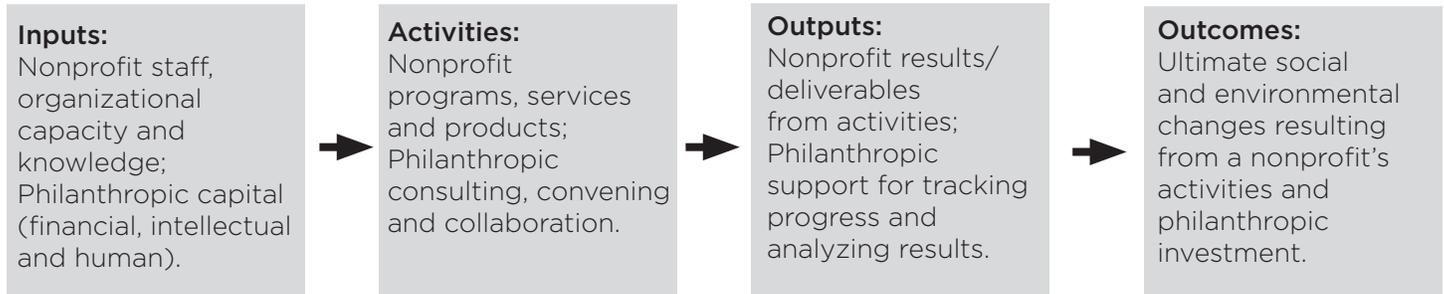
- Individual philanthropy can meet immediate needs—like feeding the hungry—or address root causes of social issues—by, for example, funding job training for the homeless. Additionally, a philanthropist might create longer-term, system-level changes, such as improved high-quality educational access in lower socio-economic communities by influencing regional or national policy and/or education standards.
- While supporting a nonprofit's operations may not be the most emotionally rewarding type of giving, it can be ultimately the most meaningful because the stronger a nonprofit's infrastructure is, the greater the opportunities it has to scale its services sustainably.
- For gifts both large and small, philanthropists should ideally understand their gift's impact and request evidence that demonstrates progress towards the nonprofit's larger social goals.
- “How many? How deeply? How much?” These are simple questions that every philanthropist should understand for every gift.
- Evaluating philanthropic investments teaches us what works, what doesn't work and how we can improve nonprofit services and increase impact.
- If we share what we learn from every gift, we can empower other philanthropists to make better giving decisions, thus creating a social change ripple effect. A huge opportunity exists for formal and informal knowledge sharing to prevent the incessant reinvention of the philanthropic wheel.



FRAMEWORK Theory of Change

The framework included below has been adapted from Lecturer Laura Arrillaga-Andreessen's teaching note for the Stanford Graduate School of Business's case study; The William and Flora Hewlett Foundation (SI-63).

A theory of change (logic model) outlines how nonprofit and philanthropic resources can be applied to achieve short-term and long-term social goals. The theory of change outlines the causal relationships between resources deployed, actions taken and their intended effects. The model is composed of inputs, activities, outputs and outcomes.



- The inputs are the human, financial and capital resources used to implement the target activities (for nonprofits - personnel, supplies, field expertise, research; for philanthropists - money, time, networks, industry expertise, skills).
- The activities are actions taken that address the target social or environmental problems (for nonprofits - product creation and provision, program design and implementation, stakeholder and beneficiary engagement; for philanthropists - promoting grantee partnerships, bringing nonprofits and field experts together, providing time and technical assistance, as needed).
- The outputs are the direct products or results of the activities (for nonprofits - number of products provided, number of people served, immediate community improvements; for philanthropists - knowledge of what is working and what is not, support for course corrections and improvements).
- The outcomes are the broader social and environmental benefits resulting from nonprofit programs and philanthropic investment.



Although a theory of change appears initially to be linear, ideally it is adaptively designed. When designing a theory of change, both nonprofits and foundations will first identify the outcomes they want to create collaboratively. Then they will determine what strategies and implementation plans would enable the organizations to achieve these outcomes. Strategy development begins with a thorough assessment of the organization's unique capabilities and a review of the external political, social, economic, cultural and environmental factors that influence current and potentially future conditions. The organization then determines the specific resources and activities required to implement the defined strategies, leading to intended direct outputs and, ultimately, the larger-scale outcomes. Simultaneously, the organization will identify the key indicators, as well as baseline and target performance, to demonstrate if and how the organization is making progress towards its intended outcomes.

BRINGING THE CONCEPTS TO LIFE

Video:

- *Evaluation Approach at James Irvine Foundation*, created by The Aspen Institute: Posted on December 10, 2012. Jim Canales is the President of the James Irvine Foundation, a private foundation “dedicated to expanding opportunity for the people of California to participate in a vibrant, successful and inclusive society.” In this video clip, Canales shares highlights of the Irvine Foundation’s approach to answering the big question, “How will we know if we are having impact as an (philanthropic) institution?” <http://www.youtube.com/watch?v=RkwaqGewGHQ> (5:40)

Recommended Guest Speaker Profiles:

- Local program officer or foundation executive. Topics: Implementing effective evaluations of philanthropic investments, addressing the challenges and measuring what matters most.
- Local nonprofit leader. Topics: Evaluating nonprofit programmatic impact and demonstrating progress to donors and other key stakeholders.

DISCUSSION QUESTIONS AND ACTIVITIES

 **Evaluating Nonprofit Proposals:** (Recommended activity for 20-30 minutes.) In a small group, participants will evaluate actual grant proposals and recommend to a hypothetical foundation board (the larger group or class) whether or not to fund the proposals. Group leaders or educators will reach out to local foundations and gather old, potentially “blinded” (that is, with no identities disclosed) grant proposals for group evaluation. In groups of three or four, participants will assess their assigned proposal’s strengths and weaknesses, determine whether or not they recommend funding and explain their reasoning behind their decision. Each small group will have 10-15 minutes to evaluate the proposal and will then present their recommendations and rationale to the larger group (recommended presentation time is three minutes or less).

Please use the following questions to inform your funding recommendations:

- What is the nonprofit’s social objective as described in the grant proposal?
- What would success or failure look like?
- What are possible evaluation approaches?
- Would you fund this proposal? Why or why not?
- Which criteria did you use to make your decision?

Additional materials a leader may provide (beyond the sample grant proposal) for this activity include:

- Sample hypothetical foundation description, including mission and grantmaking focus. (Do the philanthropic and nonprofit strategies align?)
- Sample request for proposal (“RFP”) or foundation grant guidelines. (What information informs the foundation’s giving decision?)
- Copies of the Giving 2.0 Nonprofit Assessment and Funding Recommendation Note, downloadable for free on giving2.com.

 **Philanthropic Evaluation Design:** (Recommended activity for 20-30 minutes.) In groups of three or four, participants will develop an evaluation strategy for their sample grant (proposed in the prior question). Each group will spend at least 10 minutes developing an evaluation plan and will then share their recommendations with the larger group (recommended presentation time is three minutes or less).

Evaluation methodologies may include:

- Quantitative data collection and analysis
- Qualitative data collection and analysis
- Specific foundation activities to implement the evaluation
- Any additional foundation investments (e.g. financial, time, expertise, infrastructure) that support a successful evaluation execution

Other questions you may consider include (questions from Charting Impact, developed by BBB Wise Giving Alliance, GuideStar USA and Independent Sector):

- What is your organization aiming to accomplish?
- What are your strategies for making this happen?
- What are your organization's capabilities for doing this?
- How will your organization know if it is making progress?
- What have and haven't you accomplished so far?

Materials for the exercise include:

- Sample foundation description, including mission and grantmaking focus;
- Sample foundation grant proposals or past grant descriptions (as featured on a foundation website); and
- Large sticky pads or white boards and pens for groups to outline their evaluation strategies and present them to the group.

INDEPENDENT LEARNING ACTIVITY



Future Giving Goals and Personal Evaluation Plans: As participants create their Giving Journal (Giving 2.0, Appendix I), they will better understand their giving values, social interests, preferred giving style and form and “big picture” philanthropic goals. Building on this platform, participants will identify two or three specific goals (giving time, expertise, money, networks and/or other resources) and map a plan to progress towards these goals over three years. Participants may use the questions below to draft near-term philanthropic goals and evaluation plans:

As you draft your giving goals, you may consider the following questions :

- Are these goals tangible and aspirational, clear and compelling to you?
- Are the steps to achieve your goals detailed enough to provide clear progress indicators?
- Are these goals consistent with your personal vision for success, values, core strengths and interests?

As you draft your philanthropic evaluation plan, you may consider the following questions:

- How will you know if you are making an impact—in the short-, intermediate- and long-term?
- What specific milestones will mark your progress?
- What key indicators will you measure and track?
- How will you integrate feedback and adapt your plan accordingly?

RECOMMENDED SUPPLEMENTAL RESOURCES



Where to Go for Inspiration:

- Brest, Paul. "In Defense of Strategic Philanthropy." *Proceedings of the American Philosophical Society* 149.2 (Jun. 2005): 132-140. Web.
- Brest, Paul. "The Power of Theories of Change." *Stanford Social Innovation Review* (Spring 2010). Web.
- Forti, Matthew. "Six Theory of Change Pitfalls to Avoid." *Stanford Social Innovation Review Blog*. May 23, 2012. Web.
- Forti, Matthew. "Ten Years of Performance Measurement." *Stanford Social Innovation Review Blog*. March 26, 2013. Web.
- Letts, Christine, and William Ryan. "Filling the Performance Gap: High-Engagement Philanthropy," *Stanford Social Innovation Review* (Spring 2003). Web.
- Sawhill, John and David Williamson. "Measuring What Matters in Nonprofits." *The McKinsey Quarterly*. 98-107. February 7, 2006. Print.
- Stannard-Stockton, Sean. "Probing Questions All Donors Should Ask before Making a Significant Gift." *Chronicle of Philanthropy*. October 3, 2010. Web.
- Twersky, Fay. "Foundations Can Learn a Lot From the People They Want to Help." *The Chronicle of Philanthropy*. November 13, 2011. Web.
- Wales, Jane. "Framing the Issue." *Stanford Social Innovation Review* (Summer 2012). Web.
- Walkes, Jane, et al. "Advancing Evaluation Practices in Philanthropy," *Stanford Social Innovation Review* (Summer 2012). Web.



Where to Go for Information:

- *A Guide to Actionable Measurement*. Rep. The Bill and Melinda Gates Foundation, July 2010. Web.
- Brest, Paul, and Hal Harvey. *Money Well Spent: A Strategic Plan for Smart Philanthropy*. New York: Bloomberg Press, 2008. Print.
- *Center for Effective Philanthropy*. provides foundations and other philanthropic funders with reports and data to enable higher philanthropic performance, <http://www.effectivephilanthropy.org/index.php>
- *GiveWell*. an in-depth nonprofit charity evaluator that utilizes research intensive evaluation models to choose top-rated charities that are proven, cost-effective, underfunded and excellent organizations, <http://www.givewell.org>



Where to Go for Action:

- Charity Navigator: an independent nonprofit evaluator that classifies and rates America's largest charities by evaluating certain aspects of their Financial Health, Accountability and Transparency, <http://www.charitynavigator.org>
- Gates Foundation - Find Your Skill: take their quiz to help guide you connect your skills to ways you can best contribute to creating social change, <http://visitorcenter.gatesfoundation.org/quiz.html>
- GuideStar: an information service that specializes in reporting on U.S. nonprofit organizations. Its database contains over 5 million organizations and their IRS Forms 990, <http://www.guidestar.org/>
- Theory of Change: A Practical Tool for Action, Results and Learning. Rep. Annie E. Casey Foundation, 2004. Web. This report walks you through the process of creating your own theory of change and includes multiple factors you should consider and questions you should ask.
- Your local community foundation: these public foundations can help inform you about different nonprofit organizations, key social issues in your community and ways you can get involved.

Chapter Topic: Investing in Social Entrepreneurs

Chapter Principle: Empower others—your impact will be greater in the long run.

LEARNING OBJECTIVES

1. Readers will gain an understanding of the role that social entrepreneurship and mission-related investing play in the philanthropic landscape.
2. Readers will learn various ways they might invest their money, time or talent to create innovative market-based models to drive social change.

KEY TAKEAWAYS

- Some social entrepreneurs create revenue generating business models that address global social issues. These nonprofit and for-profit businesses have the potential to become financially self-sufficient and less reliant on donations.
- Unlike for-profit entrepreneurs, social entrepreneurs have a unique willingness to share their business models and encourage replication so as to maximize social benefits globally.
- Individual philanthropists can invest in social entrepreneurs directly or through funding intermediaries. These intermediaries vet promising social change leaders and enterprises and invest capital and technical assistance that can scale their businesses.

CHAPTER OVERVIEW

As stated in Giving 2.0, “The idea of using charitable dollars to help foster businesses may be unfamiliar to some philanthropists, but the concept is rapidly gaining momentum.” Today’s donors recognize that their charitable dollars can have significant leverage “and ripple effects” when invested in social enterprises that provide essential goods and services in a financially sustainable, market-driven way. Chapter 5 demonstrates how donors can invest their philanthropic resources in both social entrepreneurs and for-profit businesses designed to deliver both monetary and social returns.

- Social impact investing—also referred to as double-bottom line investing, aligned capital, blended value or mission-related investing—entails individuals investing their financial resources in for-profit vehicles that produce both financial and social returns. (Examples include clean technology investments such as solar or wind power—creating less oil dependence, environmental conservation and profits for investors.)

KEY TERMS

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

Changemaker
Patient capital
Social entrepreneur
Mission-related investing

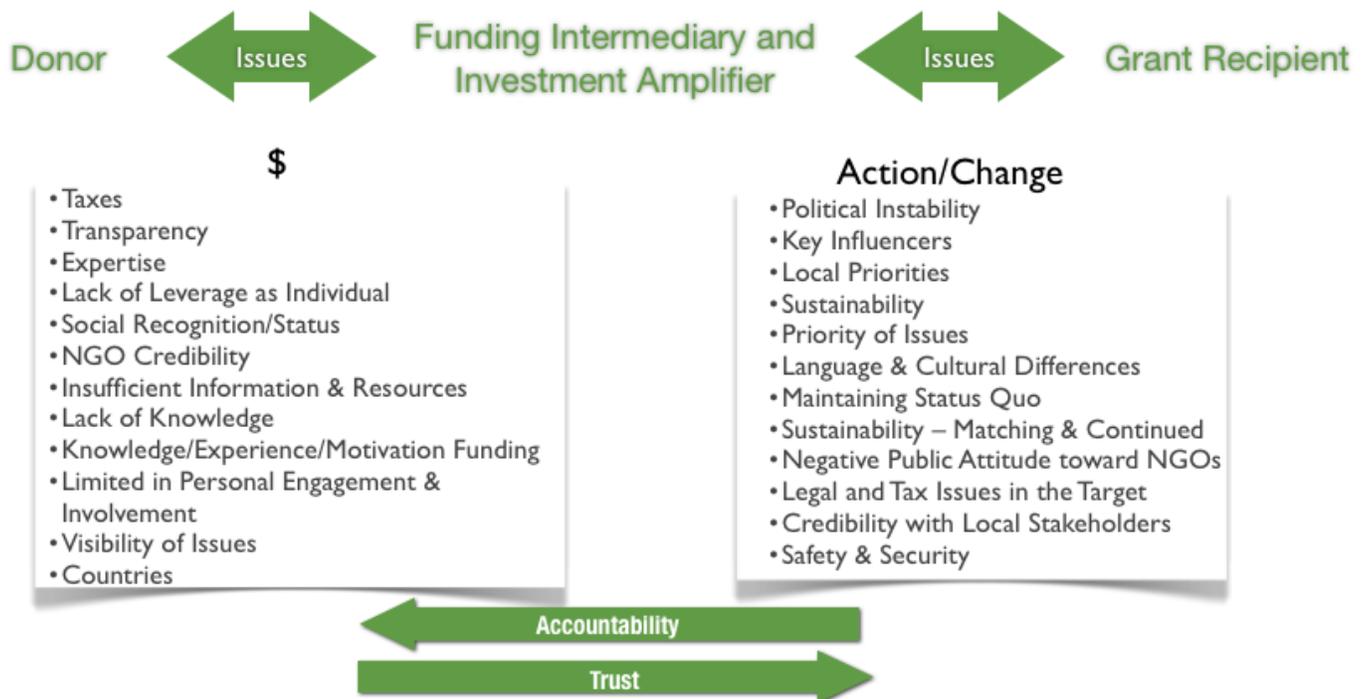


FRAMEWORK **Funding Intermediaries: Overcoming Barriers to Global Social Investing**

In the global giving and social entrepreneurship context, a funding intermediary is a grantmaker that pools and distributes donor resources to pre-screened nonprofits, nongovernmental organizations (NGOs) and/or social entrepreneurs. Because of their established relationships, field experience and deep regional and social expertise, funding intermediaries provide diverse benefits to both donors and international grantees. They often overcome the barriers faced by U.S. donors and international NGOs, building donors' trust and increasing grantee accountability.

- Participants will brainstorm the numerous ways funding intermediaries provide added value.
- Participants will map the barriers to effective global social investing from both the donors' and end-grant recipients' perspectives. They will then discuss how funding intermediaries overcome these barriers.
 - From a donor perspective, brainstorm barriers that individual givers face when deciding what global issues, organizations and individuals to support and how best to support them.
 - From an end-grant recipient perspective, brainstorm barriers (i.e. political economic, cultural, etc.) that NGOs face when trying to achieve meaningful social change and effectively meet regional needs.
 - Finally, outline how global funding intermediaries help to overcome these barriers and improve the effectiveness of global social investing.

Suggested ideas have been listed below in the framework diagram.



BRINGING THE CONCEPTS TO LIFE

-  **Videos:**
- *Dr. Farmer's Remedy for World Health*, created by CBS 60 minutes: Posted on May 4, 2008. Reported by Byron Pitts, Dr. Paul Framer's Partners In Health aims "to bring the benefits of modern medical science to those most in need of them" and revolutionize the delivery of healthcare worldwide, particularly in developing countries. <http://www.cbsnews.com/video/watch/?id=4069409n> (12:29)
 - *Dare to Imagine—Skoll World Forum*, created by The Skoll Foundation: Posted on April 29, 2013. Featuring an accomplished set of social entrepreneurs, the Skoll Foundation challenges us all to imagine how we can disrupt the status quo and create a stronger world—today and many years to come. http://www.youtube.com/watch?v=QYK_BCgxEK8 (8:28)
 - *Leila Janah: The Microwork Revolution*, created by TEDxBruussels: Posted on November 23, 2011. Leila Janah highlights the potential of micro-work—a new term that refers to "any small task that a person can do with a computer and Internet connection"—to provide opportunities for the global poor to access work, earn wages, build marketable skills and ultimately, improve their quality of life long-term. <http://www.youtube.com/watch?v=319sQ9s-lyQ> (10:37)
 - *Jaqueline Novogratz: A Third Way to Think About Aid*, created by TED: Posted on September 2009. Jacqueline Novogratz illustrates her hybrid approach to alleviating poverty, combining the best of charity and that of traditional markets to focus on a new approach called "patient capital." This video highlights promising examples of entrepreneurial innovation, fueled by patient capital, driving social change. http://www.ted.com/talks/jacqueline_novogratz_a_third_way_to_think_about_aid.html (17:05)

Recommended Guest Speaker Profiles:

- Social entrepreneur. Topic: The entrepreneurial journey—challenges and benefits—highlighting his or her personal story of building a social enterprise.
- Philanthropist who invests in social entrepreneurs/enterprises. Topics: Identifying and selecting social entrepreneurs, the non-financial capital social entrepreneurs need most.
- Partner from a mission-related investing firm. Topics: The different models of mission-related investing (e.g. PRIs, Proxy Voting, B-Corps). How mission-related investors source, assess and evaluate the social and financial returns of their investment portfolio.

DISCUSSION QUESTIONS AND ACTIVITIES

-  **Social Enterprise Creation:** (Recommended 30 minutes—10-minute group discussion and 20-minute follow-up exercise.) Social enterprises take market-based approaches that address social issues. They provide goods or services that serve social needs while also generating revenue that sustains the business financially. In Chapter 5, participants read about various examples of social enterprises such as the solar-rechargeable LED d.light lamp, which provides light at an accessible price and in a feasible way to those who cannot who access reliable electricity.
- Part 1: First, participants will discuss key issues founders face in building social enterprises. Participants will brainstorm the key questions social entrepreneurs must answer to create a financially self-sustaining business model that creates social good. Sample questions participants may suggest include:
 - Who is it that you want to help?
 - What is the need you hope to address?
 - What would success look like if you were to meet this need?
 - What is this social problem's root cause? (Ask "why" this issue exists five separate times to unpack the various layers of issues creating this challenge.)
 - What are the external conditions and context that lie behind this social problem (e.g. political, environmental, economic, social, cultural)?

- Who is it that you want to help?
- What are the internal conditions that influence the consumer's behavior (e.g. personal perceptions, motivations, expectations)?
- What other models are attempting to meet this need? Are they successful? Are they sufficient?
- What could be improved about them? (What could be improved about the goods or services available?)
- Engage your consumer in your product design. What do the people you hope to help want and need? What do they not want or need?
- What is the current cost of similar/competitive goods and services?
- What price are consumers able and willing to pay?
- Could the new good or service be produced at a cost below that which consumers are able and willing to pay?
- How could this good or service be distributed? What risks are there to potential distribution plans? How could these risks be overcome?
- What might prevent this model's financial sustainability? How might you overcome these risks?
- How might you test this idea and gather user feedback both pre- and post- product launch?
- How will you find out if your efforts are delivering the social benefits you strive to achieve?

Part 2: Participants will brainstorm new social enterprise ideas.

- Working in small groups or independently, use the questions and answers that the group brainstormed to think through an initial idea for a social business. Depending on your group's allotted time, you could create a "back of the napkin" sketch for a new social business or a more detailed business plan, based on research about the consumers, issues and external environment.

 **Social Entrepreneur Skills:** (Recommended discussion for 10-15 minutes.) As a social entrepreneur develops his or her capabilities, he or she depends on critical skill sets related to both emotional intelligence ("soft skills") and business skills ("hard skills"). Which essential skills will determine a social entrepreneur's success? Participants may reference Giving 2.0, outside experience or research.

- Questions may include:
 - What "soft skills" are essential to a successful social entrepreneur (related to personality, attitude, values and interpersonal dynamics)?
 - What business skills are critical to a successful social entrepreneur (related to business operations, strategy and management)?
 - What *personal* experiences would be valuable for a social entrepreneur to have prior to creating a social venture?
 - What *professional* experiences would be valuable for a social entrepreneur to have prior to creating a social venture?
 - What external conditions will help a social entrepreneur succeed?
 - What actions can a social entrepreneur take to increase his or her chances of success?

INDEPENDENT LEARNING ACTIVITY

 **Lessons Learned from Social Entrepreneurs:** The individual stories of and lessons learned by social entrepreneurs can both inspire and enlighten aspirational change agents. To build participants' understanding of what it takes to be a successful social entrepreneur, each participant will conduct one 30-minute interview with a social entrepreneur and write up a one-page review of his or her lessons learned.

- You will use the interview to learn about the steps the social entrepreneur took and the challenges he or she overcame to be successful. (The social enterprise may be a for-profit or nonprofit model that addresses a social need.)
- The one-page review will include a description of how your social entrepreneur uniquely addresses a social problem and his or her recommendations on what to do or avoid in building a successful social enterprise.

- Social entrepreneurs' time is often their most valuable asset. In exchange for the interview, please take at least 30 minutes and create an awareness building or fundraising campaign through Facebook or Crowdrise celebrating the social entrepreneur's work. Be sure to share your campaign link and results with the social entrepreneur to express your gratitude.

 **Practicing Your Elevator Pitch:** (Please prepare independently and then present to the group.) A successful social entrepreneur must (constantly) be prepared to explain, defend and sell their vision and the ideas that will achieve that vision—in clear, concise and persuasive language. Securing funding for your social enterprise involves convincing people why your work is important, engaging them emotionally and presenting a strong research-based case for their support. For this activity, you will practice an essential entrepreneurial skill—the elevator pitch. This includes the following elements:

- Research a social entrepreneur and the organization he or she created. Identify the organization's unique value proposition and prepare a one-minute elevator pitch to present to the group. Craft the pitch in a 60-second format that motivates a potential donor to give, while not directly asking for money.
- You will then present your elevator pitch to your group and engage in a broader discussion about what makes a compelling social entrepreneur “sales pitch.”

RECOMMENDED SUPPLEMENTAL RESOURCES

Where to Go for Inspiration:

- Bornstein, David. *How to Change the World: Social Entrepreneurs and the Power of New Ideas*. Oxford: Oxford University Press, 2004. Print.
- Elkington, John, and Pamela Hartigan. *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*. Boston: Harvard Business School Press, 2008. Print.
- Endlich, Lisa. *Be the Change*. New York: HarperCollins, 2008. Print.
- Kristof, Nicholas D., and Sheryl WuDunn. *Half the Sky: Turning Oppression into Opportunity for Women Worldwide*. New York: Alfred A. Knopf 2009. Print.
- Nicholls, Alex. *Social Entrepreneurship: New Models of Sustainable Social Change*. New York: Oxford University Press, 2008. Print.
- Prahalad, C.K. *The Fortune at the Bottom of the Pyramid, Revised and Updated 5th Anniversary Edition: Eradicating Poverty Through Profits*. Philadelphia: Wharton School Publishing, 2009. Print.
- Rocher, Martin, and Sally Osberg. “Social Entrepreneurship: The Case for Definition.” *Stanford Social Innovation Review* (Spring 2007). Web.
- Social Enterprise Alliance. *Succeeding at Social Enterprise: Hard-Won Lessons for Nonprofits and Social Entrepreneurs*. San Francisco: Jossey-Bass, 2010. Print.
- Yunus, Muhammed. *Building Social Businesses: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs*. New York: PublicAffairs, 2010. Print.
- Yunnus, Mohammed. *Creating a World Without Poverty, Social Business and the Future of Capitalism*. New York: PublicAffairs, 2008. Print.

Where to Go for Information:

- [Acumen Fund](http://www.acumenfund.org) and [Ashoka](http://www.ashoka.org): both of these organizations' websites have plenty of information about social entrepreneurship projects, as well as videos and blogs, www.acumenfund.org and www.ashoka.org
- [Benetech](http://www.benetech.org/index.shtml): a nonprofit social entrepreneurial venture harnessing the power of technology for social benefit. On its website, Benetech shares information about its programs and technology solutions that leverage innovation and business expertise to solve unmet social needs, <https://www.benetech.org/index.shtml>

- Businessweek: America's Most Promising Social Entrepreneurs (2012 Winners), <http://www.businessweek.com/articles/2012-07-19/america-s-most-promising-social-entrepreneurs-2012-winners>
- The Draper Richards Foundation: this organization, which funds select entrepreneurs, has a "Resources" section on its website with links to other social entrepreneurship organizations, www.draperrichards.org
- Echoing Green: a global nonprofit that provides seed funding and technical assistance to emerging social entrepreneurs with ideas for social change, they also run an elite two-year fellowship, <http://www.echoinggreen.org>
- Fast Company: 10 Ideas Driving the Future of Social Entrepreneurship, <http://www.fastcoexist.com/1681921/10-ideas-driving-the-future-of-social-entrepreneurship>
- NextBillion: an online community of business leaders, social entrepreneurs, non-governmental organizations, policymakers and academics who want to explore the connection between development and enterprise, www.nextbillion.net
- The Skoll Foundation: invests in, connects and celebrates social entrepreneurs and has a lot of information on its website about social entrepreneurship, www.skollfoundation.org
- Skoll World Forum on Social Entrepreneurship: the Skoll Foundation's international platform for advancing entrepreneurial approaches and solutions to the world's most pressing problems. The forum is a collaboration of social entrepreneurs and social change organizations and the website posts articles about social innovations and best practices. <http://www.skollworldforum.org>
- Social Entrepreneurship: The Case For Definition by Sally Osberg, available at www.skollfoundation.org
- Stanford d.school: the Stanford School of Design engages students, professors, corporations and volunteers in projects that create low-cost products with high social benefit through its Social Entrepreneurship Lab, <http://dschool.stanford.edu>
- Stanford Social Innovation Review: articles on social entrepreneurship under the "Social Innovation" section of its website, www.ssireview.org
- TechnoServe: provides business advice, access to markets and capital to entrepreneurs in developing countries. The "Resource Library" of its website has links to its newsletters, featuring articles about social entrepreneurship, www.technoserve.org



Where to Go When Considering Impact Investing:

- The KL Felicitas Foundation, established by the Kleissner family in 2000, the foundation has developed worksheets and checklists for due diligence and financial analysis of mission-related investments and program-related investments, www.klfelicitasfoundation.org
- The F. B. Heron Foundation has resources and reports on mission-related investments, including studies of their growth and performance, www.fbheron.org
- Rockefeller Philanthropy Advisors conducted major study supported by the Heron Foundation summarized in 2008 in Philanthropy's New Passing Gear: Mission-Related Investing: A Policy and Implementation Guide for Foundation Trustees, available from Rockefeller Philanthropy Advisors, www.rockpa.org

Chapter Topic: Venture Philanthropy and the Power of Giving Together

Chapter Principle: Join forces for results—shared resources give you a bigger bang for your buck.

LEARNING OBJECTIVES

1. Readers will gain an understanding of how pooling assets, resources and learning amplifies giving capacity and impact.

CHAPTER OVERVIEW

All philanthropists ask, “How can I get the biggest bang for my philanthropic buck?” Chapter 6 introduces readers to two collaborative giving models—venture philanthropy partnerships and giving circles—each designed to achieve this particular goal. These models allow individuals to pool their time, talent and money and work together to identify, select and invest in high-impact nonprofits.

KEY TAKEAWAYS

• Venture philanthropy is a high-engagement funding model with the following characteristics: investment of financial, intellectual and human capital; multiyear grants designed to build nonprofits’ organizational capacity; outcomes-based goal-setting and measurement strategy; and formal, mutual accountability between the grantor and grantees.

• A venture philanthropy partnership pools individuals’ financial, intellectual and human capital to seed and scale innovative nonprofits through a high-engagement funding model. The goals of venture philanthropy partnerships, like the Silicon Valley Social Venture Fund (SV2), are often two-fold. First, these partnerships aim to build grantees’ organizational capacity through a venture philanthropy funding relationship. Second, these partnerships strive to educate donors (or partners) to

become more effective philanthropists within the partnership and beyond.

• Collaborative giving often provides donors with access to larger-scale investment opportunities, engagement and impact than an individual philanthropist could access alone.

• Giving circles vary widely in size and structure—from a few people pooling a few hundred dollars to hundreds of people pooling thousands of dollars and hiring professional staff. But all giving circles share the same purpose—aggregating their philanthropic capital, collaboratively learning to improve their philanthropic effectiveness and deciding collectively how to allocate grant funds.

KEY TERMS

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

Capacity building funds

Giving circle

Grant round

Venture philanthropy

Venture philanthropy partnership



FRAMEWORKS



Five Core Characteristics of Venture Philanthropy:

Most venture philanthropists agree that no one universal definition of venture philanthropy exists—there are many different models and myriad forms of high-engagement grantmaking. However, they all share five key characteristics:

- They invest financial, intellectual and human capital
- They establish longer-term relationships (three year minimum)
- They focus on capacity building and infrastructure grants
- They are outcomes-focused
- They have a high-engagement, mutually accountable relationship



Five Different Models of Venture Philanthropy Organizations

While venture philanthropy is one style of philanthropic investing, many types of organizations engage in this approach. The five most common models include:

- Traditional foundations that engage in venture philanthropy practices.
- Funding intermediaries that pool funds from external investors (like a nonprofit) and provide grantees technical and strategic support from professional staff.
- Venture philanthropy partnerships where partners collaboratively pool their personal resources and engage in philanthropic education, drive organizational programming, lead grantmaking and provide grantee consulting.
- Hybrid venture philanthropy firms that invest in both for-profit and nonprofit organizations with social change missions. (Please note: If the for-profit organizations make a profit, the firm reinvests these profits into operations and additional social investments.)
- Giving circles where typically small groups of individuals organically come together to pool and grant philanthropic resources over a specific timeframe.



Three Significant Benefits of Venture Philanthropy

Venture philanthropy's profile initially rose during a time when unprecedented attention was being given to outcome assessment and accountability in the nonprofit sector, and when unprecedented wealth was being created by a new generation. Quantitatively, venture philanthropy plays a very small role in the larger philanthropic landscape (approximately 0.5% of institutional grantmaking and approximately 0.2% of institutional philanthropic assets). Qualitatively, however, its role is significant. Three factors explain venture philanthropy's outsized influence on the sector. These include:

1. Potential Leverage

Venture philanthropy has extraordinary leverage in three areas. First, the enhanced technical and business expertise that venture funders invest in their nonprofit grantees translates into greater organizational effectiveness, therefore enhancing the nonprofits' ability to scale their services and positioning them to be even higher-value investments for other investors. Second, venture philanthropy organizations' rigorous due diligence processes and issue analysis exceeds that of typical philanthropists. Thus, when a venture philanthropy organization selects a nonprofit, it serves as a powerful signaling effect to other funders that the nonprofit is a high-potential, high-impact grantee, therefore frequently attracting more investors. Third, as venture philanthropy funders learn how to make their own giving more strategic through collaborative giving, they are more likely to adopt a similar high-impact giving style in their personal philanthropy.

2. Shared Risk & Mutual Incentive to Succeed

The majority of individual and institutional gifts are transactional. Venture philanthropy investments, however, are designed to provide transformational impact for both the grant recipients and the venture investors. Due to venture philanthropists' intense time, skill and financial investments, both the grantors and grantees assume an even higher level of accountability and shared responsibility to ensure that the grants succeed. The highly public nature of venture philanthropy grants means that when grantees succeed, venture philanthropists succeed, and when grantees fail, so do venture philanthropists. The pressure is equally intense on both sides of the philanthropic purse. As a result, venture philanthropy funding relationships create incentives for both grantors and grantees to learn and achieve goals collaboratively.

3. Social Capital Market Needs

Like the for-profit sector, social sector organizations need funding at all stages of their evolution. Traditional philanthropists often lean towards funding well-established, large philanthropic institutions. Venture philanthropy helps fill the gaps in areas such as seed capital for new ideas (e.g. Ashoka and Echoing Green, which support social entrepreneurs), mezzanine-level funding that helps early-stage nonprofits to increase organizational capacity (e.g. SV2 and New Profit, Inc.) and growth capital and sustained support for successful organizations (e.g. Robin Hood Foundation and Edna McConnell Clark Foundation). During its first decade, venture philanthropy primarily funded nonprofits at the early or mezzanine (intermediate growth) stage. But now, during its second decade, many venture philanthropy institutions fund nonprofits at all stages—from seeding new organizations to scaling nonprofits nationally.



BRINGING THE CONCEPTS TO LIFE

Videos:

- *How Has SV2 Changed the World?*, created by the Silicon Valley Social Venture Fund (SV2): Posted on December 13, 2012. This video highlights the values that a venture philanthropy partnership provides to its partners, to its grantees and to the larger community. www.sv2.org/video/how-has-sv2-changed-the-world (3:42)
- *Modern-day Robin Hood Applies Business Skills to Philanthropy*, created by CBS News 60 Minutes: Posted on May 5, 2013. With a goal of applying successful business practices to address NYC poverty, Paul Tudor Jones founded the Robin Hood Foundation and 25 years later, has many lessons to share. <http://www.cbsnews.com/video/watch/?id=50146230n> (12:10)

Recommended Guest Speaker Profiles:

- Venture philanthropy or giving circle investor or executive director. Topics: How collaborative giving benefits donors and nonprofits.
- Venture philanthropy or giving circle grantee. Topics: The benefits and challenges of partnering with a high-engagement donor; the differences between receiving a collaborative giving or venture philanthropy investment and receiving a traditional philanthropic investment.

DISCUSSION QUESTIONS AND ACTIVITIES



Collaborative Giving—Benefits and Trade-Offs: (Recommended brainstorming and discussion for 20 minutes—10 minutes for initial brainstorming and 10 minutes for reflections and discussion.) To demonstrate the pros and cons of this funding model, the group will engage in two different role plays—*independent* and *collaborative* giving.

- First scenario—*independent* giving: Each participant has \$200 to give independently to any nonprofit (but cannot invest in a funding intermediary). Over the next five minutes, each participant brainstorms and writes down where he or she would invest the money, based on his or her individual giving values and passions. Participants should outline their answers to the following questions:
 - What organization would you give to and why?
 - Would you give non-financial capital to this organization as well?
 - What impact do you expect this gift will create? How will you know if this impact is achieved?
 - What are two reasons why this gift is the best investment of your \$200?
 - What arguments could you make against investing in this nonprofit over others?
- Second scenario—*collaborative* giving: Participants are now assigned to groups of three or four. Each participant still has \$200 but the group members can now pool their financial, intellectual and human resources to identify and invest in a different giving opportunity. Each group will brainstorm for five minutes how they can collectively give their resources so as to create the highest impact. These groups should answer the same questions for their new giving decision:
 - What organization would you give to and why?
 - Would you give non-financial capital to this organization as well?
 - What impact do you expect this gift will create? How will you know if this impact is achieved?
 - What are two reasons why this gift is the best investment of your pooled respective \$200 gifts?
 - What arguments could you make against investing your pooled resources in this nonprofit over others?
- Bring everyone together to discuss and compare the giving decisions made in each scenario. Guide the broader discussion with the following questions:
 - What were the benefits of giving independently?
 - What were the benefits of giving collaboratively?
 - What were the challenges of giving independently?
 - What were the challenges of giving collaboratively?
 - Which giving decision do you feel will create the most social good and why?
 - What trade-offs exist in choosing to give collaboratively versus independently?



Understanding Capacity Building Grants: (Recommended debate for 10 minutes.) Capacity building grants further develop a nonprofit's infrastructure—helping the organization to run more effectively and efficiently. Capacity building grants include investing in financial systems, marketing strategies, information technology, operating systems, strategic planning, evaluation and leadership development. Philanthropists and nonprofits often find this type of grant can be transformational, fueling significant long-term social impact through a high-leverage, high-impact investment. However, because of capacity building grants' broad nature, grantors and grantees may find it difficult to measure the grants' specific social impact. To explore capacity building grants' pros and cons, the group will engage in a debate.

Imagine you (as a group) constitute a large foundation's grantmaking staff and must decide whether or not your grantmaking guidelines will include capacity building grants. Half of the group will argue in support of capacity building grants and the other half argue against capacity building grants. Each group will address the following considerations:

- Does the foundation have the expertise to successfully source, select, manage and evaluate capacity building grants?
- How would capacity building grants complement or compete with other foundation grants (e.g. general operating support, programmatic grants)?
- If the foundation added capacity building grantmaking to their organizational strategy, how would this affect current operations and resource allocation (e.g. staffing, due diligence, grant management, evaluation)?
- How would capacity building grants potentially enhance the foundation's social impact and ability to achieve its goals?

INDEPENDENT LEARNING ACTIVITY



Experiential Community Grantmaking: One of the most powerful ways that participants can learn about grantmaking is by making and managing a grant. By driving an actual community-based grantmaking cycle, groups will gain valuable knowledge about effective grantmaking. Please select a model (or variation thereof) to engage in experiential grantmaking education:

- Participants may choose to pool their own philanthropic resources or fundraise a specific amount to make community investments.
- A few foundations generously provide financial capital for university course-managed student grantmaking (e.g. Learning by Giving Foundation and Once Upon a Time Foundation).
- A schedule of grantmaking activities and supporting resources are also available on www.giving2.com under the Giving 2.0 Book Section. These resources provide guidance on how to lead a group through a collaborative grantmaking process.
- Other examples of student-led grantmaking cycles are posted by university faculty associated with the Learning by Giving Foundation at <http://www.learningbygivingfoundation.org>

RECOMMENDED SUPPLEMENTAL RESOURCES



Where to Go for Inspiration:

- Bishop, Matthew, and Michael Green. *Philanthrocapitalism: How Giving Can Save the World*. New York: Bloomsbury Press, 2009. Print.
- Eikenberry, Angela M. *Giving Circles: Philanthropy, Voluntary Association, and Democracy*. Bloomington: Indiana University Press, 2009. Print.
- Hempel, Jessi. "When Givers Get Together." *BusinessWeek*. 7 March 2005. Web.
- Kramer, Mark and John Kania. "Collective Impact." *Stanford Social Innovation Review* (Winter 2011). Web.
- Letts, Christine W., W. Ryan, and A. Grossman. "Virtuous Capital: What Foundations Can Learn from Venture Capitalists." *Harvard Business Review* (March/April 1997). Web.
- Saltman, Kenneth. *The Gift of Education: Public Education and Venture Philanthropy*. London: Palgrave MacMillan, 2010. Print.
- Serwer, Andy. "The Legend of Robin Hood." *Fortune*. 8 September 2006. Web.
- Wright, Robert, George Ellis, and David Hale Smith. *The Little Green Book of Venture Philanthropy: How Business Hats and Volunteer Hearts Can Learn to Play Well with Each Other and Make the World a Better Place*. Dallas: Social Venture Press, 2008. Print.



Where to Go for Information:

- Giving Circles Network: an organization that seeks to assist Giving Circles and other individual donors in making their contributions more meaningful, www.givingcircles.org
- Grant Craft. Learning Together: Collaborative Inquiry among Grantmakers and Grantees. Report available from www.grantcraft.org
- New Profit: the “Library” and “Resources” sections of the website of this national venture philanthropy fund feature reports, articles, case studies and tools, www.newprofit.com
- Robin Hood. Measuring Success: How Robin Hood Estimates the Impact of Grants. 2009 Report available at www.robinhood.org
- Social Venture Partners International: this network of engaged philanthropists has studies and reports under the “News” section of its website, www.svpi.org
- SV2: Silicon Valley Social Venture Fund: the website of the venture philanthropy partnership I founded has lots of resources about high-engagement philanthropy, capacity building and evaluation, as well as philanthropy studies, reports and news, www.sv2.org
- Venture Philanthropy Partners: VPP has reports, speeches, papers, stories and other resources on the “Learning” section of its website, www.vpppartners.org



Where to Go for Action:

- Giving Circles Network: an organization that seeks to assist Giving Circles and other individual donors in making their collaborative grantmaking more meaningful, www.givingcircles.org
- The Global Philanthropy Forum: an organization that offers conferences and workshops for philanthropists, www.philanthropyforum.org
- One Percent Foundation: a nonprofit community of young adults who come together to learn and engage in philanthropy by dedicating at least one percent of his or her income to the organization’s partner-driven philanthropic initiatives, <http://www.onepercentfoundation.org>
- The Philanthropy Workshop: an organization that runs donor education sessions from London, New York and Brazil, www.instituteforphilanthropy.org
- The Philanthropy Workshop West: an organization that runs donor education sessions from Silicon Valley, www.tpwwest.org
- Women Moving Millions: a partnership campaign to inspire gifts of \$1 million and more in support of women’s funds across the world, www.womenmovingmillions.net

Chapter Topic: Individual Philanthropy in Policy Change

Chapter Principle: Think broadly and embrace a long-term vision—changing minds and policy takes time.

LEARNING OBJECTIVES CHAPTER OVERVIEW

1. Readers will gain an understanding of how philanthropic involvement in policy change and political advocacy can have a significant, longer-term, systemic impact.
2. Readers will explore the different channels through which they can apply philanthropic resources to influence the public, regulators and policy makers.

Advocacy philanthropists strive to change governing policies to reduce or eliminate the long-term need for specific social services. While philanthropic dollars cannot be used for direct lobbying, advocacy philanthropists can fund research, disseminate information, build coalitions, launch communications campaigns and organize stakeholder convenings to build public and political support for their cause. Chapter 7 outlines the many different forms advocacy philanthropy can take and encourages interested givers to stay focused on the long-term. These philanthropists must prepare themselves to overcome roadblocks and conduct extensive evaluation to measure social progress that may be slow but potentially transformational.

KEY TAKEAWAYS

- Advocacy philanthropists work to raise awareness and support for a cause, attracting attention and motivating action among grassroots community organizers, the public and policy makers.
- Funders might bring together different stakeholders with similar and/or related goals so that these groups can collaborate and build a more comprehensive strategy to achieve their common policy agenda.
- While advocacy funders' role is often behind the scenes, it is critical that they support leadership development among changemakers who will have a powerful, public voice in the long-term political debate.
- Today, myriad technology platforms and tools—particularly social and mobile technology—can be used to give voice to ideas, spread issue awareness and encourage networks to take supportive action.
- Measuring advocacy progress requires a significant investment in evaluation. Robust data can help advocacy groups adapt to changing external circumstances and design strategies that can achieve maximum impact.
- Advocacy funders are facilitators, conveners and investors and often achieve impact by supporting other leaders who take action, launch initiatives and own the advocacy process themselves.
- Achieving policy change is a time-intensive process, requiring significant collaboration, persistence, strategic communication, leadership development, civic engagement, knowledge development and knowledge dissemination.

KEY TERMS

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

501(c)(3) and 501(c)(4)
Advocacy
Ballot initiative
Collaborative funding
Lobbying



1. Goal Policy Change

- Channels to influence include state and national think tanks, political groups, academic institutions and the media.
- Actions to take include political lobbying in Washington, D.C., funding collaboration and leadership development among key stakeholders, commissioning research and new knowledge dissemination, implementing a strategic marketing campaign to influence public opinion and providing information/resources that can inform national media coverage.

3. Goal Increased Issue Awareness

- Channels to influence include grassroots organizations and local, social, mobile and online media.
- Actions to take include motivating local activism, producing reports or white papers (through respected academics or research centers), starting a campaign on sites such as Twitter, Facebook or DoSomething.org and providing resources to influence local media coverage.

2. Goal Passing a Ballot Initiative

- Channels to influence include local and state think tanks, political groups, academic institutions, grassroots/community organizers and the local media.
- Actions to take include political lobbying at state government level, funding research to demonstrate an initiative's public and economic benefits, helping to influence local media coverage, particularly by humanizing an agenda through personal faces and stories that bring the issue to life.

4. Goal Increased Research

- Channels to influence include scholars, graduate students, college newspapers and the media.
- Actions to take include providing funding for new academic research, publishing and disseminating new issue analysis, presenting issues from new or alternative perspectives, developing next generation leaders and building momentum for academic debate and discovery.

BRINGING THE CONCEPTS TO LIFE



Videos:

- *Philanthropy and Advocacy*, created by Global Philanthropy Forum: Posted on November 5, 2012. This advocacy philanthropy lecture, presented at the 2003 Global Philanthropy Forum's Annual Conference, features opening remarks by Paul Brest, President of The William and Flora Hewlett Foundation, and a presentation by Tim Wirth, President of the United Nations Foundation. <http://www.youtube.com/watch?v=muUjcQsKZNs> (36:53)
- *Gill Foundation: Strategically Funding the LGBT Civil Rights Movement*, created by Center for Effective Philanthropy (CEP): Posted on November 30, 2009. This video features former Gill Foundation Executive Director Roger MacFarlane speaking about the Gill Foundation's portfolio of strategies to work towards equal rights for lesbian, gay, bisexual and transgender Americans. <http://www.youtube.com/watch?v=O7TFIV18kZU> (6:33)



Recommended Guest Speaker Profiles:

- Local advocacy philanthropist. Topic: Lessons learned from successful and unsuccessful policy change efforts.
- Foundation executive or program officer with policy change objectives. Topic: Comparison of effective and ineffective strategies designed to influence public policy and best practices for institutional funders.
- Lawyer with political advocacy knowledge. Topic: Permissible or prohibited policy change activities that can be legally funded by philanthropists.

DISCUSSION QUESTIONS AND ACTIVITIES

 **Assessing Your Ecosystem and Crafting an Advocacy Strategy.** (Recommended breakouts and presentations for 25-30 minutes.) Effective advocacy philanthropy requires deep understanding of the ecosystem surrounding any policy issue. Knowledge of different stakeholders' issue-specific values, interests and motivations will empower philanthropists to skillfully engage, collaborate with or combat these interest groups and implement effective strategies. For this exercise, participants will put themselves in the shoes of an advocacy philanthropist and will map out the key stakeholders and dominant influences shaping an assigned issue's ecosystem.

- **Materials for Exercise:** The group leader or educator will prepare flashcards featuring different public policy issue areas that participants will use as their prompts. Each issue area flash card may include a socio-political issue, a target region and an available amount of philanthropic capital. For example, sample prompts may range from "\$10 million to help fight air pollution in China" to "\$100,000 to help fight childhood obesity in Corpus Christi, Texas." The leader may also want to outline the types of stakeholders a group might consider in the ecosystem assessment exercise, such as resource providers, competitors, complementary organizations or allies, beneficiaries/customers and opponents/systemic challenges. External conditions to assess may include the political, economic, geographic and cultural context.
- **Exercise Instructions:** Taking on an advocacy philanthropist's mindset, groups of three or four will develop a philanthropic advocacy strategy for an assigned issue during a 15-minute breakout. Each group will receive a flashcard with a socio-political issue, a target region and a specific amount of philanthropic capital that your group may invest strategically. First, map out the issue's ecosystem, examining key stakeholders that either create barriers to success or could act as collaborators in achieving the selected policy goal. Then, brainstorm the stakeholders' specific interests surrounding the issue and use this information to craft an advocacy funding strategy that can motivate support. Recognizing that you have limited financial resources, devise a plan that will create high-impact momentum and action. Each group will then have 2-3 minutes to share their ideas with the group.

 **Harnessing Media Engagement:** (Recommended breakouts and presentations for 15-20 minutes.) In addition to special interests, the general public's voting power has significant influence on many social-political issues. Almost all policy issues require a certain level of public support, and media is one of the strongest channels through which to educate and motivate public action.

- Working with the same groups and assigned issue areas from the prior exercise, imagine that 25% of your assigned philanthropic capital can be used to influence the media. Choose two media channels (e.g. social media, print, broadcast, radio, TV) that you think will most effectively communicate your campaign's message and motivate the specific audiences whose support you need. Your group will have eight minutes to brainstorm your media strategy, and then you will have two minutes to share your rationale with the group.

INDEPENDENT LEARNING ACTIVITY

 **Experiencing Policy Change in Action:** Go to a town hall meeting and experience at first hand the way that political issues are debated in such a setting. Note the varying stakeholder perspectives and how each stakeholder expresses their own needs and interests. Briefly research the current and relevant laws and regulations relating to the issue. Putting yourself in the mayor's shoes (leaving your own interests and opinions aside), write a one-page paper highlighting the actions you might take to resolve a key socio-political issue. What steps would you, as mayor, take to move the conversation towards a solution that would best serve your constituents' needs? How would you address the diverse stakeholders' interests? How might you engage advocacy philanthropists who care about this issue? How would you compromise with or work around the opposition?

RECOMMENDED SUPPLEMENTAL RESOURCES

Where to Go for Inspiration:

- Aaker, Jennifer, and Andy Smith. *The Dragonfly Effect: Quick, Effective, and Powerful Ways to Use Social Media to Drive Social Change*. San Francisco: Jossey-Bass, 2010. Print.
- Fine, Alison, and Joan Blades. *Momentum: Igniting Social Change in the Connected Age*. Hoboken: John Wiley and Sons, 2006. Print.
- Hardisty, Jean. *Mobilizing Resentment: Conservative Resurgence from the John Birch Society to the Promise Keepers*. Boston: Beacon Press, 2000. Print.
- Heath, Chip. *Switch: How to Change Things When Change Is Hard*. New York: Crown Publishing Group, 2010. Print.
- Kay, Grace, and Alan Wendroff. *High Impact Philanthropy: How Donors, Boards, and Nonprofit Organizations Can Transform Communities*. Hoboken: John Wiley and Sons, 2001. Print.
- Kortzen, Alicia Epstein, and Kim Klein. *Change Philanthropy: Candid Stories of Foundations Maximizing Results through Social Justice*. San Francisco: Jossey-Bass, 2009. Print.
- Rabinowitz, Alan. *Social Change Philanthropy in America*. Westport: Quorum Books, 1990. Print.
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- Woo, Corinna. "What Makes People Mobilize?" *Stanford Social Innovation Review* (Summer 2013). Print.

Where to Go for Information:

- *Advocacy Funding: The Philanthropy of Changing Minds*. Rep. Grant Craft. Available at www.grantcraft.org
- Arnos, David ed. *Power in Policy: A Funder's Guide to Advocacy and Civic Participation*. Nashville: Fieldstone Alliance, 2007. Print.
- Avner, Marcia. *Lobbying and Advocacy Handbook for Nonprofit Organizations: Shaping Public Policy at the State and Local Level*. Rep. Fieldstone Alliance, 2002. Web.
- Chan, Emily. "Affiliated 501(c)(3) and 501(c)(4) Organizations." *Nonprofit Law Blog*. August 10, 2008. Web.
- Collins, Chuck, Joan Garner, and Pam Rogers. *Robin Hood Was Right: A Guide to Giving Your Money for Social Change*. New York: W. W. Norton & Company, 2000. Print.
- *Investing in Change: A Funder's Guide to Supporting Advocacy*. Rep. The Alliance for Justice, 2005. Available at www.allianceforjustice.org
- Organizational Research Services. *A Guide to Measuring Advocacy and Policy*. Rep. The Annie E. Casey Foundation, 2007. Available at: www.aecf.org/KnowledgeCenter
- *P4: Philanthropy Public Policy Portal and Public Policy Toolkit*. Rep. Northern California Grantmakers. Available at www.ncg.org
- Troyer, Thomas and Douglas Varley. *Private Foundations and Policymaking: Latitude under Federal Tax Law*. Rep. Center on Philanthropy and Public Policy. Available at <http://cppp.usc.edu>

Where to Go for Research:

Research organizations are known as being conservative, progressive or non-partisan. Listed below is a selection of well-respected organizations:

- Aspen Institute: an international educational and policy studies organization based in Washington, D.C., <http://www.aspeninstitute.org>
- American Enterprise Institute: a think tank of more than 50 scholars and experts engaged in public policy research, <http://www.aei.org>

- Brookings Institution: a frequently referenced think-tank providing innovative and practical policy solutions, <http://www.brookings.edu>
- Cato Institute: an American libertarian think tank in Washington, D.C., <http://www.cato.org/>
- Center for American Progress: a progressive public policy research and advocacy organization, <http://www.americanprogress.org>
- Center for Strategic and International Studies: a bi-partisan, international, foreign-policy think tank in Washington, D.C., <http://csis.org>
- Council on Foreign Relations: an American nonprofit, nonpartisan membership organization, publisher and think tank specializing in U.S. foreign policy and international affairs, <http://www.cfr.org/>
- Heritage Foundation: a conservative research think tank based in Washington, D.C. whose mission is to formulate and promote conservative public policies, <http://www.heritage.org>
- Hoover Institution: a conservative American public policy think tank dedicated to research in both domestic policy and international affairs located at Stanford University, <http://www.hoover.org>
- Pew Research Center: a nonpartisan American think tank based in Washington, D.C. that provides information (through research and public opinion polling) on issues, attitudes and trends shaping the United States and the world, <http://www.pewresearch.org>
- The Thomas B. Fordham Institute: a conservative American nonprofit education policy think tank organization based in Washington, D.C. and Dayton, Ohio, <http://www.edexcellence.net>
- Urban Institute: an American nonpartisan institute investigating and analyzing U.S. social and economic problems and issues, <http://www.urban.org>



Where to Go for Action:

- Alliance for Justice: provides information and technical assistance to foundations funding advocacy, www.afj.org
- Center for Lobbying in the Public Interest: a nonprofit helping charitable organizations increase their effectiveness and impact through advocacy, www.clpi.org
- The Center on Philanthropy & Public Policy: promotes more effective philanthropy through research that informs decision-making and public policy, <http://cPPP.usc.edu>
- Change.org: daily news and information about important social issues, www.change.org
- Funders Committee on Civic Participation: association of large and small foundations that fund civic engagement, www.funderscommittee.org
- Groundwire: helps environmental nonprofits build websites, databases, email and social media tools, www.groundwire.org
- National Committee for Responsive Philanthropy: a membership organization that seeks to make philanthropy more accountable to those it serves, www.ncrp.org
- Nonprofit Voter Engagement Network: supports nonprofits that register voters, www.nonprofitvote.org
- NP Action: an online resource that provides tools and information for nonprofit advocacy, www.npaction.org
- Resource Generation: supports young people with wealth to support progressive social change, www.resourcegeneration.org
- Tactical Tech: an international NGO helping human rights advocates use information, communications and digital technologies to maximize the impact of their advocacy work, www.tacticaltech.org
- Women Donors Network: nationwide community of women who support one another in progressive philanthropy, www.womendonors.org

Chapter Topic: Family Philanthropy

Chapter Principle: Lead by example—the apple falls not far from the giving tree.

LEARNING OBJECTIVES

1. Readers will gain an understanding of the role families play in fostering giving values and navigating philanthropic opportunities across generations.
2. Readers will learn about the key issues and decisions they will face, as well as strategies that can address them, in both planning their personal philanthropic objectives and creating a family foundation.

CHAPTER OVERVIEW

Families are powerful forces for learning and fostering giving values. Whether you have the resources to start your own family foundation or to give your time and talents in other valuable ways, you must take action to ensure that your giving is strategic and high-impact. Chapter 8 presents a wide range of opportunities through which families can give together and build a shared set of giving values. As with all philanthropy, crafting your charitable mission, establishing clear goals and outlining your grantmaking philosophy are essential. But with family foundations, agreeing on these principles, and on other critical issues such as governance guidelines and expected lifespan, can pose a few challenges.

KEY TAKEAWAYS

- Starting a family foundation is a complex process. Start-up costs can range from \$10,000 to \$15,000, in addition to the time costs associated with establishing a board, organizational structure, mission and grantmaking focus.
- Family foundation founders should think through their long-term intentions for the foundation and ensure they set out clearly the intended longevity and charitable purpose of the foundation.
- Family foundations play a significant role in the American philanthropic landscape. More than half of the 70,000 IRS-registered philanthropic foundations in the U.S. are family foundations and one-third of these were established between 2000 and 2009. Furthermore, about 64% of family foundations reported having less than \$1 million in assets in 2009, and of those, less than 10% have paid staff.¹
- Families can engage their children and family members in many philanthropic ways, regardless of financial resources. Hands-on involvement in researching and visiting nonprofits, volunteering, discussing philanthropic passions and/or giving even small amounts together can provide opportunities to instill shared philanthropic values within a family unit.
- Numerous resources exist to help families get started and develop their philanthropy over time. Advisory firms (e.g. Rockefeller Philanthropy Advisors, Philanthropy Futures), membership organizations and their associated conferences (e.g. Council on Foundations, Association of Small Foundations), community foundations and, of course, accounting, finance and legal experts, can all advise families on philanthropic structures, strategies and industry best practices.

KEY TERMS

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

Charity	In-kind contribution
Philanthropy	Governance
Nonprofit donor	Fiduciary duty
Volunteering	

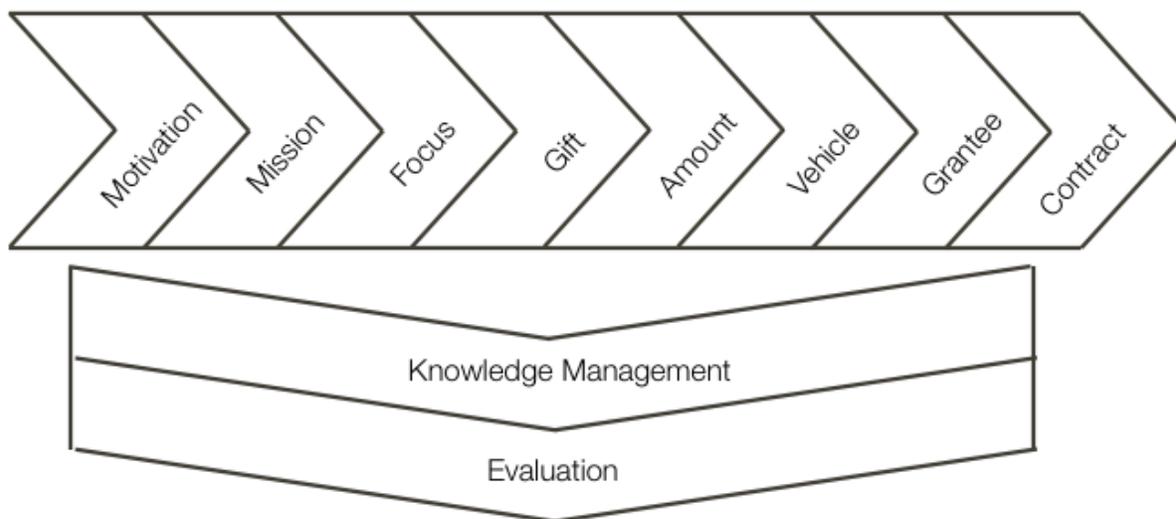
¹ Foundation Center, "Key Fact on Family Foundations," February 2012.



FRAMEWORK Individual Philanthropy Framework

As you strive to give in a way that is deeply meaningful to both you and those you hope to help, it is critical to develop a personal philanthropic strategy. Built upon a solid understanding of your values, assets and goals, a personal philanthropic strategy can help ensure you get the “biggest bang for your philanthropic buck.” Furthermore, it will facilitate a cycle of continuous improvement and evolution, using past gifts to learn how to invest more effectively in the future.

Importantly, this is not a linear process—although it may be the first time you formalize your giving process. You can address these considerations in any order, but ultimately, any decision may influence your actions and choices at other stages in the development of your giving. For example, you might identify your focus before you have articulated your mission, and you ideally will evaluate and build knowledge every step of the way. However, to explain this individual philanthropic strategy framework, let’s start with understanding your motivations:



Step 1: Motivation

What are your motivations for giving?

- Your giving motivations may be psychological, familial, moral, religious, altruistic, philosophical, political or strategic (e.g. corporate), or based on fear, an unexpected crisis, community ties or, for some, a desire for social status.
- You might consider what people and experiences have shaped your principles; your passions; how you make choices; and what is most important to you.
- Your motivation might be based on certain values that you want to express—such as diversity, peace, opportunity, empowerment, healing, democracy or equality.

Step 2: Mission

What social objectives and outcomes do you want to achieve? What change do you hope to effect?

Examples may include:

- Honoring an individual (e.g. giving in another’s name or to support the cause of a friend or deceased loved one)
- Giving back to an organization that has helped you (e.g. school, college, nonprofit program, hospital)
- Empowering others (e.g. scholarships, mentoring programs, no-interest loans)
- Addressing a particular social issue (e.g. adult literacy, combating disease, LGBT rights)
- Influencing public policy (e.g. environmental conservation, public education, healthcare standards)
- Funding research (e.g. multiple sclerosis cure, women in the workplace, social justice)
- Funding a particular initiative or event (e.g. policy conference, economic research)

Step 3: Focus

What interest areas would you find most rewarding to fund? What are you most passionate about emotionally and intellectually?

- How will you refine your overarching mission into more specific objectives?
- What inspires you when you hear of local, national or world events?
- What troubles you within specific social issues in our world and why?
- Examples include: focusing your mission on improving either public education on Title 1 primary education in Harlem, or either women's health by reducing domestic violence in Somalia.

Step 4: Gift

What form will your philanthropy take? What resources can you give (e.g. financial, network, intellectual and/or human capital)? Potential examples include:

- One-time financial donation
- Annual giving plan
- Board service
- Consulting or pro-bono work
- Volunteer time
- An online campaign

Step 5: Amount

How much can you give of the designated resources? Considerations may include:

- Specific dollar amount
- Percentage of annual income
- Material goods
- Certain amount of hours per week, per month or per year
- Specific volunteer project

Step 6: Vehicle

Through what giving vehicle will you make your gift? This may or may not depend on gift size. Options include:

- Direct giving (of time, money, networks, expertise)
- Donor-advised fund (often requiring \$5,000 minimum with donor-advised community foundations, financial institutions or universities)
- Supporting organization within a community foundation (often requiring \$1 million minimum)
- Private foundation (generally requiring at least \$1 million minimum, due to the cost of set-up and management fees)
- Funding intermediary (e.g. Global Fund for Women, DonorsChoose.org)
- Federated giving institution (e.g. Jewish Federation, United Way)
- Venture philanthropy partnerships (leveraging pooled resources of expertise and money)
- Giving circle (involving a collaborative commitment to research, advocate for and invest in a specific shared interest)

Step 7: Grantee

To which nonprofits are you going to make your gift? How will you select these organizations? What are your social investment criteria? How will you specifically allocate your resources? (You might consider small gifts to many organizations, a few major gifts, service on multiple boards and/or a weekly volunteer commitment). Sample organization types include:

- Social services organizations
- Educational institutions
- Federated giving organizations
- Local community foundation
- Early-stage nonprofits

Step 8: Contract

For each gift, what is your philanthropic contract with the grantee? What does each party commit to provide? What goals does your grantee want to achieve as a result of your investment? Do those goals align with your own? How will you ensure that your gift will be used for the designated purpose? This “contract” may be as simple as a mutual understanding of how volunteering with disadvantaged children provides psychological benefits to both the children and volunteers, or it may be as complex as co-creating a written contract that outlines specific requirements and benchmarks that a nonprofit (and giver) must meet over a specific time period in exchange for your gift. Example formal contract terms could include:

- The nonprofit will serve an increasing number of new clients over a one-year period.
- The nonprofit will raise funds in a 1:3 matching grant over a two-year period.
- The nonprofit will allocate the resources in a designated manner and for a specific purpose.
- The nonprofit will build out new financial and accounting systems over 12 months, and the grantor will provide both the funding to buy and install these systems as well as 100 consulting hours and management expertise to support system training to grantee staff.

Step 9: Evaluation

From the moment you choose to make a gift, you should understand how to evaluate your gift and exactly what success looks like. Outline from the outset how you will know if you have achieved your desired social change goal with a gift.

- How will you and/or the grantee gather data and feedback to understand how and why the gift achieved its social change goals (or did not)?
- What ongoing metrics might you track to understand the grant’s progress?
- What key milestones will be critical indicators along the road to success? What benchmarks exist to help establish standards for these milestones?

Reflecting on the grant’s results, what did you learn and how might you improve your future giving?

- Did you achieve the expected results from your gift? Why or why not?
- Did your gift achieve the greatest possible impact with your resources? Why or why not?
- What went well and why? What did not go well and why?
- What unexpected outputs or outcomes resulted from the gift? How and why might this be important to this grant’s overall impact?
- If your grant failed, what internal or external forces proved insurmountable challenges? How might you mitigate similar risks in the future with increased knowledge, understanding or collaboration?

Step 10: Knowledge

Evaluation and knowledge are intrinsically tied to one another—you hopefully will continuously evaluate your giving to gain knowledge about what is working, or not, and why. This knowledge can bring to light future giving opportunities and provide feedback to better inform future giving decisions. Key questions to ask yourself that will build your knowledge about effective philanthropic practices include:

- What did I learn from making the gift?
- How will this learning affect my future giving practices?
- Do I want to give to that organization again? Why or why not?

- What do I want to repeat from that giving experience? What would I want to avoid in my future giving?
- What knowledge would be valuable to share with others—successes and failures? How specifically will I share this knowledge with target populations (e.g. funders, policy makers, nonprofits)?
- How can I improve my strategy and future impact based on this experiential data?
- How might I better facilitate the creation, aggregation and/or dissemination of knowledge through giving (e.g. posting on your Facebook page explanations of why you made your giving decisions, sharing your lessons learned with a club or group of friends/co-workers, or creating a family giving wiki)?

BRINGING THE CONCEPTS TO LIFE

Videos:

- *Highlights from Three Centuries of Rockefeller Family Philanthropy*, created by Rockefeller Philanthropy Associates: Posted on February 25, 2011. This video highlights the history of the Rockefeller family's philanthropy, highlighting the family traditions and values that shaped its evolution and impact over time. <http://vimeo.com/20384432> (8:25)

Recommended Guest Speaker Profiles:

- Local family foundation founder or board member. Topics: History of family philanthropy, benefits and challenges as well as future opportunities for building family giving traditions.

DISCUSSION QUESTIONS AND ACTIVITIES

 **Matching Mission Statements.** (Recommended activity for 15-20 minutes.) A mission statement is a description of an organization's (e.g. foundation, nonprofit, for-profit company) declared goals and how it intends to achieve them. A mission statement defines an organization's purpose, the target population it serves and its overarching strategies. This activity will involve critical analysis of characteristics that constitute a strong mission statement.

- Group leaders or educators will set up the exercise by researching at least 10 for-profit the mission statements of companies and nonprofits and presenting these missions and organizations, distinct from one another, to the group. (Choose organizations that are familiar to the participants or select those whose work can generally be inferred from the organization's name, e.g. "The Nature Conservancy.") The examples should illustrate both strong mission statements (e.g. clear, distinctive, aspirational, values-based, aligned with core work) and weak ones (e.g. vague, arcane, misaligned with values or even organizational purpose). Participants will then work individually or in groups to guess which of the organizations and mission statements are actually paired with one another. The leader or educator will then reveal the actual pairs and lead the participants in a discussion shaped by the following questions:
 - Which mission-organization pairs seemed easy to match and why?
 - Which mission-organization pairs seemed difficult to match and why?
 - What characteristics led you to match organizations with the incorrect mission statements? What could the organizations have done differently to improve the accuracy, alignment and clarity of their mission statements?
 - Which mission statement was the strongest in your opinion and why?
 - Which was the weakest and why?
- As a follow up for this exercise, the leader or educator may also request participants to re-draft a stronger version of a weak mission statement and share their idea.

 **Family Foundation Business Plan:** (Recommended activity for 20-30 minutes.) Participants will imagine a sibling dynamic and then work together in groups of two or three to develop a business plan for a hypothetical family foundation. Group leaders or educators will provide the hypothetical

situation below to encourage students to think through critical family philanthropy issues. Each small group will have 10-15 minutes to respond to the prompt and will then present their plan in three minutes or less. Questions to inform the foundation business plan may include:

- Hypothetical situation: Imagine your “family” has \$10 million to create a family foundation, over which you and your “siblings” will have complete control. Given these resources and your family’s specific values, create a preliminary foundation business plan addressing each of the following components:
 - Mission
 - Values
 - Program area(s)
 - Core funding strategies to drive social change
 - Grantmaking process
 - Evaluation and knowledge management philosophy
 - Foundation lifespan and endowment payout strategy
 - Governance philosophy
- Key questions to discuss with your “siblings” include:
 - What are your motivations for starting a foundation?
 - What core family values will the foundation reflect—operationally and programmatically?
 - What social or environmental issues will your foundation address and why?
 - What specific needs or opportunities will your foundation address within your selected issue area(s)?
 - What are your grantmaking principles (e.g. funding social entrepreneurs, scaling effective nonprofits, influencing policy, funding research)?
 - Who will make grant decisions?
 - How will the foundation manage grantee relationships?
 - How will you evaluate the foundation’s impact and share your learning and field knowledge with other funders and stakeholders?
 - What is the desired lifespan for your foundation? Why is this payout timeline the most effective way to meet your social and family goals?
 - How will the foundation be governed? Who will participate and how? How does this governance plan align with your social and familial goals?

INDEPENDENT LEARNING ACTIVITY

 **Exploring Your Family’s Philanthropic Values:** Participants will explore their own families’ philanthropic values by interviewing a parent and/or relative about their giving traditions and philosophies. After conducting the interview, participants will reflect on how they see their family’s giving values and will think critically about how they might foster giving values in their own family. Participants may use the following ideas to prompt their interview and reflection:

- Interview a parent or relative about his or her attitudes about giving.
 - How does this person give? What role does giving play in his or her own life and why?
 - How does he or she think a family can best transmit giving values? What does he or she think doesn’t work and why?
 - Did he or she intentionally try to impart giving values through particular behaviors or activities shared with the family? If so, what were they?
 - Remember: There are no wrong answers. This activity is about exploring intentions, attitudes and behaviors.

- Reflect on your own family giving memories and how those experiences may affect your present and future actions.
 - How did other family members develop their giving values?
 - What family-led activities most effectively instilled giving values in you? Which ones were not effective and why not?
 - What role would you like philanthropy to play in your life today? What role would like it to play in your future?
 - What are three ways in which you plan to impart your giving values to your current and future family members?

RECOMMENDED SUPPLEMENTAL RESOURCES

Where to Go for Inspiration:

- Goldberg, Alison, and Karen Pittelman. *Creating Change Through Family Philanthropy: The Next Generation*. Berkeley: Soft Skull Press, 2006. Print.
- Hennessey, B.G. *Because of You*. Somerville: Candlewick Press, 2005. Print.
- Patel, Eboo. *Acts of Faith: The Story of an American Muslim, the Struggle for the Soul of a Generation*. Boston: Beacon Press, 2007. Print.
- Price, Susan Crites. *The Giving Family: Raising Our Children to Help Others*. Arlington: Council on Foundations, 2003. Print.
- Sabin, Ellen. *The Giving Book: Open The Door To A Lifetime Of Giving*. New York: Watering Can Press, 2004. Print.
- Weisman, Carol. *Raising Charitable Children*. St. Louis: F.E. Robbins & Sons Press, 2006. Print.

Where to Go for Information:

- Beggs, Sara, Erica C. Johnson, and Jack Thomas eds. *The New Foundation Guidebook: Building a Strong Foundation*. Rep. Association of Small Foundations, 2003. Print.
- Edit, John A. *Family Foundations and the Law: What You Need to Know*, Rep. Council on Foundations, 2002. Print.
- Esposito, Virginia. *Splendid Legacy: The Guide to Creating Your Family Foundation*. Washington, D.C.: National Center for Family Philanthropy, 2002. Print.
- *Founder Transitions: Creating Good Endings and New Beginnings*. Rep. Annie E. Casey Foundation and Evelyn and Walter Haas, Jr. Fund, 2005. Available at www.aecf.org/KnowledgeCenter
- Freeman, David. *The Handbook on Private Foundations*. 3rd ed. Arlington: Council on Foundations, 2005. Print.
- *GrantCraft*: a Ford Foundation-funded initiative that uses information collected from hundreds of grantmakers to produce guides, workshops, videos, and other tools, www.grantcraft.org
- Hausner, Lee, and Douglas Freeman. *The Legacy Family: The Definitive Guide to Creating a Successful Multigenerational Family*. New York: Palgrave Macmillan, 2009. Print.
- Kibbe, Barbara. *Grantmaking Basics: A Field Guide for Funders*. Rep. Council on Foundations, October 2005. Web.
- *The Development of Mission and Values Statements for Family Foundations*. Rep. Council on Foundations, 2004. Web.
- Zeiler, Freddi, and Ward Shumaker. *A Kids Guide to Giving. Norwalk: Innovative Kids*, 2006. Print.



Where to Go for Action:

- 21/64: a website and set of purchasable educational resources on how to successfully engage the next generation of family members in family philanthropy, www.2164.net
- Association of Small Foundations: a national membership organization for foundations with no or little staff, that provides educational materials and a formal donor network for family foundations, www.smallfoundations.org
- The Center for Effective Philanthropy: an advanced consulting service that helps make formal assessments of the philanthropic performance of your foundation. It is also an educational resource for and about foundations, www.effectivephilanthropy.org
- The Council on Foundations: a national membership organization for foundations of all sizes and structures; provides valuable information on things such as creating a foundation, legal considerations and family dynamics. The organization's website also has an excellent overview of legal restrictions for family foundations, www.cof.org
- Independent Sector: leadership forum for charities, foundations and corporate giving programs, www.independentsector.org
- National Center for Family Philanthropy: a national organization serving the needs of families, www.ncfp.org
- Next Gen: The Council on Foundations has a great program called Next Gen that supports and educates young adults in continuing their family's philanthropy, www.cof.org
- The Philanthropic Initiative: works with families to help them make their philanthropy effective, strategic and rewarding, www.tpi.org Youth Activism Project: encourages young people to speak up and pursue lasting solutions to problems they care about, www.youthactivismproject.org
- Youth in Philanthropy at the Foundation Center: an online youth philanthropy resource, <http://youth.foundationcenter.org/>
- Youth Noise: offers online and offline tools that equip young people to take action for a wide range of social issues, www.youthnoise.com



Where to Go for Advising:

- Arabella Advisors: a nonprofit organization that both helps families and individuals develop effective and efficient strategies for their philanthropy and impact investing and corporations align their philanthropy with their business strategies, <http://www.arabellaadvisors.com>
- FSG Social Impact Advisors: an international nonprofit consulting firm specializing in strategy, evaluation and research that works across sectors to help organizations and companies create greater and more effective social change, www.fsg-impact.org
- Philanthropy Futures: a strategic advisory that works alongside philanthropic leaders to help them innovatively engage in strategy development, legacy planning, new initiative design, knowledge convening, governance modeling and solution creation, www.philanthropyfutures.com
- Rockefeller Philanthropy Advisors: a nonprofit organization that helps donors create and direct thoughtful, effective charitable giving programs throughout the world, www.rockpa.org

Chapter Topic: Starting a Nonprofit Organization

Chapter Principle: Dream lofty dreams—yours may be the next world-changing idea.

LEARNING OBJECTIVES

1. Readers will gain an understanding of the elements, joys and challenges of founding and scaling a new nonprofit.
2. Readers will gain perspective on what actions nonprofit founders and leaders need to take and what strategies they need to develop and implement to build a nonprofit's infrastructure within a changing external context.

CHAPTER OVERVIEW

A deep passion to address critical unmet social needs drives all nonprofit founders. To achieve their long-term goals, these leaders must demonstrate persistence, resourcefulness, business acumen, resilience, empathy and humility. Chapter 9 explores the multiple steps involved in creating and building a nonprofit. It highlights the importance of testing and iterating a business plan, recruiting valuable mentors and board members, engaging donors, gathering feedback from beneficiaries and doing whatever it takes to make a venture successful.

KEY TAKEAWAYS

- Before starting a new nonprofit, make sure you have identified a real and unmet need for the services you plan to provide or found a new way to tackle a problem. With thousands of nonprofits striving to address the same issues (and competing for the same limited philanthropic capital), you may find that your goals can be achieved more effectively and efficiently by working with or even within other established organizations.
- Conduct in-depth research. Before starting anything new, you must get to know your target market—the cause, customers, competitors, potential funders, legal policies and your unique value-add.
- When starting a nonprofit, access to networks can often be more valuable than money. Your friends, family members, colleagues and acquaintances are often ready to support you through a rich resource portfolio—that includes fundraising, making connections, and providing time, expertise or related experience.
- Just as volunteers and networks are important to an organization, the right mentors will provide support, learning and guidance.
- The practical steps in founding a nonprofit include securing 501(c)(3) status, establishing operational guidelines, recruiting a board, financial management and investment policies, developing a fundraising strategy, creating a website and managing the donor community. Strategic management and planning for your nonprofit also entails looking into the future and developing a succession plan that ensures your organization and its social impact outlasts your own leadership.



FRAMEWORK **Assessing Potential Nonprofit Innovations**

This framework is used to determine whether or not your idea for a nonprofit or social program is different, needed and will add new value to society. Developing your answers to this framework will help you to communicate your unique value to donors, employees, volunteers and other stakeholders.

1. Does your idea address an unmet social need?

- Are there programs that are already meeting this specific social need? If so, what are they and what are their strengths and weaknesses?
- Are current programs insufficiently servicing your target beneficiaries? If so, how?
- Are there individuals, communities or regions that are not being served effectively by current programs?
- Do you believe your idea uniquely addresses the root causes and/or systems that are creating the problems you are trying to solve?

2. How are you improving upon current models?

- Are you providing an equal or better quality service at a lower cost?
- Is your social innovation more efficient or more effective?
- Will you create a deeper or more holistic impact on the beneficiaries you aim to serve?
- Will your program operate at a larger scale than existing models?
- Will your organization yield longer-term benefits compared to others?
- Will your new innovation change the underlying system that influences the social issue?

3. Why are you the right person to implement this idea?

- What knowledge and relationships do you currently have to prepare you to be successful?
- What additional skills do you need to learn or acquire to be successful?
- What resources (e.g. time, money, intellect, emotional intelligence, etc) do you have to build this new nonprofit or social program?
- Are there key partners (internal or external to your future organization) that can increase your chances of success?

4. Are you creating social impact that would not otherwise be created?

- Are there other parties who would step in to address this need (e.g. government, private philanthropy)?
- Without your intervention, would this social problem improve, stay the same, or deteriorate at a rapid pace?
- Are you preventing negative consequences that would otherwise happen if you did not intervene?

KEY TERMS

Key Terms are defined in Giving 2.0 Appendix IV: Jargon Buster

501(c)(3)	Direct public support	Non-governmental organization (NGO)
Article of incorporation	Discretionary grants	Nonprofit
Business plan	Evaluation	Programs
Capacity-building funds	Executive director	
Development	General operating support	

BRINGING THE CONCEPTS TO LIFE

Videos:

- Simon Sinek: *How Great Leaders Inspire Action*, created by TED: Posted May 2010. Simon shares how great leaders inspire action—by motivating people’s behavior through an aspirational vision of the larger purpose, the “why.” http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html (18:05)
- Jessica Jackley: *Poverty, Money and Love*, created by TED: Posted on October 2010. Jessica Jackley, co-founder of Kiva.org, shares her personal story of learning how to effectively “help the poor” by sharing their personal stories and attracting others to invest in these aspiring global entrepreneurs through microloans. Kiva became the world’s first online lending platform connecting online lenders to entrepreneurs in developing countries to help alleviate poverty. http://www.ted.com/talks/jessica_jackley_poverty_money_and_love.html (18:34)

Recommended Guest Speaker Profiles:

- A local nonprofit founder. Topics: Personal journey of creating and building a successful nonprofit. What have been the most significant challenges? The greatest learning? What have been the driving elements of your success?
- A local nonprofit leader. Topics: Leading and managing a nonprofit’s growth—board recruitment and management, successful fundraising strategies, human resource management, ongoing evaluation and organizational evolution.

DISCUSSION QUESTIONS AND ACTIVITIES

 **Nonprofit Founder—Cultivating Internal and External Strength:** (Recommended discussion for 10 minutes.) As a successful founder, you need to understand your own leadership capabilities, assess objectively what expertise you need to cultivate in yourself and what expertise you will find in others. Participants will brainstorm their own professional strengths as potential leaders and identify the skills they currently lack and need either to develop or seek elsewhere. Questions to guide the brainstorm include:

- Recognizing the hard and soft skills that successful nonprofit founders must have, which do you already possess? Write down all your skills in each category and share your top three.
- What skills do you need to develop? How will you develop them? (Self-awareness is critical to effectively lead an organization).
- How might a mentor help you develop these skills?
- What qualities and expertise would you seek in a co-founder, board chairman or COO to complement/supplement your own strengths?
- What questions would you ask those individuals to assess whether or not they have the skills you lack?

 **Founding a New Nonprofit—Preemptive Steps:** (Recommended exercise for 15-20 minutes.) It is easy to become overwhelmed when considering founding a new venture. Often significant research, market assessment and consumer analysis is necessary to determine if your nonprofit idea is viable and provides a unique value-add. Initiating a constructive path forward involves answering a few critical questions objectively. Remember, every successful organization has multiple, if not constant iterations. So whether or not your initial plan becomes your actual plan, it’s an invaluable starting point. Participants will work in pairs for 8-10 minutes and draft a new nonprofit mission statement as well as three-to-five essential steps that can transform their idea into reality. Participants will then present for two minutes each.

Create a hypothetical mission for a new nonprofit that would address an unmet need within a social issue area you are passionate about.

Guiding questions include:

- How will you conduct field research and map a competitive landscape?
- How might you collect design input from the people you hope to help?
- From what field and business experts will you seek advice?
- Given your idea, does it make more sense to be a social entrepreneur (creating a new organization) or a social intrepeneur (creating a new program within an existing organization)?
- How might you pressure test your initial strategic plan with key field influencers and stakeholders?
- Who are potential funders and how will you secure their support?



Creating a Fundraising Strategy. (Recommended exercise for 12-15 minutes.) Nonprofit founders essentially are entrepreneurs that have to raise their entire operating capital each year. A nonprofit's fundraising strategy may vary based on its unique organizational needs and assets. Participants will use the hypothetical nonprofit created in the previous exercise and spend five more minutes brainstorming a fundraising strategy. Participants will then present for two minutes each. Questions participants may consider include:

- Given your target issue area and business model, what messages will likely inspire potential donor engagement and support?
- Given your nonprofit's resource needs (e.g. expertise, dollars, volunteers), what profile of donor base will you strive to build? (e.g. smaller group of larger donors, larger group of smaller donors, corporate donors, foundations.)
- What will donor accountability and transparency look like for your organization?
- What communication channels will most effectively reach your target donor and volunteer community (e.g. in person, one-on-one meetings, large events, print media, radio, website traffic, online media—including social media, mobile communication)?

INDEPENDENT LEARNING ACTIVITY



Nonprofit Leaders—Lessons Learned: Successful nonprofit leaders possess a wealth of knowledge—something current and future social entrepreneurs can use to build and develop their own nonprofits. To enhance participants' understanding of what being a successful nonprofit leader entails, each participant will conduct one 30-minute interview with a nonprofit founder, president or executive director and summarize his or her lessons learned in a one-page overview. Guiding questions include:

- What personal values and professional skills enabled your success?
- How did you overcome challenges?
- What are the key elements of building a high-impact organization?
- How did you know you were achieving social impact in the short-, intermediate- and long-term?
- What is the biggest mistake you made and what did you learn from it?
- What leadership moment are you most proud of and why?

Nonprofit leaders' time is often their most valuable asset. In exchange for the interview, please take at least 30 minutes to create an awareness-building or fundraising campaign (use personal, professional or social networks) to celebrate this nonprofit leader's work. Be sure to share the link and your campaign results with the leader to express your gratitude.

RECOMMENDED SUPPLEMENTAL RESOURCES



Where to Go for Inspiration:

- Novogratz, Jacqueline. *The Blue Sweater: Bridging the Gap Between Rich and Poor in an Interconnected World*. Emmaus: Rodale, 2009. Print.
- Wei-Skillern, Jane, and Sonia Marciano. "The Networked Nonprofit." *Stanford Social Innovation Review* (Spring 2008). Web.
- Wood, John. *Leaving Microsoft to Change the World: An Entrepreneur's Odyssey to Educate the World's Children*. New York: HarperBusiness, 2006. Print.



Where to Go for Information:

- *Alliance Magazine*: a magazine facilitating the exchange of information and ideas among philanthropists, social investors and others working to create social change world wide to maximize the impact of funding for social development, <http://www.alliancemagazine.org>
- BoardSource. *The Handbook of Nonprofit Governance* (Essential Texts for Nonprofit and Public Leadership and Management). San Francisc: Jossey-Bass, 2010. Print.
- Brest, Paul and Hal Harvey. *Money Well Spent: A Strategic Plan for Smart Philanthropy*. New York: Bloomberg Press, 2008. Print.
- Crutchfield, Leslie and Heather McLeod Grant. *Forces for Good: The Six Practices of High-Impact Nonprofits*. San Francisco: Jossey-Bass, 2007. Print.
- Lehman, Ann W and Robert M. Zimmerman. *The Effective Nonprofit Board: Responsibilities & Recruitment*. Rep. Zimmerman Lehman. Web.
- Peregrine, Michael. "Every Board's Guide to Strong Organizational Leadership." *The Chronicle of Philanthropy*, 9 Jan. 2011. Web.
- Robinson, Maureen. *Nonprofit Boards That Work: The End of One-Size-Fits-All Governance*. New York: John Wiley and Sons, 2001. Print.
- Shiras, Peter. "The New Realities of Non-Profit Accountability." *Alliance* 8.4 (December 2003): 25-28. Web.
- *The Nonprofit Times*: a business publication for nonprofit management, www.nptimes.com
- *The Nonprofit Quarterly*: a collaborative journalism website collecting and publishing breaking news and analysis about democratic activism and about the organizations and movements that are a part of it, www.nonprofitquarterly.org
- *Nonprofit World Magazine*: a bi-monthly magazine for members of the Society for Nonprofit Organizations, <http://www.snpo.org/publications/nonprofitworld.php>
- *Nonprofit and Voluntary Sector Quarterly* (NVSQ): a peer-reviewed international, interdisciplinary journal for nonprofit sector research, <http://nvs.sagepub.com>



Where to Go for Action:

Blue Avocado: a resource site for nonprofits, www.blueavocado.org

Compass Point Services: a consulting, research and training organization providing nonprofits with management tools, strategies and resources, www.compasspoint.org

The Foundation Center: a resource for researching foundations that fund capacity building, www.ncna.org

National Council of Non-Profits: the nation's largest network of nonprofits that serves as a resource and advocate for America's charitable nonprofits as well as a central coordinator and mobilizer to help nonprofits achieve greater collective impact, www.ncna.org

The Nonprofit Centers Network: an organization that helps nonprofits gain access to shared workspaces, www.nonprofitcenters.org

Social Fusion: an incubator dedicated to increasing the number and impact of social enterprises across the globe, www.socialfusion.org

The Society for Nonprofit Organizations: an organization of nonprofits that provides member organization's staff, volunteers and board members with affordable resources and information to work more effectively and efficiently, www.snpo.org