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# Reengineering Your Nonprofit Organization A Guide To Strategic Transformation

**Jo Ann Hankin, Alan Seidner, John  
Zietlow**



## **Reengineering Your Nonprofit Organization A Guide To Strategic Transformation:**

**Reengineering Your Nonprofit Organization** Alceste T. Pappas, 1995-11-24 The National Foundation for Infantile Paralysis was perhaps the most successful nonprofit organization in history yet you've probably never heard of it. That's because it did such a good job of eradicating polio back in the 1940s and 50s that it nearly put itself out of business. But rather than abandon a highly effective fund raising organization, the NFIP transformed itself into an equally successful organization dedicated to children with birth defects, the March of Dimes. Faced with shrinking budgets, rapidly changing social needs, a hostile political climate, and ever more intense public scrutiny, today's nonprofit organizations like the NFIP, before them, are finding that it's not enough to simply update a mission statement or patch over a list of outdated goals. They're discovering that survival now depends on the ability to effect real change the same way corporate giants such as IBM, GM, and Hewlett-Packard have by reinventing themselves from the ground up. In other words, through reengineering. And while there are dozens of excellent guides on strategic transformation in the for-profit sector, until now there have been none devoted exclusively to nonprofit reengineering. Written by a former Big 6 partner, **Reengineering Your Nonprofit Organization** does for the nonprofit world what Michael Hammer and James Champy's classic **Reengineering the Corporation** does for the for-profit sector: it offers a comprehensive blueprint for radical strategic change. But this book goes further. It considers not only the lessons learned from the corporate world but also the special needs and concerns of the nonprofit sector. Rather than attempt to overlay a business reengineering paradigm over nonprofit organizations, Alceste T. Pappas offers an original model designed around the unique character of the modern nonprofit organization. In place of the traditional nonprofit stopgap approach to managing change, she offers a zero-base approach that incorporates a host of proven techniques for assessing and radically redesigning all facets of your operation, including mission and goals, organizational structure, and business processes. She introduces some of the most innovative new strategies for establishing partnerships and forming alliances, allocating resources, and involving staff and volunteers in the reengineering process. Dr. Pappas also presents a best practices approach to establishing new, more efficient and cost-effective systems. Packed with case studies of innovative organizations that have fundamentally changed some or all aspects of their operations, **Reengineering Your Nonprofit Organization** shows how you can remain true to your organization's vision and still meet your bottom line. Finally, Dr. Pappas provides a rational framework for measuring success and sustaining growth and improvement during the years ahead. **Reengineering Your Nonprofit Organization** is essential reading for all those involved in strategic planning and reengineering, from executive directors and other paid staff to fund raisers and volunteer board members.

**The Nonprofit Manager's Resource**

**Directory** Ronald A. Landskroner, 2002-04-30 A newly revised and updated edition of the ultimate resource for nonprofit managers. If you're a nonprofit manager, you probably spend a good deal of your time tracking down hard-to-find answers to complicated questions. **The Nonprofit Manager's Resource Directory, Second Edition** provides instant answers to all your

questions concerning nonprofit oriented product and service providers Internet sites funding sources publications support and advocacy groups and much more If you need help finding volunteers understanding new legislation or writing grant proposals help has arrived This new updated edition features expanded coverage of important issues and even more answers to all your nonprofit questions Revised to keep vital information up to the minute The Nonprofit Manager's Resource Directory Second Edition Contains more than 2 000 detailed listings of both nonprofit and for profit resources products and services Supplies complete details on everything from assistance and support groups to software vendors and Internet servers management consultants to list marketers Provides information on all kinds of free and low cost products available to nonprofits Features an entirely new section on international issues Plus 10 bonus sections available only on CD ROM The Nonprofit Manager's Resource Directory Second Edition has the information you need to keep your nonprofit alive and well in these challenging times Topics include Accountability and Ethics Assessment and Evaluation Financial Management General Management Governance Human Resource Management Information Technology International Third Sector Leadership Legal Issues Marketing and Communications Nonprofit Sector Overview Organizational Dynamics and Design Philanthropy Professional Development Resource Development Social Entrepreneurship Strategic Planning Volunteerism

**ManagingNonprofits.org** Ben Hecht, Rey Ramsey, 2002-02-26 Nonprofit managers have been slow to embrace the digital age Although technology has transformed the face of the for profit sector and how it operates nonprofit use of technology to improve internal functioning and to change the way services are delivered is almost nonexistent These limitations actually have opened the door for for profits to compete successfully for traditional nonprofit business such as moving people from welfare to work ManagingNonprofits.org is both a call to action and a roadmap for change Each chapter defines an element of Dynamic Management and identifies digital hotspots or places within that element and the nonprofit's implementation of that element where digital issues will most likely arise and need to be addressed In addition at the end of each chapter Maxims of Dynamic Management or core truths that the authors have found helpful to follow in their day to day experience as nonprofit leaders in bringing Dynamic Management to their organization are provided Finally the authors highlight the experience of various nonprofit and for profit organizations that have successfully made elements of Dynamic Management a reality in their organizations

**Transformational Boards** Byron Tweeten, 2002-01-24 Organized as a quick and user friendly roadmap for board members and chief executive officers as they reflect on their roles and duties together Transformational Boards offers an engagement framework for board leadership designed to help boards lead their organizations through times of change Using this proven highly effective model boards and CEOs work closely together to set responsibilities outcomes and strategic direction for the organization Byron Tweeten identifies key issues with supporting research presents practical how to examples and advice and includes questions that will stimulate further thinking and discussion

Nonprofit Boards That Work Maureen K. Robinson, 2001-06-01 Praise for Nonprofit Boards That Work This

book offers a refreshing and candid look at the challenges of nonprofit boards. It moves away from theoretical frameworks to take you inside the real world of nonprofit organizations. A must for any executive director who needs reassurance that building effective boards is tough work but well worth the effort. Sherry Rockey, Executive Director, International Women's Media Foundation. Maureen Robinson is uniquely qualified to help us understand the issues related to boards that are effective, those that are not, and why. It is certain that board members, potential board members, and executive directors who read this book will better understand their roles and responsibilities and will be better able to avoid common pitfalls. As a result, the impact of their efforts on those whom their organizations exist to serve will be enhanced. Ron Burkard, Executive Director, World Neighbors. As more than 10 million people in the United States alone say yes to board service, they also expect to see their time and talents used effectively. This invaluable book presents a straightforward approach to understanding the role of the board, tailoring its work to meet the needs of specific organizations and creating a culture of board productivity that makes participation rewarding for board members as well as the organizations they serve. *Nonprofit Boards That Work* distinguishes between theory and practice and encourages boards to explore how they genuinely add value to the work of the organization. Goes beyond the hows and whys of nonprofit governance to provide frank advice and real world examples of what works, what doesn't, what requires a miracle, and what can be achieved through diligent and deliberate effort. Offers practical yet flexible strategies that can be tried by any nonprofit board, whatever its current effectiveness, and much more to guide nonprofit organizations and their boards toward accomplishing the goals they seek. Strategic Tools for Social Entrepreneurs. J. Gregory Dees, Jed Emerson, Peter Economy, 2004-01-30. A complete set of tools for applying entrepreneurial strategies and techniques to your nonprofit. As a follow up to their book *Enterprising Nonprofits*, the authors of *Strategic Tools for Social Entrepreneurs* provide a full set of practical tools for putting the lessons of business entrepreneurship to work in your nonprofit. The book offers hands-on guidance that helps social sector leaders hone their entrepreneurial skills and carry out their social missions more effectively than ever before. This practical and easy-to-use book is filled with examples, exercises, checklists, and action steps that bring the concepts, frameworks, and tools to life. Detailed explanations of all the tools and techniques will help you personalize and apply them to your nonprofit organization, making it stronger, healthier, and better able to serve the needs of our communities. Praise for *Strategic Tools for Social Entrepreneurs*. I search constantly for resources that can help provide insight and guidance to take Teach For America to a higher level. *Strategic Tools for Social Entrepreneurs* does this and more. The book takes the best practices of for-profits and social enterprises and adapts them to the needs of entrepreneurial mission-driven nonprofits. *Strategic Tools for Social Entrepreneurs* is a tremendous contribution to social entrepreneurs and to the nonprofit sector. Many thanks to the authors for identifying this need and filling it. Wendy Kopp, Founder and President, Teach For America. All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship. *The Law of Fundraising* Bruce R.

Hopkins, 2002-10-29 Completely updated and expanded this Third Edition of *The Law of Fundraising* is the ONLY book to tackle the increasingly complex maze of federal and state fundraising regulations. Written by one of the country's few legal experts on fundraising laws pertaining to tax exempt organizations, this comprehensive reference details federal and state laws with an emphasis on administrative tax and constitutional law. Exploring compliance issues, prospective laws and regulatory trends, this authoritative resource also provides you with summaries of each state's Charitable Contribution Solicitation Act, the most important regulation impacting fundraising practice and professionals within each state. This essential guide is filled with a wealth of tables of cases, IRS rulings and pronouncements, an IRS checklist for monitoring charitable fundraising and sample IRS forms. In addition, *The Law of Fundraising* is supplemented annually to keep you on top of all of the latest nonprofit and fundraising legal developments.

**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.

**Invest in Charity** Ron Jordan, Katelyn L. Quynn, 2002-03-25 A Complete Guide to Personal Philanthropy. Are you one of the newly wealthy with an interest in giving back an heir to money you'd like to share with a favorite cause or simply someone who would like to do good in your community? There are more opportunities than ever for people of every financial station to make a difference through charitable giving. But how do you choose among the many options available and how do you know which type of gift is best for you? *Invest in Charity: A Donor's Guide to Charitable Giving* will teach you everything you need to know to devise and follow an effective charitable giving plan. It explains how to find the right charity, understand the tax estate and financial considerations and select a gift, whether it's a one-time cash gift or a life-long annuity. Covering everything from researching the legitimacy of a nonprofit organization to navigating the tax and estate laws that apply to you, this guide will help you make your bequest with complete confidence that it's right for your charity and for you.

**Case Studies on Information Technology in Higher Education: Implications for Policy and Practice** Petrides, Lisa Ann, 1999-07-01 *Case Studies on Information Technology in Higher Education: Implications for Policy and Practice* is a collection of cases by researchers and practitioners that investigates examples of integrating IT in higher education, examining both successes and failures in college and university settings.

**Strategic Planning for Nonprofit Organizations** Michael Allison, Jude Kaye, 1997 Practical, easy to follow planning strategies geared to the special requirements of the nonprofit. This very accessible resource from a team of experts in the nonprofit sector adapts basic business concepts to the unique structure and goals of nonprofit organizations. Breaking the planning process into six steps, the book covers it all from getting ready and articulating the mission to monitoring and adjusting the finished plan. Sample worksheets, checklists and tables are included in the book and on a 3 1/2" IBM compatible disk. JUDE KAYE and MIKE ALLISON both of San Francisco, California are executives with The Support Centers for Nonprofit

Management     Financial Management for Nonprofit Organizations Jo Ann Hankin, Alan Seidner, John Zietlow, 1998-04-22  
 This cash management and investment handbook for nonprofit managers helps managers from diverse backgrounds learn to manage their organization's money. It examines traditional treasury functions including banking and cash flow and explores investment management and strategies for managing excess cash endowment and long term planned gifts. It also examines financial management strategies that impact cash flow including borrowing risk management benchmarking and long term planning. Addresses the needs of all types and sizes of organizations from small religious groups and community social service agencies to major cultural institutions and colleges and universities. Includes a diskette with spreadsheet solutions to common financial management problems such as interest rate calculations basic yield calculations financial ratios and more.

*Legal Guide to Microenterprise Development* Susan R. Jones, 2004 Provides an overview of legal issues and responsibilities including tax regulatory licensing and liability matters involved in microenterprise development.

Improving the Economy, Efficiency, and Effectiveness of Not-for-Profits Rob Reider, 2004-03-15 MISSION ACCOMPLISHED As not for profits must increasingly achieve greater results with less resources they are continually seeking ways to use such scarce resources with more economy with greater efficiency of processes and people within their organizations and with increased effectiveness of results in order to further their missions. Whether used alone or together with other tools such as benchmarking activity based management and flexible budgeting the operational review is the tool best used to perform an evaluation of these crucial three e's: economy efficiency and effectiveness. This book shows not for profit managers why conducting an operational review can be beneficial explains the tools and personnel needed to conduct the review and shows in detail how to conduct a review of operations in each area. It includes case study materials for a social service agency a museum operation an arts organization a community service agency and a college business office. Here is accessible comprehensive coverage of How to approach an operational review judge its results and make recommendations to management. How to position your not for profit organization more effectively in the competitive world of funding personnel resources and service results. How to identify and implement best practices within funding and operational constraints in all areas of the not for profit's operations in an organized program of continuing improvements and much more including extensive exhibits forms working tools checklists and examples for conducting an operational review throughout all functions of a not for profit organization. Executive directors outside auditors CPAs management consultants boards fund raising executives and all others involved in the not for profit's operations will learn to get the most for their mission from this indispensable book.

*The Nonprofit Handbook* Tracy Daniel Connors, 1997     Tax Planning and Compliance for Tax-Exempt Organizations Jody Blazek, 2020-04-22 A practical guide to handling the challenges facing tax exempt organizations written by a leading authority. Tax Planning and Compliance for Tax Exempt Organizations Sixth Edition ensures that you have the practical knowledge to handle critical tax situations. This book provides guidance for the significant

issues facing nonprofit organizations It's an essential guide to navigating the complexities of nonprofit tax rules and regulations Packed with checklists and suggestions starting with Exhibit 1.1 Organizations Reference Chart and Exhibit 1.2 Suitability for Tax Exempt Status this guide helps anyone that creates advises or manages a nonprofit organization Now you can better understand the requirements for various categories of tax exempt organizations public charities private foundations civic associations business leagues and social clubs as well as title holding companies and governmental entities You'll discover practical guidance on the issue of potentially owing income tax on revenue producing enterprises Clear explanations cover the many exceptions to taxability Tax issues related to internet activity advertising publishing services and much more are all addressed in this tax planning guide designed specifically for nonprofit and tax exempt nonprofit organizations Use extensive quick checklists that cover tax exempt eligibility reporting to the IRS and tax compliance Find detailed instructions for submitting a variety of exemption applications and tax forms See sample documents such as organizational bylaws letters of application and completed IRS forms Refer to tools and practice aids such as a comparison chart summarizing the differences between public and private charitable organizations Written by one of the leading authorities in the field the book also delves into recent tax law changes affecting nonprofits and other tax exempt organizations This indispensable guide can offer direction and support if you are challenged to successfully navigate the complex maze of nonprofit tax rules and regulations

**Fund Raising** James M. Greenfield, 1999-04-27 Proper application of the fund development process can define an organization's potential for public support and the direct means to achieve it and can realize even predict with reliability the income an organization can and should expect at any moment in time James M. Greenfield As the driving force behind every not for profit fund raising is a key to an organization's success in fulfilling its mission However while it's important to develop the skills needed to raise money it's equally important to know how to allocate it properly in order to meet your goals Now revised and expanded this practical resource provides an accessible game plan for not only raising funds but also developing them effectively for increased productivity and profitability Written by James M. Greenfield a leading authority in the field Fund Raising takes you step by step through the entire fund development process from planning and marketing to community relations and donor management Beginning with an examination of philanthropic history and perspective it goes on to describe the individual elements of the development process as well as the organizational requirements needed for the process to work With detail and clarity Greenfield covers such essential bases as the evaluation of program effectiveness policies and procedures for public solicitation the fund raising environmental audit matching gift programs donor recognition special projects campaigns and much more Threaded throughout the book is the theme of friend raising and relationship building both vital components of increasing capability and capacity to address the needs of today with an eye toward those of tomorrow Along with an added in depth discussion of ethics the Second Edition introduces new best practices that have developed over the past few years and features updated data useful worksheets



such as economic statistics demographics and reports from the American Association of Fund Raising Council Packed with numerous examples case studies and checklists this exhaustive resource is essential reading for anyone looking to achieve and maintain fund raising success There is the current need for a better understanding of how the fund development process can best be utilized and improved so that community benefits can be realized with adequate funding This book is intended to be a contribution to that end from the Preface Now revised and expanded this practical resource takes you through the entire fund development process giving you the master plan necessary for realizing the full fund raising potential of your nonprofit organization Covering everything from accountability and stewardship to public solicitation and donor relations the Second Edition has been updated to include the latest economic figures demographics and reports from the American Association of Fund Raising Council as well as an added in depth discussion of ethics worksheets for performance analysis and new best practices that have developed over the past few years Jacket Design Andrew Liefer Healthcare Ministry Gerald A. Arbuckle, 2000 Healthcare Ministry

**Managing Organizations for Sport and Physical Activity** Packianathan Chelladurai, 2014-04-15 Managing Organizations for Sport and Physical Activity fourth edition presents a clear and concise treatment of managing organizations in sport and physical activity The four functions of management planning organizing leading and evaluating provide a general framework that represents the simplest and best approach for introducing readers to the intricacies of management For each management function Chelladurai presents relevant theories and their practical applications citing those theoretical models that are most appropriate to the unique aspects of the sports industry He uses the open systems perspective placing organizations in the context of their environment and emphasizing the manager's role in adapting and reacting to changes in that environment To apply theory to sport management practices Chelladurai provides numerous examples from the fields of physical activity and sport including professional sports intercollegiate athletics health and sports clubs and recreation fitness programs New to the Fourth Edition A chapter on service quality which describes the notion of quality in sport management services from the local fitness center to the pro sport arena It also discusses the measurement of service quality and the gaps in translating customer expectations into the desired service A new feature providing An Expert's View which offers additional perspectives on relevant topics contributed by scholars who research and publish in a specific area New sidebars on current topics relevant to the field of sport management some examples include US Track and Field's SMART goal setting as well as genes and technology of leadership Pedagogical Aids Developing Your Perspective Thought provoking questions ask learners to apply theoretical information to contexts relevant to them from their current experiences or in their future careers Managing Your Learning Key points from each chapter enhance comprehension Strategic Concepts Key terms lists provide for a shared vocabulary in discussing the major concepts of management In Brief Short summaries of the important points in a section help crystallize concepts To Recap Brief boxes revisit key concepts discussed earlier in the book Extensive references to journals scholarly texts and relevant websites

**The Nonprofit Handbook, Management** Tracy D. Connors, 1997-01-29 An easy to use desktop reference on operational policies and procedures for nonprofit organizations It offers managers a set of standardized policies and procedures that can be applied to most nonprofit organizations regardless of their size or the particular type of service provided Includes numerous sample forms management checklists model reports and suggested policy statements that can be adapted to meet the specific needs of any organization Applies the latest developments in business management quality management continuous improvement reengineering self renewal etc to the nonprofit sector Brings together the expertise of over 40 nonprofit managers and consultants Annual updates will present the latest trends and developments in the nonprofit sector

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