



A FUNDER'S GUIDE from
Fieldstone Alliance & CEO

A Funder's Guide to EVALUATION



*Leveraging Evaluation
to Improve Nonprofit
Effectiveness*

PETER YORK



FIELDSTONE
ALLIANCE



GRANTMAKERS
for EFFECTIVE
ORGANIZATIONS

Funders Guide To Evaluation Leveraging Evaluation To Improve Nonprofit Effectiveness

Jason Saul



Funders Guide To Evaluation Leveraging Evaluation To Improve Nonprofit Effectiveness:

A Funder's Guide to Evaluation Peter York, 2005 Traditionally funders expect evaluation to show that resources are being used wisely But evaluation can be a much more powerful tool for both funders and nonprofits Forward looking grantmakers and grantees are leveraging their evaluations ensuring that the time and money spent ultimately improves effectiveness for everyone This book shows how they re doing it including How the evaluative learning approach furthers ongoing improvement via collaborative stakeholder influenced evaluations How to bridge the differences in what funders and nonprofits need from evaluation How evaluation builds four critical capacities leadership adaptive capacity management and technical capacity Seven steps a funder can take to build the evaluative learning capacity in nonprofits Thirteen specific evaluative learning strategies that funders can support Worksheets and assessment tools will help funders 1 assess their readiness to implement evaluative learning 2 develop a logic model 3 uncover grantees current evaluation efforts and preparedness for evaluative learning and 4 use resources wisely when selecting an evaluative learning support strategy When the funding community supports evaluative learning nonprofits and funders together can figure out how to strengthen programs better allocate resources and share successful models

The Executive Director's Guide to Thriving as a Nonprofit Leader Mim Carlson, Margaret Donohoe, 2010-04-16 As the position of nonprofit ED becomes more demanding there is a need for an up to date resource This revised edition of the best selling book is filled with management advice for succeeding as an executive director This new edition includes thoroughly updated information and new content It covers topics on timely issues and practical strategies including Avoiding Burnout Accountability Professional Networking Financial Literacy Measuring Effectiveness and much more Ideal for ED s and board members the book also includes new cases and stories from the field and practical tips sidebars

The Manager's Guide to Program Evaluation Paul W Mattessich, 2003-08-08 Your Guide to Getting a Useful Evaluation Evaluation is vital and beneficial to any nonprofit organization An effective evaluation can help identify an organization s successes share information with key audiences and improve services It can confirm that an organization is truly making a difference This book is for organization managers and decision makers policymakers funders researchers and students studying applied social service research Benefits you ll get describes what types of information to collect and what questions this information can answer details the four phases of evaluation and the steps involved in each phase and information on various types of research consultants and advice selecting one

Benchmarking for Nonprofits Jason Saul, 2004 The no cost way to improve your organization on a daily basis Most nonprofits are already benchmarking informally This unique book defines a formal way to benchmark You ll learn how to prepare your organization measure performance and implement best practices as well as learning the five key steps of benchmarking the arguments against benchmarking and why you should disregard them how benchmarking differs from evaluation and assessment how to form a benchmarking team how to create a success equation that helps you measure your

organization's performance how to make sure to measure what matters how to choose your benchmarking partners and what you can learn from the wrong partner and how to overcome staff resistance to benchmarking Practical tools help you benchmark what matters Real world examples illustrate benchmarking in action Exercises and worksheets guide you through processes such as drafting a benchmarking plan identifying and analyzing the things in your organization that need improvement prioritizing which processes to focus on identifying your CTQ critical to quality outcomes and more The way to survive as a nonprofit in today's market is to thrive With so many organizations seeking the same dollars only the best will endure Benchmarking ensures that your organization is always operating at peak performance It's something you can't afford not to do especially since you can do it for free

The Lobbying and Advocacy Handbook for Nonprofit Organizations, Second Edition Marcia Avner, 2013-07-23 The Lobbying and Advocacy Handbook for Nonprofit

Organizations Second Edition is your complete road map to shaping public policy at the state and local level It gives detailed step by step instructions for developing an effective plan and putting it into action With this handbook you will discover how lobbying can help fulfill your mission learn how to initiate support or defeat bills develop effective lobbying skills gather and mobilize support for your positions learn how to use the media effectively influence government administrators to back your policy positions comply with state and federal regulations and set up systems in your nonprofit to support lobbying In addition to updated worksheets case studies and resources new material in the second edition includes nonprofit civic engagement and voter mobilization designing the Policy Committee that works for your nonprofit utilizing social media in your communications strategies administrative advocacy working with governmental agencies and understanding the why what and how of collaboration

The Fieldstone Alliance Nonprofit Guide to Crafting Effective Mission and Vision Statements Emil Angelica, 2001-06-15 Bring focus and direction to your work Too often if you ask four people in a nonprofit what their organization's mission is you'll get four different answers Organizations without clearly defined and agreed to mission and vision statements frequently find themselves adrift at sea in real financial trouble and unable to make an ongoing positive impact on the community But an effective mission and vision statement can help an organization unify services and create a consistent approach to new program development Crafting Effective Mission and Vision Statements will help your organization develop or revise mission and vision statements that bring focus and direction to your work With orderly easy to follow steps this engaging guide helps you Build ownership for the mission and vision statements among board and staff Create a common understanding of your organization's goals Understand how mission and vision statements differ and how to use both for greatest benefit Develop a mission statement that captures exactly what your organization does Create a vision statement based on stakeholders' ideas and the organization's history capacity for growth and fundraising potential Use this guide to create mission and vision statements that help your organization stay focused and keep it moving toward a positive future

The Nonprofit Mergers Workbook Part I David La Piana, 2008-09-10 Nonprofit mergers are on the rise

Executive directors and board members are discovering the advantages comprehensive service delivery better finances more powerful fundraising increased market share Bottom line mergers make more mission possible From assessing reasons and readiness to finding a partner to negotiating the best path to budgeting and implementation author David La Piana guides you through the maze of options with a steady hand Based on experience with more than sixty mergers this handbook is the perfect starting point for any nonprofit exploring a possible merger and a basic resource for all nonprofit managers You'll find how to decide what kind of structure from collaboration to merger meets your goals how to know your own motivation and keep your mission forefront what kind of merger best fits your goals structure and financial situation how to seek merger partners and objectively assess the pros and cons of each how to manage the boards essential role in merger considerations how to exercise due diligence and write the merger agreement how to deal with the rumor mill what you can do yourself when to call in attorneys and consultants and how to select them typical roadblocks and how to beat them how to move past old history and build new traditions as you integrate staff management boards systems and corporate cultures how to budget for and raise funds to implement the merger and much more Full merger case studies decision trees twenty two worksheets checklists tips milestones an extensive resource section and many samples including the minutes of a completed merger negotiation give you concrete assistance with your own merger plans and implementation A special chapter written for nonprofit organizational consultants explains their roles and responsibilities in assisting clients interested in merger

The Accidental Techie Sue Bennett, 2005 This book shows you how to create a support system that will help your organization use technology more effectively and make your day to day life less hectic This hands on guide walks you through five projects that when completed will give you a comprehensive and usable support system Conducting a technology inventory Assessing and supporting staff Assessing and buying technology Protecting your organization from disasters and data loss Managing your role Book cover

Consulting With Nonprofits Carol A. Lukas, 1998-07-01 At last A comprehensive guide to the art craft and business of consulting with nonprofits and community groups Nonprofit consulting requires specialized skills and knowledge of how the sector works This guide gives you the resources and tools to help you provide quality assistance throughout your career experienced consultants will find it an invaluable reference new consultants will get oriented to the sector and find step by step guidance through the entire process technical specialists will gain insights into the larger processes that shape nonprofit organizations for profit consultants and business sector volunteers will discover how to shift their expertise to match the unique culture of nonprofit and community work students in public administration organization development and nonprofit management will find it a useful guide for fieldwork service projects or future career search With this illustrated guide you get an overview of the nonprofit sector and unique elements of consulting with nonprofits the six stage process of consulting with concrete steps and challenges in each stage the art of consulting including roles dynamics and ethics lessons from the field stories from thirty skilled consultants offering sage advice on common challenges from

setting up contracts to cross cultural consulting to choosing a consulting role that matches the client s needs when team consulting makes sense key differences between internal and external consulting how to run your business marketing your services setting fees estimating costs and billing managing your career growth working with funders nine worksheets sample proposals professional standards annotated bibliography and much more *Social Innovation and Impact in Nonprofit Leadership* Tine Hansen-Turton, Nicholas D. Torres, 2014-05-15 This timely textbook reflecting the trends and developments in the nonprofit sector over the past decade encompasses the core competencies required to lead nonprofit organizations through social innovation and impact during the 21st century It fills a knowledge gap for leaders managers practitioners students faculty members and providers in this rapidly growing field by providing a comprehensive framework for how to run and manage nonprofits This includes all of the tools needed to affect social change through ethical business practices management and leadership business strategies social marketing and policy analysis across government nonprofits and philanthropy The growth of this field is evidenced by recent national efforts including the establishment of a White House Office of Social Innovation and Civic Participation a National Alliance for Social Investments and the Stanford Social Innovation Review The book addresses solutions to key problem for professionals in the nonprofit sector creating a return on investment defined by concrete outcomes and ability to demonstrate their organization s impact Organizational case studies are presented by practitioners who have used innovative principles to organize create and manage ventures to influence social change locally regionally and beyond Key Features Provides a comprehensive framework for how to run and manage nonprofits in the 21st century Describes the core competencies and tools needed to affect social innovation and impact Addresses a key problem for nonprofit professionals the need to provide donors with a social return on investment Discusses how nonprofit leaders can demonstrate their organization s impact Written and edited by highly respected professionals in the nonprofit field *The Community Leadership Handbook* James F. Krile, 2006-02-03 Tools for people seeking to improve their communities This significant guide puts the tools of democracy into everyone s hands Based on the best of Blandin Foundation s 20 year experience in developing community leaders it gives community members like yourself the tools to bring people together to make changes Here are some of the useful resources you ll find Identifying Community Assets Community Problem Analysis Accessing Community Data Appreciative Inquiry Translating Vision to Action Interpersonal Communication for Leaders Managing Interpersonal Conflict as a Leader Building Social Capital Across Cultures Network Mapping Locating Your Social Capital Stakeholders Analysis Building Coalitions Building Effective Community Teams Recruiting and Sustaining Volunteers Getting the Most from Your Meetings *Marketing Workbook for Nonprofit Organizations* Gary J. Stern, 1997-08-15 Don t just wish for marketing results get them If marketing seems too commercial or too complex or if your current efforts aren t delivering results this book is for you With this helpful guide you can create a simple usable marketing plan designed to get results Since its first edition in 1990 the Marketing Workbook has helped

thousands like you use marketing to reach the people you want to help and attract the money and support your organization deserves Now this updated second edition offers an easy to follow five step process to create an effective marketing plan provides an expanded resources section including Internet examples and includes web wisdom to help you set reasonable web goals build an on line reputation and learn about the possibilities and pitfalls of web promotion Use it to be sure you have the right services to meet people s needs reach the audiences you want with a message that motivates people to respond and make a strong impact in your community and beyond This book will guide you through each stage of the marketing process You ll learn how to link marketing with strategic planning set goals and evaluate your success conduct a marketing audit using the Six Ps of Marketing position your organization in a unique niche and develop a marketing plan and promotional campaign Plus you also get 27 proven promotional techniques dozens of tips for writing and design a sample marketing plan a case study of how one nonprofit implemented their plan and much more Get the Marketing Workbook and start putting the power of marketing to work in your organization

Financial Leadership for Nonprofit Executives

Jeanne Bell,Elizabeth Schaffer,2005-03-31 Making sure that your nonprofit is going to be around long term requires financial leadership This means creating a financial vision for your organization and planning how you ll get there Financial Leadership for Nonprofit Executives gives you the framework specific language and processes to lead with confidence With it you ll learn how to protect and grow the assets of your organization and accomplish as much mission as possible with those resources The good news is you don t have to be a trained accountant earn an MBA or have run a for profit business in another lifetime You already have many of the skills it takes to be a financial leader This useful guide makes the process understandable and doable You ll find clear logical steps to learn how to get accurate financial data in a format you can understand use financial data to evaluate your organization s health plan around a set of meaningful financial goals and communicate progress on these goals to your staff board and external stakeholders You ll also find five foundational financial leadership principles three overarching questions every financial leader needs to be able to answer and where to find those answers two fundamental budgeting principles and five steps to building a strong annual budget At the end of each chapter is an evaluation tool You can rate how your organization is doing relative to the component of financial leadership covered in each chapter Each attribute is scored as being red yellow or green Red items are below standard and require immediate attention yellow items are widely practiced though not generally ideal and green items are considered best practice Over time as you and your partners on the board and staff move the organization toward green in each of these areas you will create an environment in which financial leadership can flourish

Collaboration Paul W. Mattessich,2001-05-15 What makes the difference between your collaboration s failure or success *Collaboration What Makes It Work* Second Edition answers this question with an up to date and in depth review of collaboration research This new edition also includes The Wilder Collaboration Factors Inventory

Generations

Peter C. Brinckerhoff,2007-03-15 The Clock Is Ticking Is Your

Nonprofit Ready Boomers are leaving the workforce soon Do you have a plan to replace them How do you relate to GenX and Gen employees volunteers and donors What are you doing today to adjust your services your outreach your mission

Generational change presents as many opportunities for nonprofits as challenges In *Generations The Challenge of a Lifetime for Your Nonprofit* nonprofit mission expert Peter Brinckerhoff tells you what to expect and how to plan for it From iPod policies to recruiting younger board members Brinckerhoff shows how you can address generational trends today to keep your nonprofit organization relevant and able to meet the changing needs of your staff volunteers donors and the community you serve Six trends and what to do about them *Generations* examines six generational trends that will affect everything you do 1 financial stress 2 technological acceleration 3 diversity of population 4 redefining the family 5 MeBranding and 6 work life balance You ll come away with an understanding of these trends and how they will impact your nonprofit Individual chapters provide in depth information on how to deal with generation issues in each area of your organization staff board volunteers clients marketing technology and finances Practical tools help you take action This hands on guide includes the Generational Self Assessment Tool This tool gives you a baseline to measure your success as you bring generations into your planning Throughout the book you ll find real life examples that illustrate key points You ll also find practical ideas that you can use immediately Finally the book includes keys points and discussion questions because you need to get your staff and board involved in this discussion today The wake up call been given to nonprofit boards and staff alike now is the time to plan for generational change

Five Life Stages Judith Sharken Simon,2001-05-15 The life stage model is a powerful tool for understanding objectively your organization s current status and preparing it to move ahead to the future This useful guide helps you understand where your organization is in its life and how to avoid unnecessary struggles and act on opportunities to boost your organization s development

The Logic Model Guidebook Lisa Wyatt Knowlton,Cynthia C. Phillips,2009 The Logic Model Guidebook offers a concise practical overview of the logic modeling process as applied to numerous organizational contexts Authors Lisa Wyatt Knowlton Ed D and Cynthia C Phillips Ph D examine the structures processes and language of logic models as an emerging tool that improves the design development and implementation of change efforts within programs and greater organizational initiatives Through concise step by step process articulation enhanced by numerous visual learning guides sample models checklists exercises worksheets and case examples the authors provide students practitioners and beginning researchers with invaluable tools to develop and improve these models Praise for The Logic Mode Guidebook A very thorough treatment of the practice of logic modeling with concrete guidance based on actual programs and projects The Guidebook is useful both as a teaching tool and as a more general way of familiarizing practitioners with logic models I am impressed with the comprehensiveness and detail Richard Elmore Ph D Graduate School of Education Harvard University This book captures and explains a critical set of planning and thinking skills and provides the tools that are useful for anyone engaged in management or development of complex programs and strategies The logic

model provides a powerful vehicle to increase the efficiency and effectiveness of nonprofit organizations The Guidebook leads the field in providing both the theory and the practice of using logic models as a critical management tool especially for the nonprofit sector Kathryn Agard Ph D Executive Director Dorothy A Johnson Center for Philanthropy Nonprofit Leadership Grand Valley State University The Guidebook contains refinements to the logic modeling technique and best practices that have accrued over nearly a decade It links models to organizational learning in general and systems thinking in particular It takes our thinking about models in a whole new direction Craig Russon Ph D Evaluation Manager W K Kellogg Foundation former I especially liked the learning aids clear writing style the many figures and examples and listings of important points within each chapter This is all good teaching methodology Logic models are an important tool in planning and evaluation Both planners and evaluators should know how to use them James R Sanders Ph D Professor Emeritus Western Michigan University The Guidebook is easy to read and understand I like how logic models make assumptions visible This makes it more likely to choose effective strategies and secure desired results Faye Richardson Green Director Global Learning Development Steelcase Inc *Power in Policy* David F. Arons,2007 Powerful tools for achieving your philanthropic mission Why should funders try to shape public policy Simply put it s the only way to affect the laws that determine how people will be treated what services will be provided and what behaviors are acceptable But what role should foundations play *Power in Policy* written primarily by foundation practitioners for foundations is the first book that Makes a strong case for why advocacy and civic participation are fundamental roles for foundations Shares insights lessons and perspectives from foundation leaders and legal and philanthropic experts on how to engage in and incorporate advocacy into philanthropy Answers frequently asked questions including How does my foundation assess various risks How do we organizationally prepare for public policy work and develop advocacy strategies Gives rich case stories of how private and community foundations including large and small foundations are meeting their missions through public policy and civic activity Presents clearly and concisely key principles and legal rules Provides a toolkit for foundations to develop the capacity to engage in advocacy at their own speed and resource level How to get involved From big picture concerns like the risks and rewards of advocacy to specifics such as legal rules this guide shows what advocacy means in terms of work and outcomes and how foundations can develop and launch their own public policy activities *Power in Policy* is a must have for foundations who want to have a long term impact on the communities and causes they care about Consultants & Consulting Organizations Directory Cengage Gale,2009-05-12 Accountability and Effectiveness Evaluation in Nonprofit Organizations James Cutt,Vic Murray,2000-07-06 This unique volume provides new perspectives on assessing the performance of nonprofit organizations whilst meeting the information needs of decision makers both internal such as resource providers regulators and clients and external including boards managers staff and volunteers Whilst most discussions of accountability focus exclusively on financial accountability this title offers a significant contribution to a relatively untouched area by combining

the treatment of both evaluation and accountability from a managerial perspective With increased interest in the concept that nonprofit organizations must be accountable this topical volume fills a gap in the literature that postgraduates and scholars of business studies and management will find invaluable

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