

The Nonprofit Mergers Workbook Part I The Leaders Guide To Considering Negotiating And Executing A Merger

Michael J. Worth's student-friendly best-seller, *Nonprofit Management: Principles and Practice, Fifth Edition*, provides a broad, insightful overview of key topics affecting governance and management of nonprofit organizations. Worth covers the scope and structure of the nonprofit sector, leadership of nonprofits, managing the nonprofit organization, fundraising, earned income strategies, financial management, nonprofit lobbying and advocacy, managing international and global organizations, and social entrepreneurship. Written specifically for students, this applied text balances research, theory, and practitioner literature with current cases, timely examples, and the most recent data available. New to the Fifth Edition New cases related to accountability and governance highlight new approaches to recent controversies and risks to nonprofits. Cases include the Wounded Warriors Project, Sweet Briar College, 4-H, Housing First, the Chan-Zuckerberg Initiative, the National Audubon Society, and an expanded study of governance issues at the Hershey Trust. Expanded discussions of risk management offer new insights on developing strategy, building capacity, and managing risk. New social networks and social media content provides students with practical strategies for using social media when fundraising and marketing. A new comprehensive case on the Girl Scouts of the USA recounts reforms undertaken by this iconic organization and current challenges it faces. The chapter on financial management has been substantially revised to reflect new requirements for nonprofit financial statements issued by the Financial Accounting Standards Board in 2016, as well as an expanded discussion of audits. An updated chapter on fundraising includes information on the Tax Cuts and Jobs Act passed in December 2017, which has implications for charitable giving. New references at the end of every chapter guide readers to relevant cases in the Appendix, making it easy for instructors to incorporate the cases into classroom discussions.

For nonprofits, mergers mean more than leveraging resources and meeting legal requirements. In this book the author guides you through a well executed merger and the real world merger lessons learned by small foundations and large associations.

Bring focus and direction to your work: Too often, if you ask four people in a nonprofit what their organization's mission is, you'll get four different answers. Organizations without clearly defined and agreed-to mission and vision statements frequently find themselves adrift at sea, in real financial trouble, and unable to make an ongoing, positive impact on the community. But an effective mission and vision statement can help an organization unify services and create a consistent approach to new program development. *Crafting Effective Mission and Vision Statements* will help your organization develop (or revise) mission and vision statements that bring focus and direction to your work. With orderly, easy-to-follow steps, this engaging guide shows you how to build ownership for the mission and vision statements among board and staff, and create a common understanding of your organization's goals. This useful guide also includes definitions of mission and vision statements, how they're different, and how to use both for greatest benefit; a seven-step process to develop a mission statement that captures exactly what your organization does; a six-step process to create a vision statement based on stakeholders' ideas and the organization's history, capacity for growth, and fundraising potential; four options to develop a vision for the short-term future; and worksheets to guide you through the entire process. Use this guide to create mission and vision statements that help your organization stay focused and keep it moving toward a positive future.

Shay was still angry but shrugged nonchalantly as if to say, it's not that big of a deal. "So, what am I wrong about?" "You're not going to want to hear this, but I have to tell you anyway." Liam paused before finishing. "You might be working hard, but you're not doing it for the company." "What the hell does that mean?" Shay wanted to know. Knowing that his adversary might punch him for what he was about to say, Liam responded. "You're doing it for yourself." New York Times best-selling author Patrick Lencioni has written a dozen books that focus on how leaders can build teams and lead organizations. In *The Motive*, he shifts his attention toward helping them understand the importance of why they're leading in the first place. In what may be his edgiest page-turner to date, Lencioni thrusts his readers into a day-long conversation between rival CEOs. Shay Davis is the CEO of Golden Gate Alarm, who, after just a year in his role, is beginning to worry about his job and is desperate to figure out how to turn things around. With nowhere else to turn, Shay receives some hard-to-swallow advice from the most unlikely and unwanted source—Liam Alcott, CEO of a more successful security company and his most hated opponent. Lencioni uses unexpected plot twists and crisp dialogue to take us on a journey that culminates in a resolution that is as unexpected as it is enlightening. As he does in his other books, he then provides a straightforward summary of the lessons from the fable, combining a clear explanation of his theory with practical advice to help executives examine their true motivation for leading. In addition to provoking readers to honestly assess themselves, Lencioni presents action steps for changing their approach in five key areas. In doing so, he helps leaders avoid the pitfalls that stifle their organizations and even hurt the people they are meant to serve.

A comprehensive handbook for leading a successful nonprofit This handbook can educate and empower a whole generation of nonprofit leaders and professionals by bringing together top experts in the field to share their knowledge and wisdom gained through experience. This book provides nonprofit professionals with the conceptual frameworks, practical knowledge, and concise guidance needed to succeed in the social sector. Designed as a handbook, the book is filled with sage advice and insights from a variety of trusted experts that can help nonprofit professionals prepare to achieve their organizational and personal goals, develop a better understanding of what they need to do to lead, support, and grow an effective organization. Addresses a wealth of topics including fundraising, Managing Technology, Marketing, Finances, Advocacy, Working with Boards Contributors are noted nonprofit experts who define the core capabilities

needed to manage a successful nonprofit Author is the former Executive Director of Craigslist Foundation This important resource offers professionals key insights that will have a direct impact on improving their daily work.

This book covers the formation, tax, governance, and documentation issues [of nonprofit organizations] ... and addresses some other areas, including mergers and sale of assets of nonprofits as well as dissolution of nonprofits. -- From the author's preface.

"Nonprofit Fundraising 101 is a practical guide for nonprofit professionals and decision makers that helps them take their cause mobile. Building on the success of the author's previous title, Nonprofit Management 101, Nonprofit Fundraising 101 takes readers deep into the specific applications of mobile technology -- one of the hottest topics for nonprofits. This this new book provides readers with practical tips and tools, as well as expert advice and insights from a variety of well-recognized industry experts, comprehensively addressing all areas a nonprofit can utilize mobile technology. It expertly addresses how to use mobile to build and retain audiences, manage and promote content, recruit and utilize volunteers, fundraise more efficiently and effectively, and monitor organizations' goals and key performance indicators, as well as offers specific mobile tools and applications that will meet each nonprofits needs. Readers of this book get a comprehensive look at a critical and emerging set of tools and practices, all designed to empower and enable them to use mobile technology to run their nonprofits more effectively and efficiently. Also features a toolkit of resources, best practices, and practical tips to establish and maintain a robust mobile presence for their nonprofit. Nonprofit Fundraising 101 addresses the entire spectrum of mobile technology use for nonprofits, including information on topics ranging from organizational effectiveness, audience building and communications strategies, volunteer recruitment and management, as well as an overall guide to existing tools and applications"--

"This substantially enlarged and expanded second edition provides advice for historic site stewards with concerns about the financial sustainability of their historic house museum and its relevance to its audience. Harris adds seven new case studies and updates ten others to showcase a range of alternative uses to safeguard these landmark buildings"--

Addressing numerous critical questions, this practical guide is aimed at higher education leaders and their boards, the campus leaders charged with executing transformative mergers, and any policy makers interested in change management or the future of higher education. An upbeat, step-by-step guide to nonprofit alliances that tackles the toughest issue in the process: how to use consolidation to enhance rather than undermine mission. An important book for any nonprofit considering consolidation.

Praise for The Nonprofit Organizational Culture Guide "This is an important book for consultants and managers who work with nonprofit organizations. The Nonprofit Organizational Culture Guide lays out basic theory about how nonprofits come to be and how they operate, and it demonstrates how important the concept of culture is to understanding this important sector of our society." —Edgar H. Schein, professor of management, emeritus, MIT Sloan School of Management "This book is a must-read for nonprofit executives! The authors spell out the themes, beliefs, and assumptions that are unique to nonprofits, regardless of their size or mission, ultimately revealing how 'culture' manifests itself in organizations." —Darryl A. Jones, Sr., CEO, Maryland Association of Nonprofit Organizations "This is the book that the nonprofit community has needed for a long time. The authors provide a compelling assessment tool that all organizations can use. This book is essential to understanding how nonprofits work and why they do, or do not, achieve the outcomes and missions they set for themselves."—Flo Green, vice president, IdeaEncore Network "Anyone who works in a group and relies on others to get things done will benefit from this book. Readers will discover how the environment of an organization influences how decisions are made and, ultimately, how things get done." —Natalie Abatemarco, director of North America community programs, Citigroup, Inc. "Every organization has culture, recognized or not. And that culture plays a powerful role in shaping the way people act within that context. The insights, frameworks, and tools in this book will help people become more astute within their organizational cultures." —Brian Fraser, lead provocateur, Organization Jazzthink

Clear, practical, step-by-step guidance through the nonprofit merger process Using real-world examples, case studies, and enduring frameworks, Nonprofit Mergers and Alliances, Second Edition offers clear, practical, step-by-step guidance through the merger and alliance development process. From assessing feasibility and planning for implementation to post-merger integration, this ground-breaking work points out pitfalls and offers insightful commentary in every chapter. Provides a comprehensive framework for designing and implementing effective collaborations of all kinds Offers the tools needed to effectively collaborate with potential partners Shows how nonprofit mergers are fundamentally different from for-profit mergers-and why board members need to know this Focuses on the needs of the nonprofit sector, including cultural compatibility and compassionate management practices Shows nonprofit managers and board members how to make their way through the merger process without repeating Wall Street's mistakes Insightful and realistic, Nonprofit Mergers and Alliances, Second Edition equips you with the tools and knowledge you need to create effective collaborations.

Essential tools and guidance for effective nonprofit financial management Financial Management for Nonprofit Organizations provides students, professionals, and board members with a comprehensive reference for the field. Identifying key objectives and exploring current practices, this book offers practical guidance on all major aspects of nonprofit financial management. As nonprofit organizations fall under ever-increasing scrutiny and accountability, this book provides the essential knowledge and tools professional need to maintain a strong financial management system while serving the organization's stated mission. Financial management, cash flow, and financial sustainability are perennial issues, and this book highlights the concepts, skills, and tools that help organizations address those issues. Clear guidance on analytics, reporting, investing, risk management, and more comprise a singular reference that nonprofit finance and accounting professionals and board members should keep within arm's reach. Updated to reflect the post-recession reality and outlook for nonprofits, this new edition includes new examples, expanded tax-exempt financing material, and recession analysis that informs strategy going forward. Articulate the proper primary financial objective, target liquidity, and how it ensures financial health and sustainability Understand nonprofit financial practices, processes, and objectives Manage your organization's resources in the context of its mission Delve into smart investing and risk management best practices Manage liquidity, reporting, cash and operating budgets, debt and other liabilities, IP, legal risk, internal controls and more Craft appropriate financial policies Although the U.S. economy has recovered, recovery has not addressed the systemic and perpetual funding challenges nonprofits face year after year. Despite positive indicators, many organizations remain hampered by pursuit of the wrong primary financial objective, insufficient funding and a lack of investment in long-term sustainability; in this climate, financial managers must stay up-to-date with the latest tools, practices, and regulations in order to serve their organization's interests. Financial Management for Nonprofit Organizations provides clear, in-depth reference and strategy for navigating the expanding financial management function.

Some of the emerging views brought up in this e-book are: The paradox and the necessity of pursuing sustaining and disruptive innovation simultaneously require a new kind of talent called integral leadership, the usual tools of persuasion -- reason, statistics, and bullet-points of logic -- fail to cause the necessary changes in management culture to allow disruptive innovation to thrive. Leaders must guide companies through an emotional leap to embrace a future based upon disruptive innovation in technology and work practices and the search for viable

disruptive innovation new customer values, new markets, new business models starts by systematically exploring a company's strategic frontier.

In this new edition of his popular textbook, *Nonprofit Organizations: Theory, Management, Policy*, Helmut K. Anheier has fully updated, revised and expanded his comprehensive introduction to this field. The text takes on an international and comparative dimensions perspective, detailing the background and concepts behind these organizations and examining relevant theories and central issues. Anheier covers the full range of nonprofit organizations – service providers, membership organizations, foundations, community groups – in different fields, such as arts and culture, social services and education. He introduces central terms such as philanthropy, charity, community, social entrepreneurship, social investment, public good and civil society, whilst explaining how the field spills over from public management, through nonprofit management and public administration. The previous edition won the Best Book Award at the American Academy of Management in 2006. *Nonprofit Organizations: Theory, Management, Policy* is an ideal resource for students on undergraduate and postgraduate courses in both Europe and North America.

The highly acclaimed *Financial and Strategic Management for Nonprofit Organizations* provides an encyclopedic account of all the key financial, legal, and managerial issues facing nonprofit executives. This is today's definitive single-source text and reference for managing any nonprofit organization. Designed for both professional and graduate student readers, this work thoroughly addresses all key aspects of building managerial skill and promoting imagination and innovation in organizations across the nonprofit spectrum. Herrington J. Bryce presents every technique and concept in the context of today's public policies, leading practices, laws, norms, and expectations. Herrington J. Bryce was a senior economist at the Urban Institute, a Brookings Economic Policy Fellow, a Fellow at the Institute of Politics at Harvard and a visiting professor in regional economics and planning at the Massachusetts Institute of Technology. He taught micro economic theory and public finance at Clark University in Worcester, Massachusetts, and was director of the program in legal and budget studies at the University College at the University of Maryland. He currently teaches courses at the College of William & Mary in nonprofits but mostly in corporate financial strategy and cost management—heavily reflected in this text. He has published extensively and has served on many state, local and federal government advisory committees. He has a PhD in economics from the Maxwell School at Syracuse University, and a CLU and ChFC from the American College.

The power of metrics is astounding. Actually, it's the RIGHT metrics that carry all the power. What can you measure NOW that will give you insight into the FUTURE of your business? Measuring the right things right now can help you to predict outcomes. Predicting outcomes allows you to solve problems today instead of being blindsided by them tomorrow. I was running an Inc500 company. Growing in excess of 100% a year, with my hair on fire, we measured various metrics including the usual financial Key Performance Indicators (KPIs). But wait. These KPIs are about past and current performance. They allow you to celebrate with ice cream parties, but do not provide insight regarding future problems and outcomes. It wasn't until I discovered the RIGHT THINGS to measure that we began sharing bonuses along with the ice cream. This is my story, my journey of discovering the right things to measure and the dashboards that changed my future.

In *Strategic Unions*, David C. Guth, Jr. leverages personal experience and three decades as a nonprofit behavioral health executive to deliver an insider's perspective on nonprofit mergers, likening the process to marriage. Documenting its evolution through courtship, engagement and wedding, Guth sheds light on how to make a merger marriage work—from the first date, to popping the question, to building a foundation for a lasting union.

Praise for *NONPROFIT SUSTAINABILITY* "This is much more than a financial how-to book. It's a nonprofit's guide to empowerment. It demystifies mission impact and financial viability using The Matrix Map to provide strategic options for any organization. A must-read for every nonprofit CEO, CFO, and board member." —Julia A. McClendon, chief executive officer, YWCA Elgin, Illinois "This book should stay within easy reaching distance and end up completely dog-eared because it walks the reader through a practical but sometimes revelatory process of choosing the right mix of programs for mission impact and financial sustainability. Its use is a practice in which every nonprofit should engage its board once a year." —Ruth McCambridge, editor in chief, *The Nonprofit Quarterly* "Up until a few years ago, funding and managing a nonprofit was a bit like undertaking an ocean voyage. Now, it's akin to windsurfing—you must be nimble, prepared to maximize even the slightest breeze, and open to modifying your course at a moment's notice. Innovative executive directors or bold board members who want their organization to be able to ride the big waves of the new American economy must read this book." —Robert L. E. Egger, president, DC Central Kitchen/Campus Kitchens Project/V3 Campaign "Most nonprofits struggle to find a long-term sustainable business model that will enable them to deliver impact on their mission. Thanks to Jeanne Bell, Jan Masaoka, and Steve Zimmerman help is now in sight. This book offers practical, concrete steps you can take to develop your own unique path to sustainability without compromising your mission." —Heather McLeod Grant, consultant, Monitor Institute, and author, *Forces for Good: The Six Practices of High-Impact Nonprofits* "At last! An urgently needed framework to prepare leaders to meet head-on the persistent twin challenges of impact and sustainability. This is a practical tool based on good business principles that can bring boards and staff members together to lead their organizations to sustainable futures." —Nora Silver, adjunct professor and director, Center for Nonprofit and Public Leadership, Haas School of Business, University of California, Berkeley "Together, Jeanne Bell, Jan Masaoka, and Steve Zimmerman equal wisdom, experience, and know-how on sustainability and lots of other things. Buy, read, and learn from this terrific book!" —Clara Miller, president and CEO, Nonprofit Finance Fund "Wisdom, experience, and know-how. Buy, read, and learn from this terrific book!" —Clara Miller, president and CEO, Nonprofit Finance Fund

This book details six stories of nonprofit leaders who chose a merger strategy for their nonprofit organizations, and in the process, became "mission-centered" leaders who refuse to be ruled, or biased by their fears about their own career. Mission-centered leaders help their organizations' impact grow and go on to prosper themselves. The book details six common steps in the letting-go process each leader went through, and includes advice for other leaders who are considering a merger strategy.

The Nonprofit Mergers Workbook Unifying the organization after a merger Fieldstone Alliance

Nonprofit managers have been slow to embrace the digital age. Although technology has transformed the face of the for-profit sector and how it operates, nonprofit use of technology to improve internal functioning and to change the way services are delivered is almost nonexistent. These limitations actually have opened the door for for-profits to "compete" successfully for traditional nonprofit business, such as moving people from welfare to work. *Managing Nonprofits.org* is both a call to action and a roadmap for change. Each chapter defines an element of Dynamic Management and identifies "digital hotspots" or places within that element, and the nonprofit's implementation of that element, where

digital issues will most likely arise and need to be addressed. In addition, at the end of each chapter, Maxims of Dynamic Management or core truths that the authors have found helpful to follow in their day-to-day experience as nonprofit leaders in bringing Dynamic Management to their organization are provided. Finally, the authors highlight the experience of various nonprofit and for-profit organizations that have successfully made elements of Dynamic Management a reality in their organizations.

Conveys the breadth and depth of the social work profession's collective expertise, formulated and written by social workers from many backgrounds and competencies.

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

In this groundbreaking book, strategy expert David La Piana introduces "Real-Time Strategic Planning," a fluid, organic process that engages staff and board in a program of systematic readiness and continuous responsiveness. You'll find tools for clarifying your competitive advantage; generating a strategy screen--criteria for evaluating strategies to be able to respond quickly; handling big questions; developing and testing strategies; and implementing and adapting strategies.

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

How to manage tech support (and keep your sanity!) One day you unjammed the printer and saved the day. But now, somehow, all technology resources have become your responsibility! The Accidental Techie shows you how to create a support system that will help your organization use technology more effectively and make your day-to-day life less hectic. Step-by-step guidance to creating an effective support system This hands-on guide walks you through five projects that, when completed, will give you a comprehensive and usable support system for conducting a technology inventory, assessing and supporting staff, assessing and buying technology, protecting your organization from disasters and data loss, and managing your role. You don't have to tackle the projects all at once or in any particular order. Dive in where it makes sense for you. "Techie Tools" make this guide even more useful You'll find ready-to-use templates, worksheets, and sample policies; 135 resources on topics such as funding, discussion groups, application service providers, web site development, and donor management software; a security policy checklist; steps for creating a database that gives you the reports you need; and a glossary of terms every techie should know. How to get technology funding A special chapter on funding reveals five questions most funders ask to judge technology requests, and gives you tips for creating a compelling request. Build management support for your work Many accidental techies face the challenge of influencing major organizational policies and procedures without real authority to do so. Board members and managers can use this book to understand and support your work. Ultimately, better managed technology leads to better services. Whether you're new to all this or a veteran, The Accidental Techie is your ally. Use it and start making your life easier today

Play to Win offers nonprofit leaders the help they need to develop their organization's unique competitive advantages and to use the power of competitive strategies to build their organization's capacity for advancing its mission. This book offers a clear description of competition and discusses its practical, ethical, and political ramifications within the nonprofit sector. It demonstrates how, by being a more effective competitor, a nonprofit can enhance its chances for both programmatic and financial success. Play to Win is filled with practical tools for assessing a nonprofit's position in the marketplace and developing winning competitive strategies. Read a Charity Channel review:

<http://charitychannel.com/publish/templates/?a=4864&z=25> http://charitychannel.com/publish/templates/?a=4864&z=25/a 2006 Terry McAdam Award Honorable Mention:

<http://www.allianceonline.org/publications/mcadam06.page> http://www.allianceonline.org/publications/mcadam06.page/a

Nonprofits often use the terms "strategic planning" and "business planning" interchangeably, but a good business plan goes beyond the traditional strategic plan with its focus on mission and vision, goals and objectives. The Nonprofit Business Plan, created by the strategy experts at La Piana Consulting, helps you understand what a business plan is and why you need one, then provides a practical, proven process for creating a successful, sustainable business model. This insightful resource further explains how your nonprofit can determine whether a potential undertaking is economically and operationally viable - a vital tool in today's economic climate - and how to understand and solve challenges as they arise. With detailed instructions, worksheets, essential tools, an integrated case study, and a rigorous financial analysis presented clearly and accessibly for those who work in or are connected to the nonprofit sphere, The Nonprofit Business Plan will help your team make solid business decisions so that you can achieve maximum results for your mission.

Nonprofits leaders are optimistic by nature: they believe with time, energy, smarts, strategy and sheer will, they can change the world. But too many cooks, not enough money, an abundance of passion, can make you feel there are too many obstacles to overcome. Garry shows you how to build a powerhouse board, create an impressive and sustainable fundraising program, renew your passion for your mission and organization, and become a bigger difference in the world.

You've completed the merger agreement. Now, how do you make the merger work? Nonprofit Mergers Part II helps you create a comprehensive plan to achieve integration. It addresses large, strategic issues as well as small practical ones. Integration issues and how to handle them Section I: Going the Distance provides a broad view of integration, its challenges, and how to meet them. Topics include the basic tenets of organizational change; what success looks like in a well-implemented merger; the purpose and content of an integration plan; how to address people issues through leadership and planning; and the relationship between effective leadership, effective communication, and their combined contribution to integration success. How to create a useful integration plan Section II: Creating an Integration Plan takes you step-by-step through this essential process. You'll learn about

integration of boards, cultures, management, staff and volunteers, programs, communications and marketing, and systems--one by one, in detail; the steps needed to create each section of the plan; common challenges, roadblocks, and crises that will arise, and how to respond when they do; and processes, procedures, and interventions likely to be most helpful and necessary. Software helps you create an organized plan Included with the book is a CD-ROM with a detailed integration plan template. Use it to keep your planning organized and on track. This useful guide also includes sample integration plans, worksheets, checklists, and tips and quotes from leaders of merged organizations. Nonprofit Mergers Part II is a must-read for anyone considering, embarking on, or just completing a merger!

Praise for *Streetsmart Financial Basics for Nonprofit Managers, Third Edition* "Tom McLaughlin is a proven master at making the daunting concepts of nonprofit financial management clear and engaging. This book is a superb introduction for new nonprofit executives, board members, and students. It is also an excellent refresher and reference for those of us who have been around the nonprofit sector for a while. It is well written, concise, and thought provoking." —J. Gregory Dees, Professor of the Practice of Social Entrepreneurship and Nonprofit Management at Duke University's Fuqua School of Business, and coauthor of *Enterprising Nonprofits* and *Strategic Tools for Social Entrepreneurs* "A very practical guide to understanding and managing the finances of a nonprofit organization. As nonprofits strive for greater accountability, Tom McLaughlin's real-world examples and accessible style make this book indispensable for nonprofit executives, managers, and board members at organizations of any size." —Gordon J. Campbell, President and CEO, United Way of New York City "Tom McLaughlin's powerful book is far more than a useful tool. It provides the philosophical approach to instill strong stewardship and future viability to those in the world of nonprofits. He takes apart the complex issues of nonprofit stewardship just as Einstein translated relativity into a simple equation. Purely masterful." —Jim Mellor, Senior VP, Chief Financial Officer, YMCA of the USA Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

CD-ROM contains: integration plan software, worksheets, pre and post merger assessment tool, sample human resource audit and sample technology audit.

Nonprofit Strategic Positioning: Decide Where to Be, Plan What to Do is the first nonprofit-oriented book to describe strategic positioning as an alternative to traditional strategic planning. Even in the nonprofit sector, strategic planning is becoming discredited as a formulaic, go-nowhere exercise. This book will take the reader on a stimulating journey through nonprofit strategy development and implementation. The book is timely because the nonprofit sector has reached a turning point where the need to be more business-like is undeniable, and the continuing retreat of the public sector has left even wider gaps in services that nonprofits will be asked to fill. *Nonprofit Strategic Positioning: Decide Where to Be, Plan What to Do* offers a fresh new way for nonprofits to meet the challenges of the 21st century.

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