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NONPROFITWORLD

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A photograph of three women performing on a stage. The woman on the left has short blonde hair and is wearing a light-colored, patterned dress. The woman in the center has short blonde hair, wears glasses, and a dark, patterned top. The woman on the right has dark hair and is wearing a red dress. They are all smiling and looking towards the camera. A vintage-style microphone is in front of them. The background is a stage set with stylized clouds and a sun.

CHOOSING CELEBRITY ENDORSERS: TIPS AND TRAPS

SHIRLEY MANSON, ELTON JOHN AND MARY J. BLIGE FOR
MAC VIVA GLAM IV

PLUS: THE KEY TO BUILDING PRODUCTIVE TEAMS
HOW MUCH SHOULD EACH BOARD MEMBER GIVE?
MAINTAINING SUPPORT IN UNCERTAIN TIMES
BOARDS MUST CHANGE THE WAY THEY DO BUSINESS
GRANTS FOR ANYONE
HOW EFFECTIVE IS YOUR WEB SITE?
BUILDING A STRONG BOARD-EXECUTIVE RELATIONSHIP
UNCOVER HIDDEN WEALTH FOR YOUR ORGANIZATION



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The Society for Nonprofit Organizations

Purpose

The Society for Nonprofit Organizations is a 501 (c) (3) nonprofit organization. Through *Nonprofit World* and other communications with its members, the Society is dedicated to bringing together those who serve the nonprofit world in order to build a strong network of professionals throughout the country.



This logo symbolizes the goal of the Society, which is to unify diverse segments of the nonprofit world, to draw them together, and to create a dynamic whole without losing their individuality.

on the cover

Elton John, Mary J. Blige, and Shirley Manson broke all fundraising records after they signed on as celebrity endorsers for the MAC AIDS Fund. See "Choosing Celebrity Endorsers: Tips and Traps" on page 17.



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Unsolicited manuscripts and letters to the editor are welcomed. They should be addressed to Jill Muehrcke, Editor, *Nonprofit World*, P.O. Box 45346, Madison, WI 53744-5346 or muehrcke@core.com.



Real Connection

Words like “community,” “interactivity,” and “connection” have been hugely abused and devalued, as Gerry McGovern notes in “The Myth of Interactivity on the Internet” (via elearningpost). “If you turn a page in a magazine or book, that doesn’t exactly qualify as interactivity. Yet, if you click a link on the Web many feel you are participating in an inter-

Whether it’s teams, collaborations, or your Web site (see “Embrace the Laws of Teamwork” on page 30 and “How Effective Is Your Web Site?” on page 31), you need to actively lead in their development.

Technology is changing the face of leadership. We see a proliferation of new organizational designs—virtual, boundaryless, collateral, networked. Work teams have emerged from these new

or over the backyard fence, real connections are made by people talking to people they know.

Relationship-building and communicating are two of the most important ingredients in maintaining a good board-executive partnership, as Fern Koch reminds us (page 11). Communication must flow both ways—and take place often.

Building connections is also at the heart of raising funds. People won’t give to your organization if they don’t feel linked to it. Celebrity endorsers won’t do a good job unless there’s a real connection between them and your organization (see “Choosing Celebrity Endorsers: Tips and Traps” on page 17). Cultivating such bonds is perhaps your most important job.

Harnessed with skill, the Internet can be your best community-building tool. In *Collaboration News* (www.quovix.com), Andy Chen explains that online communities can’t replace physical communities, but they can offer new, previously impossible ways to collaborate (see “Virtual Community?” on page 32). Online or off, real community starts with people—and a leader they trust. ■



“Word-of-mouth is still king.”

active activity. The reality is, of course, that the Web is very often the antithesis of interactivity and community.

“Community is not an off-the-shelf, shrinkwrapped product. Online or off, a community needs to be nurtured toward some sort of goal.”

Such nurturing demands a leader. There can be no valid, lasting connection, community, or collaboration without leadership. Your best projects will die off if you forget to cultivate them.

designs as a way to encourage collaboration and creativity. Achieving true teamwork is a challenge because the satisfaction of so many individuals is at stake. Leadership becomes more important than ever. (See “The Key to Building Productive Teams” on page 21.)

In this era of high-tech communication, word-of-mouth is still king, Dean Zatkowsky points out in “Maintaining Broad Support in Uncertain Times” (page 23). Whether it’s by e-mail, phone,

Jill Muehrcke
Editor, *Nonprofit World*



Better to Stay inside the Box?

Yes, think out of the box—but there's a trap.

The results are usually wrong.

And most managements aren't prepared for errors and nonsense. That's the real mistake.

The article "Seven Ways to Be Unreasonable" (in your Vol. 20, No. 5 issue) makes some excellent points about our need to innovate. But before we can use those ideas, the atmosphere must be made conducive to originality.

Large enterprises have found that research and development (R&D) departments present 4 or 5 bad ideas for every good idea. But the one good idea is so fabulous it pays for the 4 or 5 drones and then some.

That forces managers to evaluate 5-6 ideas just to find one worth pursuing. And they can't fire the inventors for having such a wasteful ratio, because that would result in dumping the best idea with the bath water.

Along with innovation, we need people who do things in regular ways. Do we want creative accounting? The IRS doesn't. Of course, we need to seek ideas everywhere. But some work must stay well within the box.

We may need to separate creative from routine departments. Indeed, we may need to separate the people. Creative people are often a tad crazy. They do strange things, testing limits. This can create problems with our reasonable staff, the people who are supposed to be right every time. The cultures clash noisily.

If they don't clash, we need to be wary. The inventors may be suffocating.

Or the mature staff may be burning with resentment, because they're not allowed to do what the weirdos do every day.

Yes, we need to encourage innovation, and cultivate people to invent. But we also need to take care of those who never invent but who deliver every day.

*Nick Levinson
New York, New York*

With Fresh Eyes

I am very impressed with *Nonprofit World*. It is one of the great benefits of my membership in the Society for Nonprofit Organizations. As a former professional publisher, let me congratulate you on the high standards you achieve.

It has taken only a few issues of *Nonprofit World* to convince me that it is the most useful concentration of nonprofit management information I get from any source. That's because the content is not only so practical that it can be applied, it is also unusually creative. How wonderful to blend "practical" with "creative."

Our organization, the Simple Society, publishes a weekly ezine called Simple Solutions. I'd like to reproduce a section of Bruce Glasrud's article, "Are Children Really Our Future?" (Vol. 20, No. 1). Glasrud's article is a good example of how information in your magazine makes readers think while providing useful, how-to solutions.

Often we lose sight of the fact that, more than ameliorating the problems of the past and present, we should set our sights on preventing the problems of the future. While we must learn from the past, we have an obligation to anticipate—and preferably create—the future. To do so requires creative, out-of-the-box thinking. In his article, Glasrud does an excellent job not only of supplying new

insights but also identifying neglected resources that can help with that task.

Creative people retain the ability to look at phenomena with fresh eyes—just like children. What better place to find fresh eyes than among our youth. As Glasrud says, we will have a head start if we seek out young people and defer to their "better acquaintance with the future."

The Simple Society is trying to invent that future with a new human empowerment paradigm. You can get more information by sending a blank e-mail to potential@simsoc.org.

Thank you for you! ■

*John Watkins, Executive Director
The Simple Society Alliance for
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Nashua, NH
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PLEASE GET IN TOUCH

We would love to hear your response to anything in *Nonprofit World*, your comments about any aspect of the nonprofit sector, and your concerns about your daily work. Please get in touch in any of the following ways:

Drop us a note at:
Letters to the Editor
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P.O. Box 46346



Madison, Wisconsin 53744-5346

E-mail to:
muehrcke@core.com



Please include your name, address, and phone number. If you'd like your comments to appear anonymously, please let us know. We look forward to hearing from you!



ASK *the experts*

How Much Should Each Board Member Give?

Should you require a donation from everyone on your board?

Q:

How do you establish the amount of financial commitment expected from a potential board member? When, if ever, can we make exceptions?

A:

This is about as tricky a question as they get. I always go back to mission when discussing money.

How much money do we need to accomplish our mission? It's very helpful to have

guidelines. For instance, when discussing this subject, you might say, "We expect a minimum gift of \$500. We understand that many of our board members will be able and want to invest much more than that in our organization, and some won't be able to."

There are frequently exceptions. I'm on a board with two nuns. Neither can give personally but, instead, go to their communities for donations. I've also been on boards where long-time board members have lost their jobs. There has to be an element of flexibility, always keeping the mission in sight.

*Carol Weisman
President*

*Board Builders
48 Granada Way*

*St. Louis, Missouri 63124
314-991-3018*

Is It O.K. to Compete?

Q:

What guidelines can you recommend for nonprofits that, due to the similarity of their services, are in effect competitors?

A:

Always provide the best services you can, and meet the wants of your markets. Businesses throughout

the world are focusing on identifying and building on their core competencies. Mission-based businesses like yours should do the same.

If you're uncomfortable with the idea of competing, talk to the head of the

organization that provides services similar to yours. See if you can collaborate or specialize in ways that don't require direct competition.

Long-term, though, you need to work toward becoming comfortable with service competition. After all, you already are competitive for donations and staff.

Don't be afraid to compete! It's the new reality for nonprofits. ■

*Peter Brinckerhoff, President
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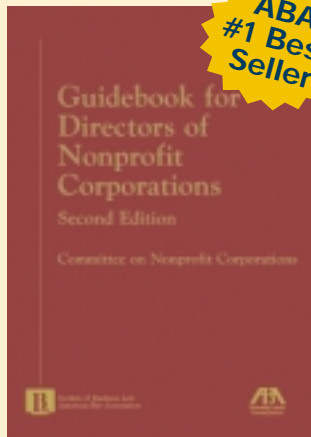
What Every Nonprofit Director and Manager Should Know about Effective Governance for Nonprofits

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This *Library*, including three publications, *Guidebook for the Directors of Nonprofit Corporations, Second Edition*; *Nonprofit Governance and Management*; *Nonprofit Resources: A Companion to Nonprofit Governance*, offers legal guidance on directors' duties, rights, risks and obligations; practical how-to-commentary; sample forms and letters; handy checklists; and pointers for both nonprofit directors and staff. Also, the third title in this *Library* is a reference listing books, handbooks, professional journals, government publications, foundation reports, case and statutory citations, and Internet sites related to nonprofit governance. **The Three publication titles within the *Library* are described as:**

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FIRST *alert*

■ ***State AG Dissolves Charities for Excess Benefit***

Tennessee's Attorney General has dissolved two charities, begun by the same woman, because they "abandoned their charitable purposes" and provided blatant personal benefits to the founder, her family, and her friends. WillieAnn Madison started Cherokee Children and Family Services in 1989 and Cherokee Children Nutrition in 1998. She served as executive director of both groups and was paid a combined salary of \$100,000 to \$125,000 a year with bonuses up to an additional \$50,000 a year. She also did regular business with companies related to board members and made interest-free loans to several employees, including her stepson. The Court found that she had collected more than \$500,000 in improper rental payments. Board mem-

bers never questioned the payments and had trouble remembering the transactions when questioned at trial.

The Court derided Madison's attempt to justify her large salary. Excess revenues are intended to be used to further the organization's mission, the Court stressed. The Attorney General has appointed someone to collect the charities' assets and distribute them to legitimate charities.

This case "serves as a reminder that you can lose the entire organization if it is not conducted properly," says Don Kramer of *Nonprofit Issues* (www.nonprofitissues.com).

In addition, he notes, board members and executives may be subject to large excess-benefits taxes in such cases. ■

■ ***Mixed Mail Bag for Nonprofits***

The passage of Public Law 108-18 (the Postal Civil Service Retirement System Funding Reform Act of 2003) has averted a large postal rate hike and stabilized postal finances enough to hold rates steady for all categories of mailers till 2006. Experts warn, however, that this legislation is merely a holding action and no substitute for more encompassing postal reform.

As members of the Presidential Commission on the Postal Service focus on postal reform and cost reduction, they're likely to reconsider nonprofit postal privileges. During recent Commission meetings, witnesses urged members to question the value of nonprofit postal rates, arguing that "nonprofits such as Yale, Harvard, the AARP, and the Beer Drinkers of America pay only 60% of what businesses pay to send advertising mail" and that it's unfair for business mailers to continue to subsidize nonprofit mailers. For more on postal reform and nonprofit rates, see www.directmagazine.com, www.DMNews.com, and www.nonprofitmailers.org. ■

■ ***New Accountability Standards Released***

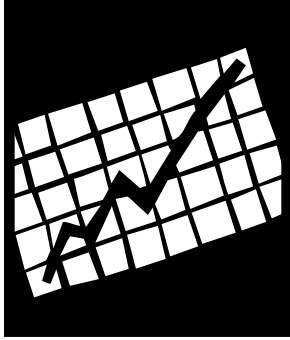
The Better Business Bureau (BBB) Wise Giving Alliance has issued new charity accountability standards, which include the following:

- **At least 65% of the organization's total expenses** should go toward program activities. Fundraising expenses should be no more than 35%.
- **The board of directors should have at least five members** and hold at least three evenly spaced meetings per year.
- **The board should have a policy of assessing**, at least every two years, the organization's performance and effectiveness and of determining future actions to achieve its mission.
- **The organization should make available to all**, on request, complete financial statements prepared in accordance with generally accepted accounting principles.

The Alliance has created an implementation guide which explains how to comply with the standards. Those who comply will be allowed to display a Wise Giving Seal in their solicitation materials to show donors that they meet the standards. For more information, see www.give.org. ■

■ ***Are You Ready for an IRS Audit?***

In its audits of nonprofit organizations, the IRS is focusing on the following questions: Is the organization overpaying its directors? Is it identifying its fundraising income correctly? If it lobbies or holds games of chance, is it reporting these activities properly? ■



Uncovering Hidden Wealth for Your Nonprofit, Especially in Emerging Minority Markets

Where is the new money? What are the keys to finding it?

BY RON MIRENDA

Deep pools of wealth are being created today, particularly within the rapidly growing Latino and African-American communities. The challenge is to identify and connect with these new donors—not an easy task, nor one that can be successful using only the old tried-and-true fundraising methods.

Why has prospect identification become so important?

Most organizations' fundraising goals are growing faster than known prospects can support. At the same time, individual wealth has increased so dramatically that there are untapped opportunities among all levels of donors.

Wealth also has become much more fluid and dynamic. We have moved from primarily old-industry, old-family money to "new" money. Today, 85% of this country's wealth is privately held. Moreover, wealth levels in minority communities are growing at exponential rates, so nonprofit organizations need to learn more about this important segment of wealth.

Let's look at a few facts about our country's minorities to get a feel for their philanthropic potential:

- **By 2050, half the U.S. population** will be communities of color.

- **By 2010, Latinos** will make up 13.8% of the population with 41.1 million people.

- **Home ownership by minorities** increased 42% from 1994-1997.

- **Latinos' buying power** is rising faster than any other group, from \$223 billion in 1990 to \$490 billion in 2000.

- **In 2002, minorities** had 18.1% of the nation's disposable income.

- **In Los Angeles and Orange counties alone**, there are 280,000 minority-owned businesses, which generate \$34 billion in annual revenue.

Nonprofits need to improve their access to information about these emerging markets and to harness technology to regularly update their understanding of minority philanthropic potential. If they don't, nonprofits will be left behind in a cloud of missed opportunities and canceled programs.

How do you seek out the new wealth?

It is estimated that 6.5 million millionaires live in this country. Approximately 2% of households represent this

"top wealth," but nearly all nonprofits have a higher percent of these top-wealth households as contributors.

Here are techniques to help you zero in on this new wealth:

- **Do more intensive and frequent screening** of your prospect database. Find business owners and entrepreneurs previously unknown to you.

- **Focus more on individuals**, remembering that 85% of the wealth is privately held.

- **Scan local business publications** for information on emerging companies and their owners.

- **Pay attention** to your long-time, regular, smaller donors.

- **When possible**, especially when going into a campaign, use an electronic, database-screening product, such as Prospect Information Network (PIN), to help you identify that small percentage of top donors who will ensure your success.

How do you find minority prospects?

Finding new wealth in minority markets takes some extra groundwork. Here are ways to start laying that foundation:



- **Become familiar** with the ethnic demographics of your community and your constituencies.

- **Seek out and read** key minority publications, such as the *Black Business Journal* or *Hispanic Business*, especially those targeted to the Latino and Hispanic markets.

- **Know the difference** between the terms “Hispanic” and “Latino” and when to use them in various regions of the country.

- **Join** minority chambers of commerce.

- **Focus on involving more women**, especially those in business, in your organization.

- **Remembering that people give to people, recruit** important and recognized minority individuals to your organization. People with connections wield great influence in their ethnic communities.

- **Involve leaders of color** in your organization’s fundraising strategic planning. Have them craft a systematic approach about giving traditions and patterns. For example, the Hispanic Bar Association and the African-American Lawyers Association have been instrumental in gathering pledges for scholarships.

- **Become involved with local churches** that have largely minority populations. Support for their churches is extremely important to African-Americans and Latinos.

- **Package programs** to appeal specifically to prospects of color. According to research by the W.K. Kellogg Foundation, minorities tend to support children, the elderly, and direct services rather than a general, institutional appeal. Of course, always ensure these programs are an integral, budget-relieving part of your mission delivery.

- **Hold relevant educational sessions** specific to your mission but targeted to minorities. For example, if you are a hospital, hold seminars on diabetes targeted to Hispanics, who suffer the disease at a rate considerably higher than Caucasians.

How do you cultivate these new prospects?

Once you’ve found minority prospects, what’s the next step? The most successful organizations still pay attention to the fundamentals of fundraising: strong case, good organizational leadership, careful cultivation plans, and the right solicitor for each prospect. Some organizations may need additional consulting help as they reach out to this new group of prospects.

Minority prospects have high potential as donors but may currently have a weak bond to your organization. Learning how to involve them will be rewarding for both the individual and the organization.

Minority donor or not, nonprofits still need to develop a strong relationship with the prospect. The key is finding the right individual who can influence the prospect. This is especially true in communities of color, where trust is an important issue.

Therefore, nonprofits must create a meaningful cultivation plan for these new minority prospects. Remember the five R’s of successful major gift fundraising:

- Is the Right Person asking
- the Right Prospect for
- the Right Gift amount for
- the Right Project at
- the Right Time?

The basic fundraising strategy is similar when working with minority constituencies. To be successful, however, requires carefully designed and implemented relationship building.

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CREATIVE FUNDRAISING IDEAS

Get Beyond the Closed Door

Does it seem as if you're waiting in line to see people of wealth? You can identify hidden philanthropists by learning to recognize subtle "giving signals." For example, a signal from one man was evident when he arrived at church to give his donation, having missed the Sunday collection basket. He later provided a million-dollar gift. See *Hidden Assets* (Jossey-Bass, San Francisco, www.josseybass.com).

Send a "Pre-Approach" Letter

Telemarketing remains an extremely effective fundraising tool. The key is to send an advance letter notifying prospects that you will be calling. This letter sets the stage for a positive response by phone—and you may even receive a gift by mail, making the call unnecessary.

Use the Affinity Model

Affinity fundraising focuses on donors' lifetime accumulations of funds, including insurance, stocks, bonds, and real estate. Using this model, your first task is to ascertain a prospect's willingness to make estate gifts. Once they make this decision, you can solicit them for other types of giving. Such an approach opens up a much greater pool of money than traditional methods.

Resources

Alford, Jimmie, *Resource Development Videotape*.

Conejo, Carlos, "Managers Must Become Multicultural," *Nonprofit World*, Vol. 20, No. 6.

Mirenda, Ron, "Increase Your Gifts with Moves Management," *Nonprofit World*, Vol. 21, No. 2.

Muehrcke, Jill, ed., *Fundraising and Resource Development, Leadership Series*.

Remley, Dirk, "Relationship Building: Guaranteeing the Future," *Nonprofit World*, Vol. 14, No. 5.

These resources are available from the Society's Resource Center, www.snpo.org.



Ron Mirenda is the founder of Mirenda & Associates (360 S. Monroe St., Suite 270, Denver, Colorado 80209), a full-service fundraising consulting firm. See www.mirenda.com for additional fundraising information and strategies.

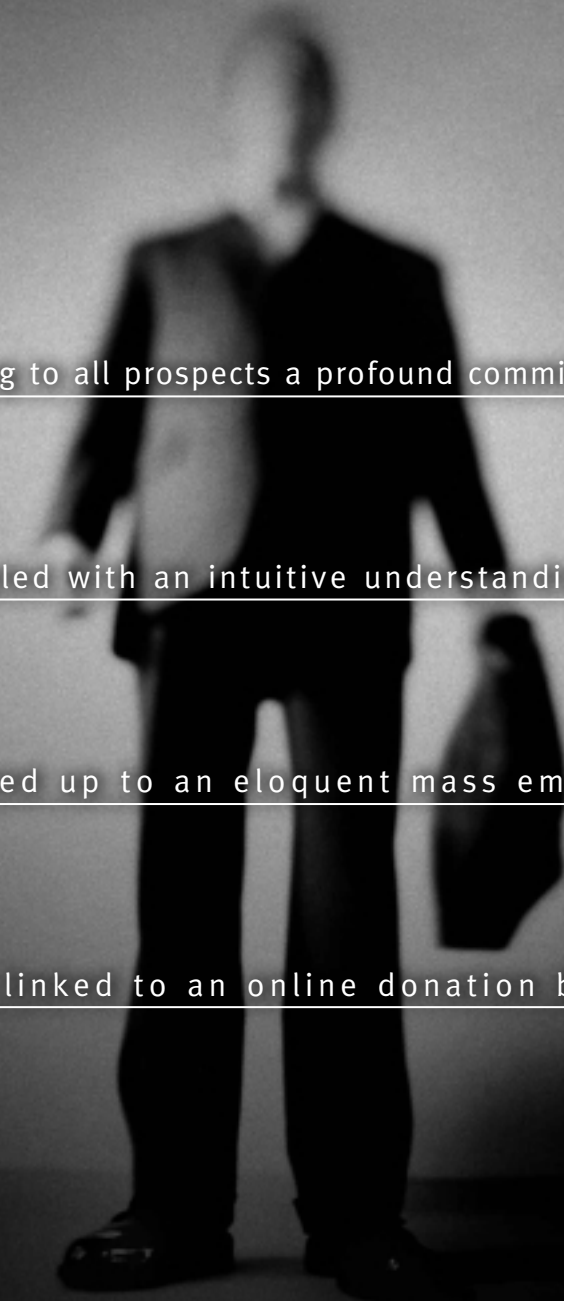
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Your ideas are important to us and of benefit to all in the nonprofit world. Join in the sharing process!

There are many ways you can make a contribution. Here are a few:

- 1 Send us your reactions to articles in *Nonprofit World* so that we can be sure we're tuned in to your needs and concerns.
- 2 Send us creative ideas which you or others have used to raise funds. We'll add them to our list of "Creative Fundraising Ideas."
- 3 Send us ideas for subjects you'd like covered in *Nonprofit World*.
- 4 Turn one of your ideas into an article for *Nonprofit World*.
- 5 Send a color photo, slide, drawing, or other graphic that captures the essence of your organization along with a few paragraphs about your organization and its mission. We'll feature your organization on the cover of *Nonprofit World*.

Send all the above to: Editor, *Nonprofit World*, P.O. Box 45346, Madison, Wisconsin 53744-5346, e-mail muehrcke@core.com.



You bring to all prospects a profound commitment,

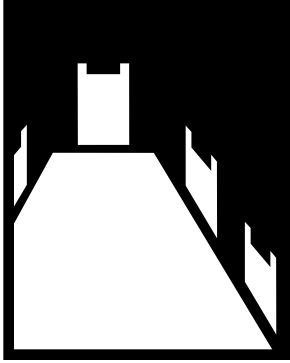
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BOARD *room*

Building a Strong Board-Exec Relationship

Your organization's future rests on this connection. Here are steps to success.

BY FERN E. KOCH

Follow these principles to build a stronger, more effective board of directors:

Share Power.

The ideal board-staff structure can be described as power-sharing. Boards take care of governance, and paid staff take care of day-to-day operations.

The division of responsibility follows functional lines. The question should be asked of each task: Is it a board or staff function?

The board's job of governance should be reflected on its structure chart. This is the first step in creating a working relationship between the board and staff executive. Because the board is responsible for the organization's failure or success, board members mustn't relinquish their power and authority to anyone, not even their chief executive officer. They cannot legally transfer their responsibility.

The executive director is employed by the board of directors and has operational, or day-to-day, responsibilities while the board has policy-making responsibilities. Together they share the leadership of the nonprofit organization.

Orient and Train.

The quality of the board and chief executive can't be left to chance. Orientation and training must be provided for both.



With permission from Board Builders, carol@boardbuilders.com



Secrets to a Strong Board

Promote a Power-sharing Relationship between the Executive Director and the Board

Board Members and Executive Directors Need Orientation and Training

The Board's Job Is Governance

Informed Boards Make Informed Decisions

Boards Do Their Work in Committees

Follow the Rule of "No Surprises"

Resist Micromanaging Your Executive Director

Through orientation, board members become familiar with the organization. With ongoing training, they learn about their duties, responsibilities, legal liabilities, and decision-making.

One of the best tools board members can have is a board manual. A three-ring binder is ideal because as the organization grows and changes, so can the manual. See "Contents of a Board Manual" on page 13.

In many organizations, new board members receive board manuals at a meeting where they meet the staff and other board members. At this meeting, they tour the facilities and hear about the organization's history, services, and fundraising activities.

It's a good idea for new board members to experience the organization's programs firsthand. In a local Meals on Wheels, for example, orientation requires a two-day commitment from board members. On the first day, besides listening to presentations and overviews, they deliver meals to homebound elders. On the second day, they take a tour of the commissary and eat lunch there—the same kind of meal that is being delivered to the elders that day.

Govern.

Many executive directors report that board members interfere with operations while unknowingly neglecting their policy responsibilities. Board members often misunderstand the meaning and importance of policy.

Policy says what needs to be done, and administration carries it out. The chief executive can be instrumental in helping the board set policy as well as distinguish between policy and operational tasks.

Policy addresses the crucial problems that affect the organization's success or failure. It includes the following board duties:

- **Create** organizational goals and objectives, policies, job descriptions, and bylaws.
- **Decide** how funds will be expended.
- **Develop** the organization's investment policy.
- **Prepare, approve, and monitor** budgets.
- **Determine** how much money is needed, how it will be raised, and by when. Decide what the organization will and won't do to raise money. For example, will it run an event that involves questionable values, such as nudity, gambling, smoking, or sexual promiscuity? Will it accept a gift of stock in a liquor or tobacco company? Will it take any and all donations—even those with strings attached?
- **Revisit** the organization's mission, and update it if necessary.
- **Design** a strategic plan, and monitor it to ensure that goals are met.
- **Keep the board supplied** with new, skilled people.

Oversee the Executive's Work.

Here are five keys the board should remember while supervising the chief executive:

First, be sure that measurable goals and objectives are in place, with expectations for the executive director's performance clearly defined.

Second, make certain that the executive director's job description is accurate and up-to-date.

Third, ensure that the relationship between the board chair and executive is healthy and productive. This relationship is critical to the health of the organization. Communication between the two should take place at least once a week but preferably more often.

Fourth, a board should receive regular written reports from the executive director, detailing **progress** made toward goals, **problems** facing the organization, and **plans** for the future.

Fifth, conduct regular performance reviews of the executive director. If an organization has a policy that requires performance reviews for staff, it becomes a legal requirement to review the chief executive's performance as well. But even if they're not legally required, such reviews are crucial. They help the chief executive identify strengths and weaknesses and make corrections.

Make Informed Decisions.

Board members must insist on having full knowledge and open discussion on every issue brought before them. The executive director must provide the board with enough information to make responsible decisions.

Both board and exec should remember the "no surprises" doctrine. Executives should resist hiding or sugarcoating problems from their boards. Board members should ask questions to be sure they know what's going on. Likewise, board members should never withhold important information from the executive director.



Contents of a Board Manual

- Mission and vision statements
- Goals and objectives
- Organizational fact sheet
- Bylaws and articles of incorporation
- Structure chart
- Long-range plan
- Board plan of work for year
- Most recent budget
- Most recent audit
- Most recent annual report
- Most recent financial report
- Investment and endowment information
- List of major donors
- Organization's policies
- Copies of organization's brochures and newsletters
- Minutes of last six board meetings
- Descriptions of programs and services
- List of board and staff members with contact information
- Board member job description
- Solicitation letter
- List of committees with charges
- Executive director's job description
- Summary of director' and officers' liability insurance

committee meets, researches the issue, and brings back suggestions for board action. Committees don't have decision-making powers unless granted by the board. The only exception to this rule is the executive committee if such authority has been given in the bylaws. Most states allow for provisions in the bylaws allowing the executive committee to make decisions in certain periods on behalf of the board.

end, the organization's success or failure rests in its hands. The only way to improve the quality of the board is to improve the quality of the individuals serving on it. You need both an effective executive director and an effective board working together as a team of equals toward a common goal—to fulfill the organization's mission. Together, they provide a solid foundation for a successful organization. ■

Create a Foundation for Success.

The future of your organization depends on the quality of the board. The board is responsible for making sure that it is strong and credible because, in the

Fern E. Koch (fekoch@aol.com, 716-837-8847) is a founder of the Nonprofit Management Center and author of a chapter in Secrets of Successful Boards, from which this article is adapted (to order, contact the Society's Resource Center at 734-451-3582, www.snpo.org).

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Work in Committees.

A common problem occurs when board members do committee work at board meetings. Consequently, board meetings go on for hours.

In a governing board structure, committees are set up so that work can continue between board meetings. When an issue comes up, the board, after initial discussion, may give it to a committee for further study and recommendation. The

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Moscow, ID



Boards Must Change the Ways They Do Business

Nonprofits are in crisis. Here's how to protect your organization.

BY GARY SNYDER

Nonprofits can't ignore the scandals that have rocked the corporate world. The nonprofit community must confront many of the same issues as the for-profit world. Both have been slapped with a new notion of what it takes to protect their boards and officers from claims of malfeasance.

The Government's Response

In response to the corporate failures, Congress has passed new federal legislation. The Sarbanes-Oxley Act of 2002 (SOA) is the new standard for all boards. It raises the consciousness of corporate and nonprofit boards by doing the following:

- **It aims to make boards** more independent and knowledgeable.
- **It underscores** the fact that the board has the ultimate authority.
- **It gives boards** (and board committees) greater responsibility for monitoring the actions of management.
- **It makes boards less passive** and more active.

These changes and new obligations will be on the front burners of boards for years to come. They will revolutionize how boards operate, particularly in the areas of financial disclosure, excessive

compensation, loans to officers and directors, and conflicts of interest. The centerpiece of the bill is the way the audit committee conducts its business.

The issues addressed in the federal legislation are similar to issues that need addressing in the nonprofit world. Both corporate and nonprofit organizations want reliable financial reporting, effective operations, compliance with laws and regulations, and methods to evaluate the board's practices.

The Corporate Board Response

With boards under increasing scrutiny, members have been vacating their positions. Many of approximately 45,000 directors of public companies expect to turn over in the next 12 months. The focus of recruiting new board members will be on those with financial skills. The exodus of senior executives will exacerbate the problem of finding board members with the critical skill set.

Scores of board members are taking a closer look at the liability coverage that is supposed to protect them. Without appropriate coverage, a director (or officer) has exposure for court costs as well as cash settlements and judgments.

Large corporations are seeing their insurance premiums soar 200-400

percent. However, escalating premiums are only the tip of the insurance iceberg. Corporations are now being asked to assume more of the risk. For example, corporations have to cough up a larger deductible with lower limits of liability coverage. Even the lower coverage has a more narrowed scope with numerous policy exclusions.

The Nonprofit Board Response

Nonprofits face similar challenges. They, too, confront great scrutiny and are having trouble filling board seats. Over one and one-half million nonprofit board seats are vacant or being turned over. That figure is escalating. Boards are aging, with 82 percent over the age of 40. It is increasingly hard to find new candidates. Top-tier board members are leaving, and their positions aren't being filled by people with comparable skills. This void augurs mediocre decision-making and increased legal exposure.

With more than 1.5 million nonprofits and annual contributions over \$212 billion, board members feel vulnerable to large claims from disgruntled contributors and other stakeholders.

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Increasingly concerned with protecting their assets, board members are asking questions about their D&O (directors' and officers') coverage. With escalating premiums (ballooning by 58.3% on average, with some increasing upwards of 300%) and decreasing protection, D&O insurance is on the agendas of all boards. It is becoming a major issue in the budgetary and planning processes.

How to Safeguard Your Organization

Besides routine coverage against exposure to risks in the form of claims and lawsuits in the areas of workers' compensation, employee health insurance, unemployment, property and casualty, professional liability, corporate auto, and surety bonds, the nonprofit board must indemnify itself against claims alleging intentional harm attributable to governance or mismanagement of the organization.

Many nonprofits are under the misimpression that they don't need insurance because the state in which they operate has statutory protections against "civil wrongdoing." While nonprofits may have a certain degree of charitable immunity, that doesn't mean they can't be taken to court.

The most common form of exposure for nonprofit boards of directors is "wrongful discharge," frequently brought by the executive director. Another common exposure is "breach of contract" brought by the board against the executive director.

Other areas of concern are becoming more prevalent and may precipitate a lawsuit. These include:

- **incomplete conflict-of-interest disclosures**
 - **breaches** of fiduciary duty
 - **board members' excessive return** on investment
 - **lack of documentation** that policies are in place and being followed
 - **use of the imperial staff model** and lack of follow-up on day-to-day matters.

Boards are aging, with 82 percent over the age of 40.

Lawsuits of this nature signal poor management and governance. When such a lawsuit is filed, it is often doubtful whether the nonprofit organization will survive.

The relatively low-risk environment of nonprofits is increasingly shifting to a higher level of risk. The accountability bar is being raised. To be sure your organization is up to the new standard, follow these rules:

- **Obtain directors' and officers' liability insurance** with broad coverage. Be sure it includes a duty-to-defend option so that the insurance company will pay for your organization's legal defense in case of a lawsuit against you.
- **Recruit board members** with skills in financial, technology, public relations, marketing, and entrepreneurship areas.
- **Never allow your organization** to make personal loans to any director or officer.
- **Educate board members** about your organization's finances. Surveys show that the vast majority of board members don't know how to read their organizations' financial statements. Your organization can't afford such ignorance.
- **Form an independent audit committee** to retain and supervise auditors.
- **Be sure all compensation is reasonable**, based on salaries at comparable organizations.
- **Involve your board** in all important decision-making.
- **Create** written employee policies. Document the fact that people understand and follow these policies.

- **Adopt a code of ethics** for senior financial officers.
- **Set up** an internal control system to keep on top of potential problems, and review these controls often.
- **Make your organization's financial information** readily available to all stakeholders.
- **Have procedures in place** to follow up on any allegation of mismanagement, improper governance, or inappropriate behavior.
- **Refuse to tolerate** passive board members. Every board member must be an active, contributing participant. ■

Resources

"Keep Your Board Above Board: What You Need to Know about Sarbanes-Oxley," First Alert, *Nonprofit World*, Vol. 21, No. 1.

Lapin, David, Donald Grunewald, and Barbara S. Frees, "Choosing the Right D & O Insurance for Your Board," *Nonprofit World*, Vol. 12, No. 1.

Ross, Frank, "The Audit Committee: Why You Need One, How to Form One," *Nonprofit World*, Vol. 6, No. 6.

Sopher, Marti, "Setting Up a Control System for Your Organization," *Nonprofit World*, Vol. 16, No. 3.

"Standards for Nonprofit Boards Are Being Raised," First Alert, *Nonprofit World*, Vol. 21, No. 3.

These resources are available from the Society for Nonprofit Organizations' Resource Center, www.snpo.org.

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CHOOSING CELEBRITY ENDORSERS: TIPS AND TRAPS

A CELEBRITY CAN BOOST YOUR FUNDRAISING AS NOTHING ELSE CAN.
THESE 10 DOS AND DON'TS WILL PAVE THE WAY.

BY ROBERT WHEELER

Celebrity endorsers—people who use their public recognition on behalf of a consumer good—are an underused tool by nonprofits. That's not to say that celebrities are absent from nonprofit advertising. Examples include Colin Powell for America's Promise, Robert Redford for the Sierra Club, Ted Danson for American Oceans Campaign, Doug Flute for Autism, and Elton John for the MAC AIDS Fund (see "What Can Spokespeople Do for an Organization?" on page 20) as well as many NFL players for the United Way. Still, celebrity endorsement is mostly a for-profit advertising technique.

To understand why so few nonprofits use celebrity endorsements, and to help nonprofits take advantage of this tactic, we conducted several studies.¹ Based on our research, here are some tips to follow and traps to avoid when choosing the best celebrity to represent your organization:

1

Use celebrities for the right purpose.

The best use of celebrities is to gain high awareness in a short time. They're especially useful for newer, smaller organizations that aren't well known and need a lift to get fundraising started. They're also appropriate whenever attention-getting is your most important communication objective, as when you're launching a new service or making a big change. Nonprofit executives in our survey emphasize that celebrities bring a certain power to the organization that boosts fundraising. As one executive notes, the buzz that a celebrity generates is priceless.

Celebrities can create awareness in many ways. Here are some of the things a celebrity spokesperson can do for you:

- **Perform in a video** about your organization.
- **Pose** for magazine ads, posters, or your organization's brochure.

- **Speak** at gatherings.
- **Be part of** public service announcements (PSAs) about your organization.
- **Promote** your organization's products and services.
- **Chair** your fund drive.
- **Write** an article about your issue.
- **Appear** at a fundraising event sponsored by your organization.
- **Make** public appearances.
- **Educate** people about your cause.
- **Act** as your spokesperson with the media.
- **Sign** your fundraising letters.
- **Present a check** to your organization to encourage others to give.
- **Attend** public-relations functions.
- **Talk about your cause** on radio and TV shows.

Most likely you'll want a celebrity to do only a few of these things, or you may have other ideas.² Before you choose a celebrity, it's important to identify your requirements. Pinpointing tasks will clarify what skills your celebrity needs and will make selection easier.

THE BUZZ THAT A CELEBRITY GENERATES IS PRICELESS.

You also need to decide on time requirements. Do you plan to use the celebrity for many years or for a short, concentrated period—as part of a fund drive, for example? Meshing your time requirements with a celebrity's schedule is an important part of the evaluation and selection process.

2

Look for the right qualities.

Before picking an endorser, consider which traits are most important to you. Be sure the celebrity has qualities that fit the image you want for your organization. Such a fit is more valuable than the celebrity's fame.

Find someone with a logical connection to your organization, someone who is familiar to your target group or constituency. When the celebrity has a meaningful relationship with the organization, people place more faith in the source of the information. For example, Michael J. Fox has high credibility as a spokesperson for Parkinson's disease because he has the illness. Thus, he can probably generate more contributions for a PD foundation than can comparable celebrities.

Choose someone who has a story and can tell it well. Not all celebrities can communicate a meaningful and compelling story. Good communicators make the most powerful spokespersons.

Consider the long-term value of the celebrity. Weigh the desire to pick someone who's "hot" against the celebrity's staying power.

Look for a spokesperson with a genuine sense of caring, who wants to help others. Consider the moral values the person represents. The last thing you want is to choose someone who will hurt your organization's reputation. Being likeable, wholesome, and respected is more important than being famous. (But if your cause isn't mainstream, consider looking outside the margins for celebrity endorsers, as the MAC AIDS Fund did when it chose Elton John, Shirley Manson, and Mary J. Blige as spokespeople; see page 20.)

3

Base your decision on long-term objectives.

Thinking only of short-term needs when selecting a celebrity can spell disaster. Your organization's long-range plan should be your main consideration in choosing a celebrity. Bring up the

idea of celebrity endorsement during strategy development, not as an afterthought in the program development stage.

4

Think small.

If your organization is local or regional, then a celebrity with local or regional appeal may prove more valuable than a national celebrity. Perhaps the best choice of all is a local son or daughter who is well-liked by the populace and who has made good.

Working with a local spokesperson offers other advantages, too. The celebrity is usually in town and available for photo shoots, PSAs, and personal appearances. Scheduling a national personality can be a nightmare of coordination. In addition, national celebrities usually require greater support and many "perks." Native sons and daughters come with fewer demands.

5

Decide on a fee.

Local and regional celebrities are less expensive than national ones. Most of the executive directors interviewed indicate that these celebrity endorsers are fair, understanding, and care genuinely about the mission; otherwise they wouldn't be involved. Fees usually include all travel and lodging and a small stipend. In one case, a huge Hollywood star asked for a very large fee in addition to a hairdresser, personal assistant, and the rest, but turned right around and donated much more than the sum of the expenses associated with her appearance.

One executive provided this advice: Offer the celebrity first-class travel, lodging, and pay for all reasonable incidentals; on top of that, pay a fee equal to the minimum scale based on the union or trade affiliation to which that personality belongs. In the American Federation of Television and Radio Artist (AFTRA), minimum fees for an actor in an entertainment program would run about \$175 to \$1,000 a day, depending on the length of the program. That's a good place to start.

NATIVE SONS AND DAUGHTERS COME WITH FEWER DAMANDS.

6

Create a partnering agreement.

Your relationship will work best if your organization and the celebrity view each other as partners. Together, create and sign a contract spelling out each partner's responsibilities. During this process, you'll discover if either partner has unrealistic expectations. Be sure the celebrity understands and commits to your organization's mission and long-term plan, as well as the amount of time needed to carry out your goals. Nothing is worse than to choose a celebrity, invest in promotion, and then have the celebrity leave. It's also important that the celebrity be available when needed for production work or personal appearances. The more clearly you spell out such arrangements beforehand, the smoother the relationship will be.

7

Ask for the best.

You may think that an "average person" with a connection to your organization is better than a "large" celebrity with no connection. Not true. The celebrity's familiarity and likeability will more than make up for the lack of connection. When you have an opportunity to use celebrities that don't have a connection but who measure up in other ways (reputation, wholesomeness, star power, etc.), use them. On the other hand, when choosing between two similar celebrities, one with no connection and one with a connection, always choose the celebrity with the link. Finally, in the process of evaluating and soliciting celebrities, always ask for the biggest, best, and most logical celebrity you can. You never can tell, you may get lucky. But also have other alternatives and back-ups available.

8

Keep focused on your mission.

Some celebrities may start demanding accommodations far beyond your contract agreement—penthouse suites, 24-hour-a-day food, wine, hairdressers, and masseuses. These things aren't cheap and require a great amount of coordination. More important, such demands indicate that the celebrities are more focused on themselves than on the organization's goals. If the

mission is getting lost and you can't get back on track, it may be necessary to terminate the contract.

9

Be different.

Don't do the same things other organizations are doing. Celebrities will embrace the chance to do something unique. And having a celebrity spokesperson gives you a chance to break out of the routine. Think of new ways to work with the celebrity—ways that will maximize the value of the relationship for both you and the celebrity. For example, consider using the celebrity *within* the organization to motivate and lift employee morale, drawing volunteers and staff into your fundraising campaign.

10

Think about it.

It takes time and care to find someone to represent your organization, and working with a celebrity can be difficult. You need to think deeply about whether a celebrity spokesperson is worth the time, effort, and resources involved. But don't dismiss the idea without thought and discussion. A celebrity can achieve more visibility for your organization than any other promotional technique. If you choose carefully—focusing on character, caring, and connection more than fame when making your choice—you will find that the benefits of using a celebrity far outweigh the challenges. ■

Footnotes

¹ In the first study, 398 participants reviewed a series of nonprofit celebrity ads, filled out a questionnaire, and detailed their thoughts while reading the ads. The purpose was to test the advertising effectiveness of a celebrity endorser with a link to a nonprofit organization compared to a celebrity endorser without a link. In the second study, 12 nonprofit executives and consultants were interviewed to identify the characteristics they seek when choosing celebrity endorsers for their organizations.

² See “Advertising Your Organization,” “How Nonprofits Can Use Television Talk Shows,” “PSAs-Free But Not Easy,” “Creating Your Brochure,” and “Picture Your Organization on Videotape” in *Public Relations and Communications, Leadership Series, Volume I*, and “Should a Famous Person Chair Your Fund Drive?” in *Fundraising & Resource Development, Leadership Series, Volume III*, available from the Society’s Resource Center, www.snpo.org, 734-451-3582.

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What Can Spokespeople Do for an Organization?



When nonprofit leaders seek a celebrity spokesperson, they usually look for someone “safe”—someone whose wholesomeness guarantees that no scandal will taint the nonprofit’s reputation. But the MAC AIDS Fund (360 Adelaide Street West, Suite 302, Toronto, Ontario M5V 1R7, www.macaidsfund.org) sought out celebrities known for breaking the rules. Why?

First of all, Elton John, Mary J. Blige, and Shirley Manson are ideal spokespeople for MAC because they have a deep commitment to AIDS education and outreach. They appeal to young people, who are more likely to listen to controversial musical icons than to mainstream authorities. It is those people, especially young gay men, who most need to hear the AIDS-prevention message.

They are excellent spokespeople not only for AIDS education and prevention but also for MAC’s primary fundraising tool—Viva Glam Lipsticks. The MAC AIDS Fund was created in 1994 by MAC Cosmetics, and its spokespeople represent what MAC is all about: artists expressing themselves and their creativity with fashion and makeup.

Every cent made from selling the lipsticks goes directly to the MAC AIDS Fund. In turn, the money is donated to AIDS organizations in the communities where the lipsticks are sold. As Shirley Manson explains, the ethos behind the MAC products is “that surface and beauty and glamour are wonderful, amazing things, but we need to remember what’s important and that things beneath the surface have to be attended to and that we shouldn’t shut our ears and eyes just because we find them ugly.”

Manson sees her work as a MAC spokesperson as a “perfect opportunity to put my own public profile to good use for a cause I feel strongly about.” She notes, “The great thing about the success of my band, Garbage, is that we’ve enjoyed international popularity. Since the MAC AIDS Fund stretches around the world, we set up events around the world to tie in with my touring schedule.”

Mary J. Blige agrees that “this is the perfect way to say I care for my community and what happens to it. I went to a few AIDS projects during my tour, and I’d speak and present a check. I’d mention Viva Glam and thank MAC and say something to the youth out there about AIDS and protecting yourself and doing something positive.” In her first two years promoting MAC’s Viva Glam around the world, Blige broke all past fundraising records by raising more than \$7 million.

“I think the campaign always stands out,” Elton John says. “You always notice it in the magazines, and for MAC to actually instigate this kind of campaign with people like Mary J., Shirley Manson, and me, or whomever, they will get noticed.”

The Fund has raised over \$23 million to promote services for those around the world affected by HIV and AIDS. This success is directly related to the wise choice of spokespeople. Such controversial, rule-breaking icons wouldn’t be appropriate for every nonprofit organization, of course. But the lesson is clear: Find spokespeople who care passionately about your cause and who appeal to your target audience.

THE KEY TO BUILDING PRODUCTIVE TEAMS

What makes teams successful? The secret is to focus on goals.

BY DARREL W. RAY

Nonprofits can't reach their goals of productivity and profitability without building teams to reach those goals. Teams formed without goals will fail. Indeed, a team without goals is not a team.

Goals provide direction and focus—essential keys to a nonprofit's success. Goals are a team's glue, holding team members together, making them accountable for success or failure.

When team members see how goals relate to specific job functions, they focus more intently on reaching those goals. To motivate teams, goals must have the following characteristics:

1. **Goals must be clearly measurable** and time based.
2. **Goals must be publicly known** and displayed for all to see.
3. **All team members must understand** how goals will affect the organization's performance.
4. **Team members must participate** in setting goals and must feel they are realistic.
5. **Goals must be supported by a plan** with milestones so team members can map their progress.
6. **There must be a system** for celebrating goal accomplishment at every level.

Gary Henrie, executive director of South Central Behavioral Services in Kearney, Nebraska, has achieved all the above characteristics so that they paid off handsomely for his organization. At South Central Behavioral Services, it is

apparent that teams work hardest to meet goals when they see the leadership rewarding, recognizing, and supporting goals. If leaders don't support the team approach at every turn, employees will react by saying, "If not them, why me?"

Compensation and Goal Achievement

When a team reaches its goals, the organization should celebrate. South Central Behavioral Services has "stepping-up awards" and "extra mile awards" that honor team members with financial bonuses for reaching their goals within a prescribed period of time. In such a structure, teams compete against goals, not against one another.

While extra compensation often helps people reach goals, it should be used with caution. Along with compensation, there should be coaching as well.

It is also useful to spend time at staff meetings giving out certificates of achievement. By praising accomplishment and behavior, a message is sent to all employees about what is expected and what is rewarded.

There are two types of goals for which you should reward achievement:

Task goals are met when a certain task is completed. Here's an example of a task goal: South Central has teams that will have to process X number of children into foster care each week.

Process goals help to improve team skills, motivation, and morale. Process goals include cross-training, goal-setting, and conflict management. A team without process goals is like a

A team without goals is not a team.

car running harder and harder, month after month, without having its oil changed. Examples of process goals include the following:

- **All team members will complete** their skill certifications within nine months using the team cross-training plan.
- **Each month, the team will receive** an hour of training to improve conflict management, project planning, performance feedback, or other skills related to the team's mission.

The Two-year Slump

Many teams fall into a slump after about two years. In their anxiety to keep increasing productivity, they fail to maintain the process that got them there in the first place. Continuous improvement in processes, such as cross-training and skill-building, are just as important as production figures. Without these goals, teams soon stop improving themselves and their processes.

The problem is that managers begin taking teams for granted. They forget to recognize and reinforce goal achievement. Emphasis on celebration decreases. Funds for recognition or reward are reduced or even eliminated. Teams soon learn that achievement and extra effort are ignored or given too little recognition. This essentially cuts off the very life blood of the team process, quickly starving the teams into mediocre performance.

The two-year slump, or some equivalent thereof, seems to happen in all organizations. At first there is great excitement and energy. A great deal of work gets done, and people demonstrate a well-deserved sense of pride. But as soon as the system begins to relax, it starts to lose focus and fall into old habits.

To turn the situation around, there must be a return to basics. The whole organization must look at itself, make adjustments, and ensure that time and energy aren't being wasted through poor habits. To make sure that there is no slump, hold a retreat every two years to assess your progress and make in-course corrections.

It is essential to use process goals to sustain the performance culture. The manager who eliminates critical team processes usually does so in the name of productivity. In the worst-case scenario, the manager who scuttles these processes is long gone—promoted or transferred—before the damage is recognized. When this happens, the system may sustain permanent and irreversible damage. Teams that have been asked to do

more without proper tools, skills, or infrastructure support soon become bitter and resentful.

When new managers come in with no knowledge or training in the system, they may be able to get immediate improvements in productivity. In doing so, however, they can violate the basic structures, including training and process improvement systems, that were in place. Such managers ensure that the wheels will fall off the team at their departure. They will leave behind bitter workers who refuse to participate in process improvement initiatives.

Successful managers, by contrast, are stewards to human resources. They take responsibility for morale and skill development as well as quality and productivity. They help foster an ownership mentality in everyone.

Process goals are an essential way to ensure that people resources are properly stewarded. Process goals keep managers focused on developing people. People who are being actively developed do not feel rented. They see the organization investing in them and respond with feelings of ownership.

South Central Behavioral Services makes its employees feel like partners in success, rewarding them for increased revenues. One team, for example, received a \$23,000 award for its contribution to the organization's increased success.

When successful teams are in place, managers can devote time to planning rather than conflict resolution and supervisory duties. The result is a surge in efficiency, productivity, profitability, and goal achievement. ■

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Maintaining Broad Support in Uncertain Times

You may need to do the opposite of what you think.

BY DEAN ZATKOWSKY

Succeeding during difficult times requires making tough choices. We call them “tough” choices because they’re hard to execute. The choices themselves are simple: Do more of what works and less of what doesn’t. Here are the keys:

1. Focus & Simplify

A clear understanding of who you are and what you do unites your donors, members, staff, volunteers, and clients. Distill the most important information about your organization, your mission, and your need into two or three key message points and incorporate these into every communication.

Remember this core marketing concept: If your organization provides real value, then education, through clear communication, is your chief marketing goal. If your organization doesn’t provide real value, then shame on you for even considering marketing your services.

2. Communicate Value & Specific Benefits

Communicating value is fairly straightforward in the for-profit world. Direct benefits to the buyer take center stage: the product saves you time and money, helps you attract a mate, makes

you a better golfer, or whatever. Direct benefits are also effective for membership organizations, which can offer discounts, tickets, and other premiums to members. Prospect self-interest is at the heart of effective marketing, and that poses an interesting challenge for philanthropic enterprises.

Many current donors have a direct personal connection to the causes they support, such as a friend or relative with an illness. But that’s not always the case, and the connection isn’t always so clear for the occasional or prospective donor.

Nonprofits must clearly and frequently communicate the value they provide to their clients, showing the connection between a donation and the good it achieves. You see this in many successful appeals: “Just \$5 a week will get little Jenna the treatment she needs.” Such appeals delve to the heart of powerful human needs: the desire to be useful and part of something larger than ourselves. Filling these needs is a genuine benefit; communicating this benefit is a genuine challenge.

3. Convey Integrated, Consistent Messages

“Mediocre marketing, applied consistently, will outperform brilliant marketing applied inconsistently,” says marketing expert Jay Conrad Levinson.

Consistency refers to the integration of key message points into every organizational communication and to the frequency with which you communicate. We mentioned earlier that education was a marketing goal, and repetition is education’s best friend.

Competition for people’s attention is fierce. Many marketing professionals preach impact, recommending outrageous designs that will “break through the clutter.” But communications with true “impact” are rare and risky. Even those that grab attention don’t often create results. Instead of impact, strive for frequency. Get your key messages out as often, and as regularly, as you can. To build a large and growing base of supporters, slow and steady really do win the race.

Incorporate your key message points, including benefits, into every communication, from your direct mail appeals to your Web site to a volunteer’s fun-run T-shirt. In effect, you will be brand building, and a strong brand is your best defense against tough times. You want your organization well positioned in the minds of the largest possible audience so that, when someone is ready to give, you have an advantage.

Tough times, however, put your marketing plan in danger. Marketing budgets are easy to cut for the same reason that the cuts are so damaging: The results

Marketing budgets are easy to cut for the same reason that the cuts are so damaging: The results aren’t immediately apparent.

In a nonprofit organization, everybody is—or should be—in development.

aren't immediately apparent. Marketing depends on cumulative effects. The impact of inconsistency reverberates far beyond the timeframe of budget cuts.

4. Use Word-of-Mouth

Paul Orfalea, founder of Kinko's, believes that "happy fingers ring happy cash registers." In other words, take good care of your coworkers and they will take good care of your business. Taking care of people includes educating them about your marketing goals and strategies. In a nonprofit organization, everybody is—or should be—in development. Yet few organizations have a systematic way to generate referrals. Here is a fundamental concept that, ironically, eludes many donor-dependent entities: If you don't ask, you don't get.

Word-of-mouth is still king. Overpriced and overcomplicated ad agencies try to convince clients otherwise, but friends, neighbors, coworkers, and family members influence behavior far more than any marketing campaign. A good, honest marketing campaign is a spark, but word-of-mouth is the wind that fans the flames.

In this era of high-technology communications, word-of-mouth is even more effective than before. For example, Kintera's "Friends Asking Friends" e-mail application turns supporters into active recruiters by making the process easy for everyone. The program's success is based on a simple concept: I'm more likely to open and read an e-mail from my friend James than from someone I don't know. Everyone is in development, and with a few simple tools everyone can be productive.

5. Acquire & Renew

Whether your revenues come from donors, members, or customers, growth requires continuous acquisition, renewal, and upgrading strategies. Acquisition and renewal can't be two separate processes; they should be the same process—a multi-step repeating process that protects the long-term viability of your organization. You can't avoid the first step, however painful; everybody wants to go to heaven, but nobody wants to die. Acquisition is expensive; but you can't work just on renewals.

Too many nonprofits engage in acquisition inconsistently, only "as needed." This reactive approach means that donor numbers are already dropping before you can take action. Thus, the goal becomes recovery rather than growth.

The economics of retention are better than the economics of acquisition. However, you can't realize the benefits of retention unless you have donors to retain. An acquisition mailing is comparable to a "loss-leader" in a retail environment: The goal is to win the customer, not the sale—the donor, not the donation. Thus, many acquisition campaigns lose money. If you know how you're going to nurture and upgrade respondents, you see the "losses" as an investment in future large donors.

Current donors are the greatest source of future revenue and deserve a greater per capita investment than prospects. Strategic database segmentation lets you custom tailor the messages and frequency of your communications, reducing waste and increasing your return on investment.

No matter how good your renewal efforts, you're going to lose some donors

every year, for a wide variety of reasons. Systematic acquisition, renewal, and upgrade tactics will keep your support base growing, despite donor losses, in good times and bad.

6. Focus on Fundamentals, Year After Year

Ask your friends and colleagues what worked for them this year. Take a look at the nonprofits that achieved record results despite hard times. You'll find that such organizations, rather than cutting or delaying marketing tactics, had the discipline to stick with their plans and even increase their efforts, doing more of what works and less of what doesn't. Because when something goes wrong, it's the fundamentals that get you home safely. ■

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A NEW CALL TO STEWARDSHIP AND SERVANT LEADERSHIP

THE NONPROFIT WORLD HAS RECEIVED A WAKE-UP CALL. HOW SHOULD YOU RESPOND?

BY JENNIFER WALKER

The events of September 11, 2001, slashed the fabric of our society with the emotional equivalent of a sledgehammer to the head. A new world came crashing in on us, and the nonprofit sector did not remain unscathed.

Many fraudulent solicitors took advantage of the tragedy and tarnished the image of nonprofits. Even such stalwart groups as the American Red Cross and Salvation Army were embroiled in public relations quagmires as people questioned their administration of funds. By association, nonprofits across the board felt the pinch. The credibility of every nonprofit organization in the United States came under scrutiny.

In the aftermath of what many would call a wake-up call to the nonprofit sector, what is expected of its leaders? One focus is the role of stewardship as it pertains to servant leadership. Stewardship and servant leadership are closely linked concepts that reflect a growing trend within many organizations.

Robert K. Greenleaf coined the term servant leader to describe leaders who understand that they are servants first and who strive to meet the highest-priority needs of others. While most traditional leadership theories are behaviorally

based, servant leadership emerges from a leader's principles, values, and beliefs.

Stewardship, which may be defined as holding something in trust for another, is one of the critical characteristics of servant leadership. In Greenleaf's view, CEOs, staff, directors, and trustees all play a role in holding their organizations in trust for the greater good of society. Stewardship requires the willingness to be accountable for the well-being of the larger organization by operating in service, rather than in control, to those around us.

Nonprofits should increasingly be prepared to see their stewardship practices revealed in the media. In this new era, people expect a greater accountability—one that goes beyond stakeholder values and customer service. People now insist that nonprofits continually respond to the public's expectations. In this respect, servant leaders must be performance-oriented.

The marketplace is demanding that organizations transform themselves. Stewardship can help nonprofits do so by redistributing power. The dispersal of power is a key to building the next generation. Nonprofits can help spread power by enlisting citizen participation, organizing communities, and facilitating a society in which people on the "outside" can bring their talents to the center.

According to Peter Block, stewardship is the vehicle for achieving fundamental change in the way organizations are governed. With the practice of service at its core, stewardship offers choice and spirit to employees so they can offer the same in the marketplace. When leadership is seasoned with service, it signals a like response from followers.

The events of September 11, 2001, left an indelible imprint on the way nonprofit organizations conduct business. A commitment to stewardship and servant leadership will equip nonprofit leaders to guide their organizations through this new world. ■

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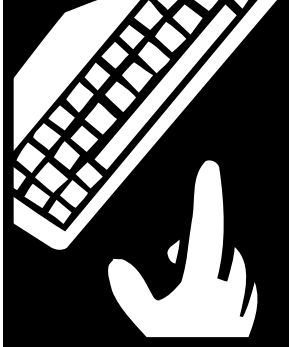
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Designing for Web Accessibility: More Benefits than You May Imagine

You may soon be required—or at least expected—to make your Web site accessible to people with disabilities. Doing so will reap unexpected rewards.

BY MARY ELGES

Let's face it; there's a lot of inconsistency on the Web. One Web page is full of graphics and sound, while the next is bare bones. There haven't been any official guidelines on what type of content Web sites should have, but that may soon change. In fact, when it comes to designing Web pages for those of us with disabilities, standards have already been drafted.

Federal agencies are already required to design their Web sites to meet accessibility guidelines, under the Rehabilitation Act of 1973. Section 508 of this act, which was passed in 1998, mandates that all federal sites must be accessible. And as Web sites are designed for accessibility, we've found that they've become better sites overall.

While modifying your site may on the surface appear to help only visitors with physical, sensory, cognitive, or work-related constraints, others benefit, too. Users with older hardware, older browsers, text browsers, or computers set to view text-only to improve Internet download time also benefit. Visitors can find information faster, and your site is more appealing to a broader audience.

The Worldwide Web Consortium (W3C) has developed guidelines to make Web sites accessible. Those who follow these criteria will find that their sites are

more optimized for search engines, are more readily available to more people, are easier to maintain, have improved efficiency, demonstrate social responsibility, and reduce legal liabilities. Here's a summary of accessibility guidelines:

Guideline 1: Provide alternatives to auditory and visual content. Not everyone can make use of images, multimedia, and audio on the Web. So be sure to supplement page elements with "equivalent" information—alternative text, audio format, or a substitute page for the information.

All images should include alt tags. The alt tag is a descriptive text, added within the image's HTML tag. Since the alt tag contains text, it can be accessible to user agents, such as synthesized speech, Braille, and visually displayed text.

Alt tags should describe what purpose the image has as Web content. If the image is a photograph, then the alt image should describe the photo's content. If the image is decorative text, then the alt tag should read the same as the decorative text. If the image links to another page, the alt text should say, for example, "If you click on this image, it will take you to the following page, which will provide such-and-such information."

There's a bonus to adding alt tags to images, image maps, and multimedia: It helps with search engine optimization. Because alt tags are text content, they're indexed by many search engines and can be counted toward improved rankings.

Guideline 2: Don't rely on color alone. Pages must have enough contrast so that users with monochrome displays and people with color-viewing disabilities can view the information. For large amounts of readable content, use a white background with black text. To insure that pages have enough contrast, print them out in black and white and be sure you can read the detail.

Guideline 3: Use style sheets. Style sheets make Web development and maintenance much easier. A Web site with a Cascading Style Sheet uses only one file (a CSS file) to apply all the styles/formatting for text, paragraphs, images, margins, padding, list, and colors. You can thus make changes to a 200-page site by altering just one attribute on one style sheet. The use of a style sheet also decreases the time it takes for a Web page to download.

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The correct use of a style sheet is to include the color hex number rather than color name. Content developers should always specify “fall-back” fonts. Fall-backs insure that if the font that’s listed isn’t available on the users’ computer, another font can be used as a default.

You should also use style sheets to control your font’s attributes rather than embedding attributes in HTML code. The reason is that language synthesizers can have trouble translating pages with embedded attributes.

Guideline 4: Clarify natural language usage. Identify foreign-language changes in the content so that users with disabilities can have this content translated appropriately. Identify the primary language in the header tag. Be sure abbreviations and acronyms have the proper mark-up so that they will translate properly.

Guideline 5: Create tables that display correctly. Unless tables are properly marked up, accessibility agents such as screen readers and Braille displays can’t read HTML tables properly. These agents have trouble adhering to table structure and often interpret table content in an unstructured order that can confuse a user. The solution is to provide checkpoints in the coding tables for improved accessibility. This additional code isn’t displayed by the browser but is picked up by the agent and translated to the user correctly. This code also helps with search engine optimization.

To aid accessibility in tables, use the summary attribute placed within the table tag. This attribute clarifies the purpose of the table and briefly describes the table’s content. Columns and rows are given identifiers within their tags so that user agents can recognize the table’s content and index the content in a comprehensible order.

Guideline 6: Make certain that pages featuring new technologies transform gracefully. Having a page

**Avoid using
blinking text,
which can
trigger seizures
in some people.**

that utilizes new technologies and displays correctly in all browsers has been a problem plaguing content developers for some time. For maximum accessibility, pages need to render correctly in all browsers, or an equivalent alternative needs to be provided so that users can still access the Web page’s information. This means creating pages that can render in older browsers or for users with scripting features turned off.

How can this be done? The answer is to provide alternative accessible pages or ensure that the event handlers are input-device independent. Web pages that utilize frames should use the “NOFRAMES” tag at the end of the frameset, and pages should be developed so that they will be readable even when style sheets aren’t used by older browsers.

Guideline 7: Give users control of time-sensitive content. Users must be able to control animated text. People with accessibility issues often can’t read rapidly moving text, nor can screen readers decipher animated text. So be sure to add controls that let users pause animations. Also, provide alternative ways to display information. Avoid using blinking text, which can trigger seizures in some people. Let users control auto-refresh features, and rely on the server to perform redirects.

Guideline 8: Ensure accessibility of embedded interfaces. Many Web-page objects, such as Flash or Java applets, have their own interfaces and thus aren’t readily accessible to those using accessibility agents. Since these

objects aren’t controlled by HTML, another way must be found to display the same information. One way is to provide alt tags or a “longdesc” (an alternative page that provides a longer description of the element). Another solution is to design the objects with accessibility features within their own interface. Macromedia Flash MX has innovative features that help make its output accessible to all.

Guideline 9: Design for input-device independence. Be sure all Web-page elements are accessible by means of a variety of input devices, such as the user’s mouse or keyboard shortcuts. If possible, have scripts specify logical event handlers. If that’s not possible, use two input-device event handlers, such as “onKeyDown” and “onClick.”

Create Web pages using the indexing attribute, and take advantage of the “tab index” attribute so that people can use the keyboard to tab through links and form elements. If someone can’t use a mouse to navigate through the page, tab indexes will help.

Guideline 10: Use interim solutions. It’s important for assistive solutions and older browsers to work together. A wonderful thing about this guideline is that one of its checkpoints regulates the opening of new windows without informing the user. This could mean the end of uncontrollable pop-up windows! This guideline also covers the positioning, naming, and placement of form-field descriptions inside label tags. Form-labels should precede the form-element they describe. Form-elements should use tab indexing so that users can navigate through the form without the aid of a mouse.

Guideline 11: Furnish context and orientation information. Be sure to give information and orientation on grouped elements such as navigational items and content in tables. Provide a structural orientation of information within the page’s content, to help users



This could mean the end of uncontrollable pop-up windows!

access information and to aid in navigation. Use the title attribute within the frameset so that frames can be identified appropriately. Associate form-elements with labels. Create table summary attributes, and identify rows and cells in tables for user-agent accessibility.

Guideline 12: Provide clear navigation mechanisms. Use text that describes where users will go when they click on a link. Provide alt tags when a graphic is used to navigate. Link title attributes with text links to clarify destinations. For larger sites, provide a page with the site's layout structure, such as a site map or site-searching function.

Clear navigation elements give users confidence that, when they click on a link, they'll get where they want to go. Having good navigation also helps with search engine optimization, because the spiders have a distinct path to follow, and the alt tags provide another opportunity to convey key words related to the linked page.

Guideline 13: Make documents simple. Use a consistent page layout, graphics that are clearly recognizable, and content that is written clearly and concisely. Stay away from tricky interfaces and wording.

Guideline 14: Use W3C technologies and guidelines. In addition to accessibility criteria, the W3C site (<http://www.w3c.org>) provides other guidelines and technologies for Web design. Using these standards will make your site easier for everyone to use.

For additional information about Web accessibility, visit the HTML Writers Guild's AWARE (Accessible Web Authoring Resources and Education) Center at <http://aware.hwg.org>. AWARE's mission is to serve as a central resource for Web authors who want to learn about Web accessibility.

The main rule to follow when trying to keep your site accessible is to keep it

simple and clear. If you do this, not only will you please people with accessibility requirements, but you'll make all your Web site users happy. ■

Resources

Bogosian, John, "Internet Content Management: What's Next for Nonprofits?", *Nonprofit World*, Vol. 19, No. 6.

Elges, Mary, "Driving Traffic to Your Web Site," *Nonprofit World*, Vol. 20, No. 6.

Hoffman, Leslie & J.P. Frenza, "Building Your Web Site: HTML Basics," *Nonprofit World*, Vol. 16, No. 3.

Roufa, Mike, "Marketing Your Web Site with Search Engines," *Nonprofit World*, Vol. 17, No. 2.

These resources are available from the Society's Resource Center, www.snpo.org.

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Coming Up

IN NONPROFIT WORLD

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Grants for Anyone

Can the latest “dummy” book really help you raise funds?

BY TERRENCE FERNSLER

Grant Writing for Dummies

By Bev Browning. 302 pages. Softcover. Hungry Minds, Inc., 909 Third Avenue, New York, N.Y. 10022, www.hungryminds.com.

The Dummies series is expanding into more and more subject areas. Can a book from a series with such a broad range of topics really help grant writers? Surprisingly, the answer is yes. The publisher sought the expertise of an experienced grant consultant to write this book and make sure the subject is covered well.

In fact, this may be one of the best tools for finding government grants. It takes you right to the best sources and describes, briefly but clearly, how to use them. It also explains how to find foundation and corporate grants and how to make sure you're not putting all your eggs in one basket.

The author, Bev Browning, starts with the most fundamental principle of grantsmanship: Match funders to your project, not your project to the funder. She details each component of a grant application, explaining how to show that your organization is the best suited to carry out the project.

Other books may help you connect the parts of a proposal better than this one, but not in so short a space. Browning provides poignant questions you can ask while preparing your grant and evaluating your project.

Be sure your budget is ethical, Browning asserts. To do so, you must be as accurate as possible, explain how numbers were calculated, and show all potential sources of funds.

This book is easy to read, even for the non-professional unfamiliar with grant terminology. It is an excellent, comprehensive book about grant research, preparation, and follow-up, especially useful for people who write grants but not as their primary responsibility. The chapters are laid out in a good sequence and broken into easy-to-read parts. It is chock-full of tips that are easily referenced. *Grant Writing for Dummies* is appropriate for all of us who need to raise funds, whether we think we are grant dummies or not. ■

Be sure your budget is ethical.

Terrence Fernsler is development director for Columbia-Pacific Resource Conservation and Economic Development District in Montesano, Washington.



❑ *Embrace the Laws of Teamwork*

If you have an important goal or dream, you need a team to accomplish it. In *The 17 Indisputable Laws of Teamwork* (www.lawsofteamwork.com), John Maxwell provides these rules for team success:

- 1. One is too small a number to achieve greatness.** If you want to do something important, you must link up with others.
- 2. The goal is more important than the role.** Members of winning teams set aside personal agendas for the good of the team. They see the big picture and understand that the mission is more important than their egos.
- 3. All players have a niche where they add the most value.** A team works best when all team members are matched to the tasks they do best.
- 4. As the challenge escalates, the need for teamwork increases.** Team members must continue to grow to meet new challenges. If you don't grow, you gotta go.
- 5. The strength of the team is impacted by its weakest link.** If your team has weak links who can't rise to the team's level—and you've done everything you can to help them improve—then you must remove them from the team.
- 6. Winning teams have players who make things happen.** Every team needs catalysts who meet challenges by stepping up to a whole new level of performance—and taking the team there, too.
- 7. Vision gives team members direction and confidence.** Every great team has a great vision.
- 8. One bad attitude can ruin a team.** If some team members have negative attitudes, discuss the problem and give them a chance to change. If they don't, remove them from the team. Negativity is contagious and will undermine all your team's hard work.
- 9. Teammates must be able to count on each other.** Teams succeed or fail based on teammates' commitment to each other and the team.
- 10. The team fails to reach its potential when it fails to pay the price.** You have to give up something to be a team member. There can be no success without sacrifice from everyone on the team.
- 11. The team can make adjustments when it knows where it stands.** You must constantly seek feedback so that you can evaluate your position. Only then can you make wise adjustments and decisions.
- 12. Great teams have great depth.** Continually develop your current players, and recruit new players who are better than those who leave.
- 13. Shared values define the team.** Everyone must have the same ideas about what's important. Articulate, teach, and practice your team's values.
- 14. Interaction fuels action.** Teams rise or fall based on the way team members communicate with each other.
- 15. Leadership provides the edge.** If a team has great leadership, it has everything it needs to go to the highest level.
- 16. When you're winning, nothing hurts.** If morale is high, people continually inspire each other so that they keep winning despite obstacles and pain.
- 17. Investing in the team compounds over time.** Encourage growth. Set aside time and money for the team, and invest in your core leaders. The more leaders you have on the team and the more developed they are, the greater the dividends. ❑

❑ *Deductions Fall for First Time in Over a Decade*

For the first time in nearly 20 years, tax deductions claimed by Americans for charitable contributions declined from one year to the next. According to the IRS (www.irs.gov), charitable deductions declined from \$140.7 billion in 2000 to an estimated \$134 billion in 2001—a drop of almost 5%. ❑



❑ *How Effective Is Your Web Site?*

You should be able to answer “yes” to more than half of the following questions:

- **Do you have a written strategy** for your Web site and your on-line presence?
- **Are you using more than one marketing approach** to drive users to your Web site?
- **Is your Web site secure** for performing transactions or making donations?
- **Are there many ways** for users to interact with your site?
- **Does your site cultivate** prospects and donors?
- **Is your site** clean, crisp, and user-friendly?
- **Do you have a 24-hour turnaround response procedure** for e-mail generated from your site?
- **Can your site be updated daily** without the need for a programmer?

- **Are you collecting user information** such as demographics from those who visit your site?
- **Does your Web site support** your organization’s brand and positioning strategy?
- **Is your site’s HTML optimized** for search engines?
- **Are you using your Web site** to further your organization’s mission?
- **Do you offer ways for users** to interact with each other, such as message boards and volunteer opportunities?

For more information, contact the Michigan Women’s Foundation, 17177 N. Laurel Park Drive, Suite 433, Livonia, Michigan 48152. Also see *Nonprofit World* articles such as “Marketing Your Web Site with Search Engines” (Vol. 17, No. 2), “Choosing an HTML Editor” (Vol. 16, No. 3), “Ten Top Web Site Tips” (Vol. 16, No. 1), and “Organizing Web Site Content” (Vol. 15, No. 6) on the Society’s Web site, www.snpo.org. ❑

❑ *New Site for Nonprofits*

Nonprofits are encouraged to post their volunteers-wanted ads on a new Web site launched by the Not for Profit Network (www.notforprofitnetwork.org). The site also provides discussion forums and other resources for nonprofits. ❑

❑ *Stop the Frenzy! How to Make Order Out of Chaos*

All those balls you’re trying to keep in the air will come tumbling down some time or other. When that happens, there’s a way to keep the chaos from controlling your actions. Here’s what to do:

Get grounded physically: Stop what you’re doing, and ground yourself. Literally, put both feet on the ground, your hands at your sides or on your knees. Take a deep breath. In this posture, slowly breathe in and out for at least 10 seconds. This time-out will help you break the cycle of chaos and reorient yourself.

Get grounded mentally: Focus on your vision or desired goal. Then, pinpoint actions that will help you reach your goal and fulfill your commitments. Keep it manageable by listing only the top three actions for starters. ❑

—Adapted from *Ivy Sea Web site*

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❑ *Virtual Community?*

Does online collaboration really work? Even better than the real thing, according to Andy Chen of *Collaboration News* (www.quovix.com). Through essays, articles, and research reports, the online journal confirms the value of collaborating over the Internet. For example:

- **Virtual meetings** not only save travel time and money; they're also more effective than face-to-face meetings at soliciting feedback from attendees.
- **An e-mail list** can prove more useful than many "knowledge management" systems because it's demand-driven; 80% of traffic starts with questions: "Does anybody know? Does anybody have? Has anybody ever done something like?" It works, says Chen, because it's based on conversation about what's really important to people.
- **Collaborative communities** encourage valuable contributions from people who're usually reluctant to give their opinions. Whether they're shy, need time to formulate ideas, or don't speak English as their first language, they're more likely to contribute online.
- **Virtual teams** let people share documents, track progress, and keep in constant communication, smoothing many of the problems of face-to-face teams.
- **While most people look to virtual technologies to work cheaper**, "that cost-cutting mind-set underestimates the real potential of the tools available," writes Alison Overholt in *Fast Company* (www.fastcompany.com). Electronic collaboration can also help people work smarter; "it can bring more brains to bear more quickly on more-important problems" from all over the world.
- **Collaborative technologies** replace paper forms with online versions and lead to dramatic reductions in paperwork.
- **The real potential** comes when we go beyond substituting e-versions for what we're already doing and start making new connections, says Chen. "Implementing these tools may help you eliminate some inefficiencies, but you're still leaving potential on the table. What if you could harness the power of a community to help you make business decisions? Let's go beyond traditional notions of project groups and committees." ❑

❑ *Giving Increases 1% Despite Economic Slump*

Giving to charities grew 1%, from \$238.46 billion in 2001 to \$240.92 billion in 2002—a testament to the resilience of American philanthropy even in times of economic uncertainty. Estimates by *Giving USA* show:

- **Individual giving** grew 0.7%.
- **Giving by bequest** rose 2%.
- **Foundation giving** declined 1.2%.
- **Corporate giving** increased 10.4%.

For more information, see www.givingusa.org. ❑

❑ *Planned-Giving Resource Created*

The National Committee on Planned Giving (www.ncpg.org) has joined with the Canadian Association of Gift Planners (www.cagp-acpdp.org) and the European Association for Planned Giving (www.plannedgiving.org.uk) to launch the International Gift Planning Alliance. The purpose of the alliance is to encourage charitable gift planning worldwide through shared knowledge and services. ❑

❑ *Value of Volunteer Time Rises*

The value of volunteer time has increased by nearly 50 cents, to \$16.54 an hour, according to Independent Sector (www.independentsector.org). This value is based on average hourly earnings of all nonagricultural workers as determined by the U.S. Bureau of Statistics. See "Financial Records & the Value of Volunteers" (Vol. 4, No. 3, www.snpo.org). ❑

❑ *Research Tools You Can Afford*

Marketing research is vital for nonprofits making program changes or deciding the best way to obtain revenue. Few nonprofit organizations can afford expensive marketing research. But research needn't be expensive to be useful. *Marketing Research that Won't Break the Bank* (www.josseybass.com) not only lists inexpensive ways to research markets, it explains how to use these methods and what you'll learn from each one.

When managers think of marketing research, they usually think of surveys, either written or oral. There's a lot more to research than surveys, including observation, archives, and low-cost experiments, and this 277-page book describes the uses of each. It also provides a formula to determine how cost-effective a proposed research tool will be.

Any organization can do useful research without spending disproportionate amounts. This book tells how to do it, and it motivates the reader to get started. ❑

—reviewed by Terrence Fernsler

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