DESIGNING THE FUTURE
for Success and Sustainability

SUGGESTED RESOURCES

These are examples of resources that may be helpful. Many additional resources are available online.

BETTER BUSINESS BUREAU - RESOURCES FOR CHARITIES

Metro NY BBB Foundation – Charity Accountability Program
BBB Wise Giving Alliance
ny.give.org
give.org
newyork.bbb.org/charityeffectiveness

- BBB reviews on 830+ Metro New York area charities and 1,300+ national charities; about 11,000 charities reviewed across the entire BBB system
- Information about meeting the 20 BBB Standards for Charity Accountability
- Information on the BBB Accredited Charity Seal Program
- Resource library of helpful links, tips, and info for charities and donors.
- Information on charity effectiveness, including Charity Effectiveness Symposia whitepapers and videos.

Contact us for more information:
charity@newyork.bbb.org or call (212) 358-2873
Charity Accountability Program, BBB Education and Research Foundation
30 East 33rd St., 12th Floor, New York, NY 10016

TALENT DEVELOPMENT AND SUCCESS

Stanford Social Innovation Review (SSIR)
This publication has published several articles about talent development on its website. Links to the articles are available here:
ssireview.org/tags/Talent+Development

The Bridgespan Group
This organization’s website contains a section on leadership effectiveness which includes a Nonprofit Leadership Development Toolkit. It also provides articles, survey reports, case studies, and links to other resources on various topics for nonprofit managers facing difficult challenges.
bridgespan.org/Publications-and-Tools/Leadership-Effectiveness.aspx

Our inclusion of a resource in this list does not represent a BBB endorsement of either the organization or the point of view.
Independent Sector’s NGen Program
The Independent Sector, a leadership network of nonprofits, foundations and corporations committed to advancing the common good, offers an "NGen" fellowship program to build the capacity of select nonprofit and philanthropic leaders under 40. Through this program, NGen leaders also have opportunities to network via social media and to learn through webinars. For details and fellowship application information, visit the NGEN page on the IS website.

independentsector.org/ngen

Emerging Leadership in Nonprofit Organizations: Myths, Meaning and Motivations
This report focuses on the findings of two research projects conducted by the American Express Leadership Academy and the Center for Creative Leadership, which began as an effort to advance thinking about nonprofit leadership by focusing on emerging leaders. The publication discusses opportunities and challenges in the nonprofit sector, issues facing the nonprofit workforce, and makes recommendations about fostering learning and talent within the organization and in the sector as a whole.


Additional Resources for Leadership and Talent Development

- Young Nonprofit Professionals Network: see site resources on talent development issues, ynnpn.org/our-research/
- National Council of Nonprofits: this national association’s website provides links to resources and tools for leadership skill self-assessment and development councilofnonprofits.org/tools-resources

SUCCESSION PLANNING

Building Leaderful Organizations
This 2008 report from the Annie E. Casey Foundation offers three approaches for thinking about nonprofit leadership development and succession planning, including talent development for ongoing mission delivery, coping with emergency succession needs and long-term transition planning for a leader’s managed departure.
aecf.org/resources/building-leaderful-organizations/
Sustaining Great Leadership: Succession Planning for Nonprofit Organizations
One of a series of guides intended for board members, this 2010 guide from First Nonprofit Foundation offers suggestions for developing a leadership culture in your organization, as well as specifics about creating emergency and long-term succession plans.
raffa.com/NewsAndResources/Publications/Documents/sustaining_great_leadership.pdf

Foundation Center – Succession Planning Resources
List of selected resources for information about succession planning.
http://foundationcenter.org/getstarted/topical/succession.html

GOVERNANCE

Board Member Recruitment Through BoardServeNYC
BoardServeNYC is an initiative of United Way of New York City in partnership with NYC Service. It can link a nonprofit organization with a pool of trained prospective board candidates who are ready, willing and able to serve. Eligible nonprofits seeking to participate in this program may apply and should be willing to participate in an orientation training session. Visit the website for details.
boardservenyc.org

New York Attorney General–Charities Bureau Governance Resources
charitiesnys.com
The Charities Bureau website provides regulatory information, lists of charities registered with New York State, and other valuable resources which may be useful to charitable organization leaders, fundraisers, grant-makers and members of the public. Includes publications such as these and other documents:
- Right from the Start: Responsibilities of Directors of Not-for-Profit Corporations
  charitiesnys.com/pdfs/Right%20From%20the%20Start%20Final.pdf
- Internal Controls and Accountability for Not-for-Profit Boards
- A Guide to Mergers and Consolidations of Not-for-Profit Corporations Under Article 9 of the New York Not-for-Profit Corporation Law
  charitiesnys.com/pdfs/mergers.pdf

New York State Nonprofit Revitalization Act of 2013
In 2013, the laws regulating nonprofit organizations in New York State were overhauled for the first time in over 40 years. Affected nonprofit organizations will need to become familiar with the new law and, with the help of appropriate legal counsel, come into compliance with it. The full text of the law is available online at the URL address shown below. Many nonprofit associations and nonprofit law firms are offering helpful summaries of the new law on their websites and informational workshops about it.
charitiesnys.com/nonprofit_rev_act.jsp

To review a useful compilation of information about the New York State Nonprofit Revitalization Act of 2013, visit the Baruch College Newman Library resource page:
http://guides.newman.baruch.cuny.edu/content.php?pid=608457&sid=5025324
OPERATIONAL EXCELLENCE AND SUSTAINABILITY

Foundation Center/GrantSpace℠ – Knowledge Base: Sustainability
Answers to frequently asked questions about nonprofit management and sustainability.

Nonprofit Sustainability:  Building Blocks to Organizational Success
No-cost online webinar from the Foundation Center about sustainability and success.
English:  grantspace.org/classroom/Online-Courses/nonprofit-sustainability-webinar

Additional online webinars are available on other topics:
grantspace.org/classroom/Online-Courses

Alliance for Nonprofit Management – Resource Library
Resources on a variety of topics including sustainability, fundraising and capacity building.
allianceonline.org/resources  and https://4good.org/alliance-admin

Nonprofit Coordinating Committee of NY - Nonprofit Excellence Awards
On an annual basis, this nonprofit association presents awards for nonprofit excellence and a series of workshops, offering learning gleaned from the awards review process. Visit the websites below to view details about criteria for selection, finalists and winners of the 2014 New York Community Trust Nonprofit Excellence Awards, and to view the related blog.
npccny.org/info/awards.htm
neawards.tumblr.com/

Center for Nonprofit Success
This organization’s website offers research and case studies on a variety of topics including board development, human resources, operational planning, and strategic planning.
cfnps.org/research.aspx

NONPROFIT PERFORMANCE – TOOLS, STUDIES AND RESOURCES

Charting Impact
Charting Impact is an online effectiveness reporting tool for nonprofits created and offered jointly by the BBB Wise Giving Alliance, Independent Sector, and GuideStar. The website invites nonprofits to ask and answer five powerful questions about their progress against mission performance goals and future steps.
independentsector.org/charting_impact

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Education and Research Foundation of the Better Business Bureau of Metropolitan New York, Inc., 30 East 33rd Street, New York, NY 10016
PerformWell
PerformWell is a performance management portal developed by Urban Institute, Child Trends and Social Solutions. The website offers practical knowledge about performance assessment issues for human services professionals.
performwell.org

Strongnonprofits
Wallace Foundation and Fiscal Management Associates have created an online learning resource to help nonprofit organizations become “fiscally fit.” The site offers educational information about financial planning, operations, monitoring, and governance, as well as practical, no-cost tools.
strongnonprofits.org

Social Impact Exchange
This organization offers tools, templates, articles, and case studies on its website, especially concerning planning for growth and scaling impact.
socialimpactexchange.org/exchange/knowledge-center

Nonprofit Finance Fund
A Guide to Navigating Changing Times: An FAQ for the Nonprofit Sector
This organization’s resource contains questions and answers about coping with financial issues, for nonprofits and funders, with links to self-assessment worksheets, tips, and additional information.
nonprofitfinancefund.org/details.php?autoID=177

IssueLab
This service of the Foundation Center offers an extensive library of nonprofit and foundation research. Helpful resources may be shared and discovered in this online knowledge base.
issuelab.org

Baruch College School of Public Affairs Working Papers
This resource contains working papers on significant emerging policy and management issues, in areas such as government contracting, governance and accountability, finance, restructuring and more.
baruch.cuny.edu/spa/researchcenters/nonprofitstrategy/workingpapers.php

EVALUATION – TOOLS AND RESOURCES

Urban Institute Outcome Indicators Project
The Outcome Indicators Project, a joint project of The Urban Institute and The Center for What Works, offers resources to assist with benchmarking of nonprofit results. The website provides information on 14 specific areas of endeavor, a report on the nonprofit taxonomy of outcomes, and additional learning resources about performance measurement:
urban.org/center/cnp/projects/outcomeindicators.cfm

Innovation Network
Innovation Network offers many impact planning and evaluation tools and resources through its website, including a Logic Model Builder and Evaluation Plan Builder.
innonet.org
W.K. Kellogg Foundation - Evaluation Resources
The Kellogg Foundation publishes several free, detailed evaluation resources for nonprofits and funders, including a Logic Model Development Guide and an Evaluation Handbook.
wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide

Center for Evaluation Innovation
This organization’s website provides evaluation resources and publications.
evaluationinnovation.org/publications/searchable-database

Foundation Center – Evaluation Resources
List of selected resources for information about nonprofit evaluation.
http://foundationcenter.org/getstarted/topical/eval.htm

National Council of Nonprofits – Evaluation of Outcomes Resources
Online list of nonprofit self-assessment tools and resources.
councilofnonprofits.org/tools-resources/evaluation-of-outcomes

Free Management Library
Basic Guide to Outcomes-Based Evaluation for Nonprofits with Very Limited Resources, by Carter McNamara provides information on the outcomes-evaluation process.
http://managementhelp.org/evaluation/outcomes-evaluation-guide.htm

TCC Group – Learning Resources
This firm’s website at tccgrp.com contains publications, whitepapers, research studies, resources, and videos about issues such as nonprofit sustainability, evaluation, capacity building, and strategic planning, including:
- Driving Strategy for Social Impact
- Effective Nonprofit Evaluation: Through a “Community of Learners”
tccgrp.com/pdfs/per_brief_col.pdf

Root Cause
These publications are available at no cost through the Root Cause website.
- Improving Nonprofit Performance: A Primer on Nonprofit Performance Management to Drive Better Outcomes for Participants. Using data to learn continuously.
rootcause.org/docs/Resources/Publications/SIR2012-Performance-Management-Primer.pdf
RESOURCES FOR GRANTMAKERS (AND NONPROFITS)

GrantCraft
grantcraft.org
GrantCraft is a project of The Foundation Center and the European Foundation Centre. It publishes many valuable guides, resources, and tips on evaluation and planning for both grant makers and nonprofits. Examples of no cost Evaluation Series guides for download at grantcraft.org/listing#channels=guides:

- Participatory Action Research: Involving "All the Players" in Evaluation and Change, 2007
- Getting Inside the Story, 2004, 2006

The Center for Effective Philanthropy
This organization’s website offers research, lessons from the field and resources from a philanthropy perspective about nonprofit performance issues and challenges in the sector.
effectivephilanthropy.org/research/publications/

Grantmakers for Effective Organizations
This organization of grant-makers dedicated to building strong and effective nonprofits offers a number of publications about topics such as achieving greater impact in philanthropy. Register to get access to public documents.
geofunders.org/geo-publications

The James Irvine Foundation
The Irvine Foundation has published Let’s Make Evaluation Work: A Planning Guide for Foundation Trustees (2009). This article presents four of the most common stumbling blocks to organizational evaluations and gives solutions to these pitfalls.

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