



Stronger

*A Discussion of
Nonprofit Capacity &
Our Collective Needs*

Together

[This report was designed to be printed double-sided.]

Stronger Together

A Discussion of Nonprofit Capacity
and Our Collective Needs

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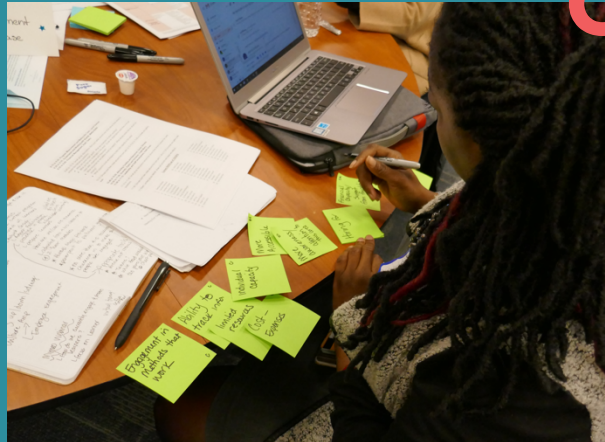
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Executive Summary

On January 25, 2019, a group of mostly New Jersey-based leaders came together for a working session to discuss key areas for strengthening the nonprofit community. The half-day convening of nonprofit leaders, grantmakers and capacity builders was designed to draw out participants' thinking about existing and emerging needs of nonprofits across six dimensions, which are detailed in the six sections of this report.



The “Stronger Together” convening was conceived and structured based upon learnings from several nonprofit convenings and other conversations conducted by Support Center in New York and New Jersey over the previous years. The gathering’s learning goals were to:

- ⇒ Identify interest in the creation of an ongoing learning community
- ⇒ Gather information around needs and resources in six key areas of nonprofit management, as well as identify existing resources
- ⇒ Generate ideas for future convenings and areas for research and analysis
- ⇒ Gauge interest in collective follow-on work

The four-hour session was developed to function, as Support Center Executive Director Keith Timko described in his welcome, as a large focus group. For each broad topic, a presenter – “kickstarter” – gave a brief overview of current thinking on the topic. The entire set of participants, listed on the final page of this report, listened to these overviews and then broke out into smaller groups focused on one of the subject areas to delve deeper and brainstorm. Two breakout groups discussed each topic. The topics covered over the course of the day were:

- Program measurement and “making the case”
- Governance and working with boards
- Financial management
- Attracting funding and resources
- Diversity, equity and inclusion
- Leadership and staff development

Participants were asked to consider in their deliberations:

- What are challenges in this area? What are needs around time, skills, expertise and resources?
- What resources would be helpful? What already exists that we should be sharing?
- What supports could we imagine to help build capacity in this area?

After the table discussions, the two groups that discussed the same topic were asked to caucus and share ideas on a topic board. Each section of this report presents those insights and ideas. The conclusion section provides a summary of insights, along with feedback from a post-convening survey and next steps. We would again like to thank PSEG for providing the use of their space and the participants who generously shared their time and wisdom that produced this document.

Program Measurement and “Making the Case”



“When considering methods to employ in gathering proof points, nonprofits should consider not just what data would be most compelling in making the case, but also who needs to be involved in determining what outcomes really matter.”

Key Points from the Presenter

Laurel Dumont, Senior Director, Intentional Philanthropy LLC

When we want to make a case for something, we immediately start devising ways to build evidence, but we should take a step back and acknowledge that all measurements are based on personally-held values. Evidence to substantiate the effectiveness of your work is valuable, but your organization should also examine and justify the values that underlie measures of success.

There are now more user-friendly online tools to accumulate data and more funders are dedicating resources to helping nonprofits measure outcomes, but it is easy to get stuck in producing data on outputs without really establishing proof points of mission progress. It is best to start the measurement process with your organization’s strategic plan and, if you don’t already have one, creating a logic model and theory of change that helps identify *meaningful* points along the way to impact.

When considering methods to employ in gathering proof points, nonprofits should consider not just what data would be most compelling in making the case, but also who needs to be involved in determining what “outcomes” really matter. Those who are closest to the nonprofit’s social change concerns should be engaged in devising the measures that matter.

Measuring the efficacy of policy efforts can be especially challenging because progress – especially changing public or leadership thinking – often occurs over a long period of time, and because legislative and institutional processes reinforce inertia.

Main Takeaways

Measurement is hard but necessary. Tools, many of which can be downloaded in template form, are more widely available than ever. Hiring and staffing for this role remains a huge challenge for many nonprofits. And the need to examine biases and underlying assumptions will always be critical and challenging for nonprofits. These leaders said they strive to achieve a balance in presenting data and stories, and say that a logic model alone won't make the case without compelling, honest stories.



Participant Knowledge and Ideas:

Bright Spots	Existing Resources
<ul style="list-style-type: none"> * More awareness in the nonprofit sector of the need for measurement * Nonprofits are using measurement to connect organizational goals to individual work goals * Measurement concepts now more accessible * Ability to measure promotes healthy competition in the sector to produce results * More nonprofits are using the right data collection tools (Tech Soup has a nice compilation) * Increasing board awareness of need for measurement 	<ul style="list-style-type: none"> ▪ More free technology, online tools and access to data ▪ Foundation support for measurement ▪ Greater organizational financial capacity allows for more measurement ▪ Online dashboard tools ▪ Skilled volunteers ▪ Many reports on how to do sound research ▪ More funding for capacity building is being directed to measurement
Challenges	Ideas on New Resources
<ul style="list-style-type: none"> <input type="checkbox"/> Identifying true impact measurements <input type="checkbox"/> Training program staff/leaders <input type="checkbox"/> Board/staff partnership on developing metrics <input type="checkbox"/> Interpreting the data collected <input type="checkbox"/> Measurement verbiage gets in the way <input type="checkbox"/> Funders' metrics don't always integrate with client impact/mission goals <input type="checkbox"/> Multiple systems make measurement difficult <input type="checkbox"/> Cost of limited resources <input type="checkbox"/> Creating language appropriate for various stakeholders <input type="checkbox"/> Insufficient time 	<ul style="list-style-type: none"> ○ More research on metrics and case studies ○ Tools/materials to help create a board culture to better understand measurement concepts/challenges ○ Storytelling skills as a development resource ○ Collaborative partnerships to jointly develop measurement systems and frameworks ○ Advice on hiring for the measurement role affordably

Governance & Working with Boards



"Boards increasingly recognize the value of leaders seeking help with strategic planning, which can include work on diversity, equity and inclusion (DEI), proactive succession planning, and leadership skills development."

Key Points from the Presenter

Melba Butler, President & CEO, Butler Consulting

Legislative bodies are demanding greater accountability in specific ways, and the public also has greater knowledge and expectations for accountability. Most nonprofits have fewer board-mandated committees now – separate finance, audit and governance committees – and when they do have other committees, they tend to exist on a time-limited basis.

It is no longer acceptable to have just a few actively engaged board members. All board members should be meaningfully engaged *and* fulfilling their giving requirements. While it is common to hear executive directors remark on how difficult it can be to get board members engaged, upon closer inspection, it is often the case that boards need information about *how* to engage. Sometimes board members just don't know what their financial, oversight and fiduciary responsibilities are. While there are now more resources available online to help develop governance, it is still challenging for many nonprofits to invest in deeper planning processes.

Many nonprofits are helping board members think more clearly about their roles and providing training to help them do their job better. It is a positive development that there is more funding for capacity building, but the need for these funds outpaces their availability. Many nonprofits are becoming more proficient in strategic and operational planning, which facilitates moving boards past dealing with the here and now, or moving from crisis to crisis. Boards increasingly recognize the value in leaders seeking help with strategic planning, which can include work on diversity, equity and inclusion (DEI); proactive succession planning; and leadership skills development.

Nonprofits are not just involving boards in operational planning; they are also engaging them in macro-level, existential questions. Is our mission still relevant? Is our mission aligned with current thinking about equity and justice? Are our program objectives the most effective way to get to our mission goals? Relatedly, boards are increasingly open to deeper, long-term collaboration; sharing client bases; and strategic mergers.

Main Takeaways

Boards are becoming more professionalized and aware of the imperative for accountability. There are many resources and writing on governance, but not well-recognized places to find the right ones. There is now a major focus on diversity, equity and inclusion as a governance issue, and growing acceptance of the value of seeking outside help to do better. Nonprofit leaders are also focusing on mergers and leadership transitions in a proactive way.



Participant Knowledge and Ideas:

Bright Spots	Existing Resources
<ul style="list-style-type: none"> ★ More access to expertise and resources on governance; increasing desire to learn about the work of boards ★ Greater board attention to the need for diversity and inclusion at highest levels; nonprofits more open to asking for help on diversity, equity and inclusion ★ Innovation in board engagement methods ★ Better understanding and delineation of board and staff roles 	<ul style="list-style-type: none"> ▪ Foundation Center, Bridgespan Group, Center for Nonprofits, and Support Center all have lots of great tools and reports on governance and effective board practices ▪ More funding for capacity building ▪ Knowledge and expertise of engaged youth as board resources ▪ Knowledge and expertise of past and present board members ▪ Specialized professionals can serve on boards
Challenges	Ideas on New Resources
<ul style="list-style-type: none"> ❑ Recruitment, retention and leadership pipeline ❑ Few people of color are hired to lead organizations that have a general population focus ❑ Resistance to change ❑ Holding founder EDs accountable to transition to new leadership when necessary ❑ Clearly delineated lines of authority/responsibilities between senior staff and board ❑ Hard to know which online resources are the most useful and worth investing resources to access 	<ul style="list-style-type: none"> ○ Brief articles on leadership best practices that ED can share with board ○ More access to free resources like Foundation Center ○ More funding for training, equity, governance, capacity building ○ More inter-organizational sharing of experiences and learnings ○ Mentoring ○ Pro bono assistance in different areas of need including financial management

Financial Management



"There aren't enough people with financial expertise serving on boards. The nonprofit sector should be thinking about possible on-roads to board membership for people with financial expertise."

Key Points from the Presenter

Keith Timko, Executive Director, Support Center

Across the nonprofit sector, financial literacy, knowledge of best practices and orientation toward greater transparency are increasing. Still, many nonprofits are unsure of where to turn for help with financial management.

Long-term financial stability remains elusive for the vast majority of nonprofits. A recent Center for Nonprofits survey found that a disconcertingly large percentage of nonprofits are technically insolvent, and nearly two-thirds of respondents say that sustainability is a real challenge. Nonprofits report that most funding is still project-based support, which keeps nonprofits afloat but continually scrambling. There is a dearth of funding that provides adequate indirect cost rates or supports the creation of operating reserves.

There aren't enough people with financial expertise serving on boards, despite the fact that that expertise exists in the general population. The nonprofit sector should be thinking about possible on-roads to board membership for people with financial expertise.

Responsibilities for and understanding of financial management tend to be concentrated in a few senior leaders of the nonprofit, but it can be very beneficial for organizations to grow understandings across the staff to increase "ownership" of the organization's financial sustainability.

Main Takeaways

Nonprofits today have more knowledge and awareness related to financial management, but securing adequate resources to create operating reserves remains a challenge. Many in the sector would welcome a co-working space dedicated to nonprofits that provides in-house consulting services. They also want financial management performance evaluation tools.



Participant Knowledge and Ideas:

Bright Spots	Existing Resources
<ul style="list-style-type: none"> ✱ Accounting software packages that easily produce useful reports and are integrated with 990 forms ✱ More staff are becoming knowledgeable of core finance concepts, especially those involved in budgeting ✱ Increased focus on and knowledge of financial management in the nonprofit sector ✱ More conversations and best practices around funding needs and “full costs” support for nonprofits 	<ul style="list-style-type: none"> ▪ Corporate volunteerism programs can bring financial expertise; American Express and J.P. Morgan Chase have been especially valuable ▪ QuickBooks and other lower-cost tools ▪ Catchafire and Taproot help connect nonprofits to pro bono assistance ▪ FMA, NFFund and other capacity builders offer pro bono/low-bono services ▪ GuideStar Pro provides detailed comparisons and financial info for similar organizations
Challenges	Ideas on New Resources
<ul style="list-style-type: none"> ❑ Hard to get out of crisis mentality and move to “abundance” mindset for financial management ❑ Cash flow problems because of delayed payments from government funding ❑ Access to “seed” money to help promising nonprofits establish track record of success ❑ Some EDs lack sufficient training in financial management ❑ Lack of diversified funding, general operating and/or capacity building support ❑ Sudden, rapid growth or shrinkage of budget/funding 	<ul style="list-style-type: none"> ○ Access to “seed” capital to help promising nonprofits/ideas establish track record of success ○ Philanthropic capital to create an incubator space/nonprofit co-working space (a WeWork for nonprofits) that provides in-house consultants ○ Funders creating and disseminating tools for financial management performance evaluation ○ Safe space for EDs and senior leaders to discuss challenges related to financial management ○ Financial management training for staff at different levels ○ Fiscal management review and coaching

Attracting Funding and Resources



"Foundation funding will continue to rise this year. Only invest the time in pursuing grants of at least \$20,000. Don't bother with funders that give on average \$5,000 or less."

Key Points from the Presenter

Susan Shiroma, Senior Social Sector Librarian, Foundation Center

2019 is likely to be a good year for nonprofit fundraising. Foundation funding is estimated to increase by seven percent. Growth will be driven by all forms of giving, but largely through foundation giving, while household income and individual donations will remain relatively flat.

The Foundation Center can help nonprofits connect to institutional givers. Its database contains 90,000 funders, and now includes many more small family foundations across the country. Foundation Center access is available at libraries in New Jersey for free, and its helpline is also free. But only invest the time in pursuing grants of at least \$20,000. Don't bother with funders that give on average \$5,000 or less.

Nonprofits should take the time to view and update their own organizational profile on the Guidestar website. This can help organizations become more visible to individual donors. The major providers of donor advised funds, such as Fidelity and Vanguard, are the largest and fastest growing portion of the philanthropic sector; an optimized GuideStar profile should increase nonprofit attractiveness to these donors.

Corporate donations can be a good option for nonprofits. The Foundation Center database is a good place to start searching for these possibilities, but make sure to look for businesses in your own community. The Foundation Maps tool can help you find funders in your community.

Main Takeaways

While the availability of online fundraising tools and data is better than ever, nonprofits still face challenges related to time, the ability to point to concrete outcomes, and competition in the sector. Online grant applications are making the process easier in some ways, but they often limit the ability of nonprofits to tell their stories in the way they'd like. Finding funding for new ideas or new organizations is especially difficult.



Participant Knowledge and Ideas:

Bright Spots	Existing Resources
<ul style="list-style-type: none"> * Repeating success stories to supporters works, and it is part of a compelling message * Foundation funding is going up in 2019 * Ability to create personal relationships with funders * Donors funding partnerships and collaboration among nonprofits * Excellent online resources and tools to help with storytelling and branding 	<ul style="list-style-type: none"> ▪ Foundation Center – FDO Online Pro ▪ Foundation Center directories ▪ Support Center and other capacity building organizations ▪ New social media tools and opportunities to generate awareness ▪ Corporate volunteer days and pro bono services can turn participants into engaged donors
Challenges	Ideas on New Resources
<ul style="list-style-type: none"> ❑ Time constraints ❑ Online application forms allow for less context and detail ❑ Competition for funding among nonprofits in a given geographic area ❑ Nonprofits lack verifiable agreed upon outcomes to report ❑ Pressure to fit into funders' programmatic silos when organization has many areas of work ❑ Shifting donor demographics and funding composition ❑ General organizational capacity challenges and a fragmented approach to development ❑ Determining the right approach for funding audience ❑ Sometimes different funders have interests and expectations in conflict with one another 	<ul style="list-style-type: none"> ○ More free resources to develop fundraising skills ○ Better resources for monitoring individual donors ○ A philanthropy portal that has fundraising tools and best practices resources and also helps create a larger culture of philanthropy ○ Nonprofit incubators and centers for nonprofit innovation ○ Resources for engaging and retaining donors ○ Funding for organizational networks

Diversity, Equity and Inclusion



"Parity of participation means, 'I own the table, too. I don't need permission to add more people to the table.'"

Key Points from the Presenter

Yvette Murry, President/COO, YRM Consulting Group, LLC

The starting point for diversity, equity and inclusion work needs to be with white people applying a power analysis to their operations and understanding the concept of "parity of participation."

A narrow focus on diversity leads to superficial checking of boxes in employment categories. A focus on inclusion gets us only slightly closer to meaningful action because it only exhorts those in power to selectively choose a few other voices to be included in decision making without ever relinquishing the authority to set the agenda. Real equity requires people who hold power and privilege – and we all need to acknowledge the levels of privilege that we hold even if we sometimes feel extraordinarily far from power – to give over power to those who have not held it.

When seeking authentic and substantial inclusion, know that terms like "marginalized people" and "vulnerable" have the effect of "otherizing" and *disempowering* them. Those who don't currently hold power do possess extraordinarily important assets in life experiences that nonprofits need to inform their work.

Unfortunately, this reorientation toward a power analysis and a more fair distribution of power remains largely unrealized. In New Jersey, it is still a rarity for a person of color to lead an organization that is not focused on specific issues related to people of color. It is also very unusual for organizations to recognize the potential leadership in young people, and/or people who don't have substantial financial resources to donate to an organization.

Parity of participation (a phrase coined by critical theorist Nancy Fraser that posits that, for real democracy to exist, all adult members of society must be in a position to interact with one another as peers) means, "I own the table, too. I don't need permission to add more people to the table." Nonprofit organizations need to create entirely new systems and practices to bring those who don't currently hold power inside and allow them to invite others in who would advance the work.

Main Takeaways

While conversations around DEI are happening with greater frequency in the sector, they are not sufficiently informed by a power analysis, and haven't led to greater equity. DEI conversations need to move beyond progressive hiring processes. The sector needs to tell more stories of challenges and successes in DEI practices, and create dedicated training and resources that are culturally competent, and apply a power lens. While real inclusion isn't simply about hiring, we need more leaders of color at nonprofits that serve the general population.



Participant Knowledge and Ideas:

Bright Spots	Existing Resources
<ul style="list-style-type: none"> * Increased conversations around diversity, equity and inclusion in the nonprofit sector * Greater focus on accessing multiple perspectives and ideas * More attention to the thinking and potential leadership of younger generations * Nonprofits are beginning to seek leaders, employees and programmatic input beyond their immediate circles 	<ul style="list-style-type: none"> ▪ Potential senior leaders currently in middle management ▪ Pipeline networks ▪ Harassment and awareness training through Pro Bono Partnership (at no cost!) ▪ Professional development specific to diversity, equity and inclusion ▪ New Jersey pay equity law passed in 2018 ▪ Mentoring tools that strengthen entire team ▪ Mandates from funders and nonprofits on diversity, equity and inclusion
Challenges	Ideas on New Resources
<ul style="list-style-type: none"> <input type="checkbox"/> Defining "diversity" and "inclusion" <input type="checkbox"/> Having the right people at the table <input type="checkbox"/> Awareness of resources <input type="checkbox"/> Navigating power dynamics with board and staff <input type="checkbox"/> Identifying "experts" in the field <input type="checkbox"/> Willingness to tap into broader networks <input type="checkbox"/> Fear of change and shifting power dynamics <input type="checkbox"/> Leadership buy-in <input type="checkbox"/> While the language of diversity, equity and inclusion is changing, the conversation and real progress is lagging <input type="checkbox"/> True understanding, commitment, and change 	<ul style="list-style-type: none"> ○ Resources for getting leadership buy-in ○ Resources for tapping into broader networks ○ Additional funding to engage in substantial diversity, equity and inclusion planning and implementation ○ Change management resources ○ Spaces and opportunities for nonprofits to share their experiences with diversity, equity and inclusion efforts

Leadership and Staff Development



"While today's nonprofit leaders often say there is a scarcity of leaders in the pipeline, especially diverse talent in the pipeline, we rarely see leaders create a concrete plan for leadership development."

Key Points from the Presenter

Keith Green, Anchor Facilitator for Support Center Leadership Collaborative

While today's nonprofit leaders often point to a scarcity of potential leaders in the existing pipeline, especially diverse talent, we rarely see leaders create a concrete plan for leadership development. Nonprofits tend to simply promote a person who has demonstrated success without providing additional training or support.

Leadership and staff development is inherently linked to organizational change, and embracing change at all levels – and making courageous decisions – means recognizing the strengths and skills of young potential leaders that the organization doesn't currently have.

For example, digital fluency is very important for nonprofit organizations. Some nonprofits are using live-streaming technology to connect in innovative ways to reach new audiences and potential donors. Young people often have skills and facility with creating content that can be of great use to nonprofits and provide opportunities for them to step up, if their potential organizational leadership is recognized.

Albert Einstein said, "Imagination is everything. It is the preview of life's coming attractions." To effectively develop new leadership, we have to imagine the potential in people who don't currently hold leadership roles and also imagine the kind of leadership that will be necessary in the future. Embrace young people and train them as leaders. Have patience, be kind, and remain mindful of what will get them to leadership readiness.

Main Takeaways

While many leadership programs are available, cost remains a challenge for most nonprofits. Attention to new frameworks like shared leadership models represent progress, and nonprofits are reconsidering arbitrary affectations of leadership, such as speech, physical appearance, and demeanor. There is increasing recognition of the need to invest in coaching and mentoring, but more foundations, corporate givers and government funders must support this work.



Participant Knowledge and Ideas:

Bright Spots	Existing Resources
<ul style="list-style-type: none"> ✱ Untapped talent and leaders already exist ✱ Coaching has become more acceptable ✱ Emergence of leadership institutes, programs, and coaches ✱ More leaders who lead from the front and lead from behind ✱ Millennials and Gen Xers are more socially engaged than previous generations ✱ Sabbaticals and shared leadership models are becoming more common 	<ul style="list-style-type: none"> ▪ NJ Department of Labor grants (e.g. skills partnerships) ▪ NJ has many leadership resources at universities, nonprofits, and online ▪ Some funds available for leadership coaching, networking, professional development ▪ Shared services, space and leadership ▪ Cross training and cross mentoring in nonprofits ▪ Retired executive volunteer programs
Challenges	Ideas on New Resources
<ul style="list-style-type: none"> ❑ Current leaders not retiring – no room for advancement of younger staff, especially in small organizations ❑ Repressed wages and inequity increase turnover rates ❑ Limited funds for staff development/ prioritizing staff development in budgets ❑ Lack of diversity in leadership ❑ Ongoing changes to employment regulations; and changes in comp time policy ❑ Redefining leadership in more inclusive and purpose-driven ways ❑ Nonprofit staff don't live their values when it comes to work/life balance ❑ Nonprofits confuse compliance staff trainings with meaningful staff development 	<ul style="list-style-type: none"> ○ Tools and articles to explore new concepts and models of leadership ○ Look to private sector as a partner for leadership development models ○ More focus on raising funds to pay higher salaries for nonprofit workers at all levels ○ Resources on redefining what leadership looks like – speech, physical appearance, demeanor, etc. ○ Support from funders (foundation, corporate and government) for leadership coaching ○ Sabbaticals for nonprofit leaders



Conclusion

As the convening drew to a close, the group was asked to weigh in on whether or not individuals would want to reconvene for future similar gatherings. Roughly 90 percent indicated interest in reconvening in the future. Respondents to the post-session survey almost uniformly said they highly valued the networking and peer-learning aspects of the day.

The “Stronger Together” convening of New Jersey nonprofit leaders produced important new insights into the needs of the community in the six areas explored over the course of the day:

Measurement

Nonprofits would like to have more tools and materials that would help their boards gain a better understanding of measurement concepts, more ways to develop skills specifically related to translating hard numbers and data into compelling stories, and collaborative partnerships to jointly develop measurement systems.

Governance

Nonprofits want more short articles on leadership best practices they can share with their boards, more sharing of governance challenges and successes across organizations, and more funding available for governance training, DEI work, and capacity building.

Financial Management

Participants were very enthusiastic about the idea of a co-working space for nonprofits that would also provide in-house consultants to advise around management issues and financial infrastructure. They also sought more tools and benchmarking support for evaluating financial management performance. Other ideas that arose included more financial reviews and coaching (perhaps greater engagement of the private sector here), the creation of a “safe space” for nonprofit leaders to discuss financial management challenges, and more financial management training for a wider variety of staff across organizations.

Fundraising

Nonprofits would value access to an incubator or a center for innovation that would provide substantial support for new ideas. They want more free resources to build fundraising skills and better resources for monitoring and connecting to individual donors. They floated the idea of creating an online portal that contains fundraising tools and best practices resources but also fosters a wider culture of philanthropy in the general public.

In the post-session survey, participants gave additional ideas to explore in future convenings. These included a deeper dive into staff recruiting and talent development; best practices and models for nonprofit collaboration; social enterprises; and tools to manage relationships and accountability in sub-granting partnerships.



Diversity, Equity and Inclusion

Nonprofits need more funding to engage in substantial DEI planning and implementation, and resources to help make the case for this work to their boards. They want more opportunities to share experiences around DEI efforts across nonprofit organizations and tap into broader networks to expand inclusion efforts.

Leadership Development

Nonprofits want more articles exploring – and tools to implement – new concepts and alternative models of leadership. They need more funds simply to pay for necessary higher salaries for nonprofit workers at all levels, and they would also greatly benefit from additional funds for leadership coaching.

Next Steps

Many of the ideas expressed by participants cut across and came up in more than one of the six topic areas. Throughout the day the need for greater attention to — and tools and funding to facilitate — authentic, deep equity and inclusion work came up again and again. While this conclusion section focuses squarely on the ideas participants had for new resources that would help the sector advance on these six fronts, they also named many challenges. In fact, the exercise of naming challenges seemed to come more easily than devising potential solutions. Funding availability and time are perennially daunting obstacles, but leaders also highlighted board aversion to change, not knowing where to find the best resources, and the big questions around sharing power with the families and communities we serve.

In the post-session survey, participants gave additional ideas to explore in future convenings. These included a deeper dive into staff recruiting and talent development; best practices and models for nonprofit collaboration; social enterprises; and tools to manage relationships and accountability in sub-granting partnerships. In closing out the convening, Support Center's Keith Timko asked the participants about the potential for in-person convenings as well as technology-based methods of staying connected, and the group seemed to endorse future regional gatherings in partnership with the Center for Nonprofits (NJ). Timko urged the nonprofit leaders to think about who else should be included in future meetings and how to expand the circle of leaders thinking about and collaborating on these issues.

Resources

Measurement

Modifiable Logic Model Template

https://fyi.uwex.edu/programdevelopment/files/2016/03/LM_WorksheetFlowchart.doc

Nonprofits can download this Word document to capture program inputs, outputs and outcomes.

Outcome Indicators Project

A joint project of the Urban Institute and The Center for What Works

<https://www.urban.org/policy-centers/cross-center-initiatives/performance-management-measurement/projects/nonprofit-organizations/projects-focused-nonprofit-organizations/outcome-indicators-project>

The Outcome Indicators Project provides a framework for tracking nonprofit performance. It suggests candidate outcomes and outcome indicators to assist nonprofit organizations that seek to develop new outcome monitoring processes or improve their existing systems.

The Impact Genome Project

<https://www.impactgenome.org/>

The Impact Genome Project (IGP) is a publicly-funded initiative that sets an evidence-based standard to measure, report and benchmark social outcomes.

Governance

Leading with Intent, the BoardSource Biennial Governance Survey

<https://leadingwithintent.org/>

This resource helps organization to understand who serves on today's nonprofit boards, how they are composed and organized, how they conduct their work, how well they are fulfilling their many important roles and responsibilities, and what impact they are having on organizational performance.

The following organizations provide a range of trainings, workshops and guidance to organizations around governance:

Support Center www.supportcenteronline.org

Center for Nonprofits <http://www.njnonprofits.org/>

BoardSource <https://boardsource.org/>

Pro Bono Partnership <https://www.probonopartner.org/>

Financial Management

Resources for Nonprofit Financial Management

strongnonprofits.org

Organizations with strong financial management are better able to fulfill their missions and deliver high-quality services. The Wallace Foundation and [Fiscal Management Associates](#), a leading financial management consultant for nonprofits, created this library of resources to help organizations become "fiscally fit."

Nonprofit Finance Fund

www.nffusa.org

NFF advances missions and social progress through financing, consulting, partnerships, and knowledge-sharing. Specific tools and resources are located at: <https://nff.org/learn/fundamentals-nonprofits>

Fundraising

Foundation Center, A Service of Candid

www.foundationcenter.org

Established in 1956, **Foundation Center** is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. Elizabeth Public Library in New Jersey is a part of the [Funding Information Network](#), a service of Foundation Center.

Guidestar, A Service of Candid

www.guidestar.org

Each year, millions of people use GuideStar information to make decisions about nonprofits and the work they do. Donors explore charities and issues they want to support. Nonprofit leaders benchmark their organizations against their peers. Funders research grantees.

While not explicitly fundraising tools, two other resources that nonprofits utilize to improve their marketing and communications and to engage volunteers to help make the case are:

Catchafire <https://www.catchafire.org/>

Taproot <https://taprootfoundation.org/>

Diversity, Equity and Inclusion

Racial Equity Tools

racialequitytools.org

Racial Equity Tools is designed to support individuals and groups working to achieve racial equity. This site offers tools, research, tips, curricula and ideas for people who want to increase their own understanding and to help those working toward justice at every level – in systems, organizations, communities and the culture at large.

Equity in the Center

<https://equityinthecenter.org/>

Established in 2015, Equity in the Center has built a coalition of individuals and organizations within the nonprofit and philanthropic sectors who champion race equity work.

Leadership Development

Several of the participating organizations, including Support Center and the Center for Nonprofits, offer workshops and trainings for leadership development. Other resources include:

Fund the People (www.fundthepeople.org) seeks to maximize investment in the nonprofit workforce.

Building Movement Project (www.buildingmovement.org) focuses on analyzing how organizations can do their best work and encourage leaders at every level by promoting the most effective and inclusive practices.

Participants



Barbara Heisler
Bob Russell
Carolee Marano
Carolyn Champ
Christine Drinkard
David Walker
Don Crocker
Doug Schoenberger
Ed Remsen
Gabriela Barria
Jeff Key
Jennifer Hughes
Karen Sacks
Keith Green
Keith Timko
Kelly Perkins
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Laurel Dumont
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Lorna Runkle
Melba Butler
Michael Hamill Remaley
Natasha Dryer
Patricia Sermon
Pete Sullivan
Richmond Rabinowitz
Rodney Fuller
Ronice Bruce
Roslyn Roger Collins
Steven Gomez
Susan Shiroma
Theresa Jacks
Yvette Murry
Zack Litif