Foreword by **Brian Crimmins, CEO**
Executive Summary by **James Kopp, Senior Managing Director**

Designing for Sustained Impact

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Changing Our World, Inc.
FUNDRAISING PHILANTHROPY

Table of Contents

Foreword

In an ever-evolving world, nonprofits must continuously adapt to changing demographics, ages, technological advances and so much more. As a new age of donors comes into play, the traditional approach of measuring success in nonprofits is shifting from monies raised to whether the goals governing the money were achieved.

Design thinking is not a new idea, however, it has seldom been applied to nonprofits. Until recently. Nonprofits are beginning to understand that in order to advance their missions they must look at solution-based tactics in order to create a sustainable model for the future. The traditional case for support focuses both on problems a nonprofit is hoping to alleviate, as well as on articulating the needs of the soliciting organization. As we see the shift in donors' perception of measuring a nonprofit's success, stating needs is not enough. Within our work at Changing Our World, we partner with nonprofits to guide leaders through the application of design thinking to a case for support in order to, not only identify goals and solutions, but to sort among solutions for those that are fundable through philanthropy.

This white paper breaks down applying design thinking for a nonprofit's traditional case for support into six basic steps:

- Discovery and Due Diligence;
- Establishing a Goal;
- Imagining a Solution;
- Creating Ownership;
- Testing the Approach; and,
- Grappling with Performance Measurements.

Applying this solution-based method is no easy task for a nonprofit, but the rewards go beyond an adequate fundraising strategy. It allows nonprofits to work collaboratively throughout all departments to strategize the most effective ways to fundraise, as well as the best uses for the money raised. When nonprofits are willing to tackle this tactic of design thinking when creating a case for support, they will begin to see the mold for creating a sustainable and self-sustaining future.

Enjoy the read!

Sincerely,

Brian Crimmins
Chief Executive Officer
Changing Our World, Inc.

Executive Summary

"Design thinking is a human centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology and the requirements for business success."

-Tim Brown, CEO, IDEO

When applied to developing cases for support, design thinking shifts the thematic emphasis of the case from a description of "needs that must be funded" to "the methodologies that will be employed to develop solutions and measure impact." As donors increasingly align their philanthropy with organizations that can, in a clear and quantifiable manner, demonstrate mission outcomes and program impacts, the traditional manner by which cases are assembled increasingly fails to resonate with an organization's constituents.

According to the tenets of design thinking, an effective case for support is predicated upon and informed by clear organizational planning that articulates both tactical and strategic organizational priorities. Additionally, cases for support must engender trust within the donor by articulating, through qualitative measurement, how the solutions proposed within the case will make a difference. Lastly, such case development must be informed by a close association between program and fundraising staff to ensure that case elements reflect current organizational needs and are presented in a manner that inspires support.

When viewed through the lens of design thinking, the development of a case for support is based on the following steps:

1. **A base of evidence** that is determined through market assessment and analysis. This process of disovery is heavily quantitative and projects the arc of demographic, social, and economic change into the future so that design is based on where the nonprofit's world is going not where it has been.
2. **Establishing organizational and programmatic goals** to ensure that there is a measurable end state that the design seeks to achieve This is not a philosophy, or a vision, or a vague statement of ambition. It is a rigorous, measureable statement of goal.
3. **Developing a solution** that requiries engagement across the organization, that builds bridges between program, funding, and outside experts to think about alternative pathways to achieve the goal in light of the evidence. The effort requires letting go of assumptions and thinking through concrete actions to achieve the goal.
4. **Establishing broad-based ownership of the solution.** This means that the solution needs to be understood and reviewed by a range of interests in the nonprofit, from the board on down to ensure that all views are obtained and, if not accommodated, at least engaged in designing the solution.
5. **Testing the approach** not simply with the traditional "top down, inside out" approach to case interviews but with cohorts of people who are not donors, with the wider community, and with clients and constituents.
6. **Establishing performance metrics**, not just for fundraising but programmatically for the entire design,

so that a quantitative dashboard can both anchor management of implementation and be used with donors who increasingly demand evidence of the impact of their funding.

When design thinking is applied to case development, the result is not only the creation of a more powerful, impactful, and hence financeable initiative, it establishes a process and a result that unites an organization around a goal, bridges across programs and fundraising, and sets an internal and donor standard for performance. Design thinking creates a pathway to enhanced organizational effectiveness.

James Kopp
Senior Managing Director
Changing Our World, Inc.

Introduction

In the 1950s, MIT's Buckminster Fuller, one of the most prolific inventors in U.S. history, began convening inter-disciplinary teams to develop solutions to systems failures that affected large social units and communities. It was the first time that integrating multiple skills and disciplines had become a routinized approach to creating solutions in an engineering space.

Called "Design Science" this broad-gauged, solutions-oriented approach to understanding problems and to developing innovative approaches to problem-solving has evolved into what today is called "Design Thinking" and is now used widely in business to inject innovation into product or service development by gathering a variety of perspectives for rapid ideation to create solutions to consumer or social problems. Design thinking has been refined by IDEO, formed in 1991 from a merger of David Kelly Design,[1] ID Two and Matrix Product Design. IDEO's roots were in the information systems industry but its work now extends to many economic and consumer sectors.

The literature on design thinking is largely limited to the commercial sector. Yet, the rapid change in the environment for nonprofits – indeed even the change in definition of what constitutes a "nonprofit" on a continuum from charity to enterprise – suggests that the principles of design thinking can and ought be applied in the nonprofit sector. There is some literature emerging in this area,[2] but nearly all of it is descriptive of program or product innovations, without reference to the sources of money for that innovation – philanthropy and fundraising.

Yet, the money is, after all, important. And so, how can design thinking help fundraising? The most immediate candidate for application of design thinking is the traditional case for support.

This white paper considers how the environment for the case for support has changed, how design thinking would approach the development of a case completely differently from traditional "case writing," and the specific process by which design thinking would be introduced into case development.

For the new generation of donors, for institutional funders, and, indeed, increasingly for even smaller and traditional donors who have been reliable funders, it is not enough to simply write about who you are and what you need. The fundraising argument for donor action must be premised on solutions.

Herein lies the advantage of design thinking in developing funding strategies for sustained impact. A solutions-based approach must integrate horizontally – combining program leadership with fundraising leadership – and must engage vertically – involving not just nonprofit managers but the clients and/or communities (customers) that nonprofits serve. The case for support and the fundraising that follows is not written by fundraising, it is designed across and throughout the organization with a firm eye on solutions.

The Problem

The traditional case for support, especially but not exclusively in the faith-based sector, focuses on describing the soliciting organization, articulating its needs and their importance, and indicating why the donor should care. The emphasis is on need.

The problem is that this traditional approach increasingly delaminates from the expectations of donors who are less interested in giving to problems than they are in investing in solutions. Indeed, in the U.S. Trust 2016 study of high-net-worth philanthropy, nearly half cited impact as a reason to give, nearly 90 percent expected the operations that led to impact to be guided by sound business and operational practices.[3] For these donors, need was not the issue. How the money was going to be managed, how it was going to flow out to results, was what mattered.

And the knowledge that results have been forthcoming motivates donors to give again and to give more. In the 2016 Burk Donor Survey, conducted annually by Cygnus Research, 41 percent of responders said that, having made a gift to a charity, they subsequently gave more to nonprofits that could demonstrate results.[4]

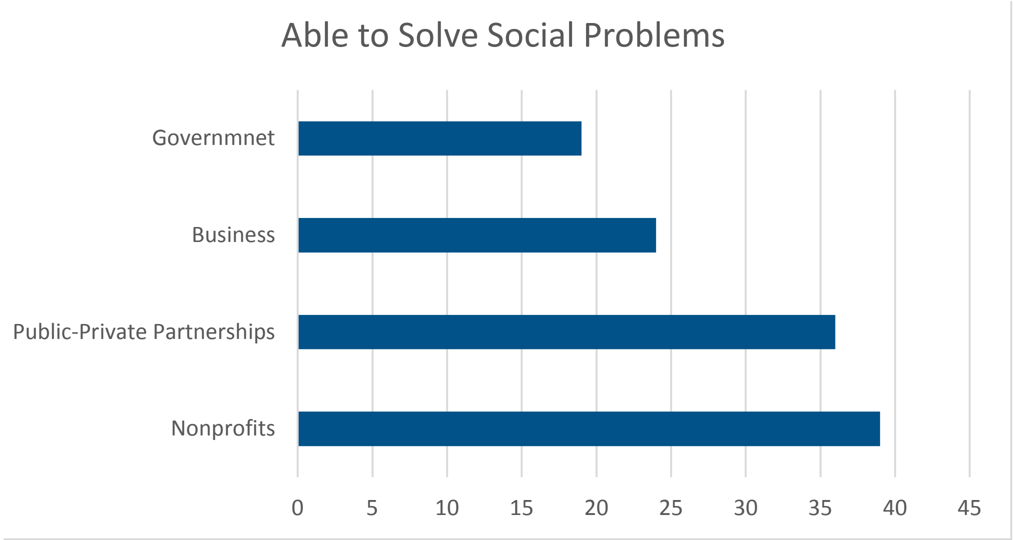
The tendency is even more important for younger donors. In a 2013 set of studies by Rovner, Goldseker and Moody, 60 percent of GenY donors insist on seeing direct impact, compared to 37 percent of the boomer generation.[5]

Generation	Planning to increase charitable giving over next 12 months	Need to see direct impact of donation	Interested in buying products because some or all proceeds will go to charity	Likely to give to charity through crowd-funding
Gen Y (b. 1981-1995)	21%	60%	50%	47%
Gen X (b. 1965-1980)	18%	50%	50%	30%
Boomers (b. 1945-1964)	10%	37%	36%	13%

Rovner, Goldseker and Moody 2013

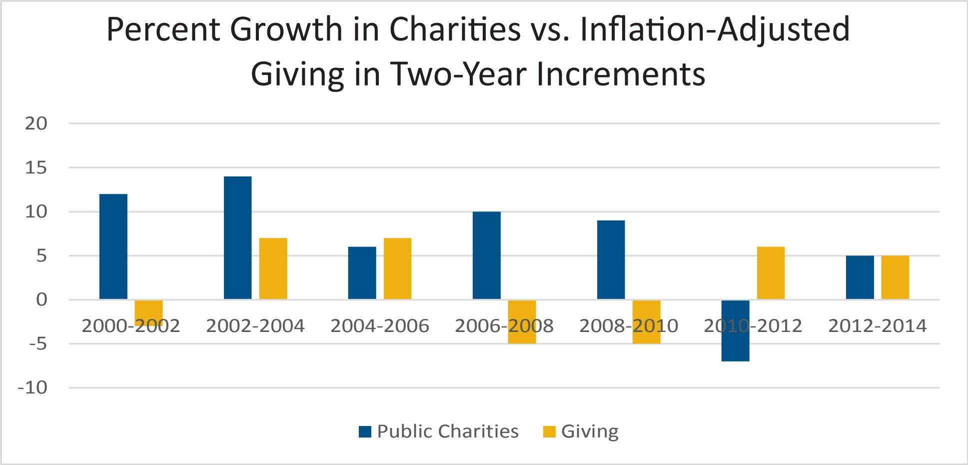
The tendency to look for results is also fueled by a doubt about alternative sources of solutions. The Fidelity 2016 survey of donors noted that no majority believed any particular sector could actually solve social problems. But the highest single portion (39 percent) believed nonprofits were more likely to be the source of solutions, followed closely by public-private partnerships,[6] which of course include nonprofits.

So, the problem for nonprofits of all types, and faith-based nonprofits are no exception, is performance. The “case for support” must be performance-based, not simply need-based. It must show what is needed, yes, but it must show HOW the resources will flow relative to that need, WHAT is expected to happen as a consequence, and the RESULTS that will be obtained to solve whatever the stated problem is.



Fidelity Study 2016

This is important not just because donors demand it, but because those demands will be met...by someone. In 2016, the Internal Revenue Service approved nearly 80,000 new nonprofits. The rate of growth of the number of nonprofits exceeds the rate of growth of individual giving. There are, in effect, more organizations chasing relatively fewer dollars. Therefore, where the expectations are for results, the winners will be those who understand results, place results at the base of their case, and produce the evidence that results are the consequence of funding.



Giving USA and Center for Charitable Statistics 2016

In only two periods did the rate of growth of giving exceed that of the formation of public charities. The period of registration decline reflects the more aggressive enforcement of the IRS on charitable requirements.

Case Study: Services and Solutions in Selma, Alabama

See also *Can Poverty Compete for Philanthropy?*[7]

Nearly 80 years ago, the Society of St. Edmund, a Catholic religious order, founded Edmundite Missions to serve the poor in Selma and surrounding rural areas. In that time, the Missions have provided food and emergency funding to the poorest populations in the poorest county in the poorest state in the nation. It has also played a key historical role in the Civil Rights Movement in the Deep South.

This charitable work is essential. There are no alternatives for most people. Government services are weak or nonexistent. There are few, often no, alternative nonprofit providers. Poverty is intergenerational. The work was supported by a network of individual donors passionate about poverty.

But, as essential as continuing the current work is, the Missions felt it is not enough. While the charity maintained the lives of the poorest of the poor, it did not provide a way out of poverty for those who might have the capacity to lift themselves up. The Missions sought to be a part of solving the deeper problems that have kept the poor of Selma impoverished for so long. The need was to change the historic narrative of despair to a future narrative of hope, and to do so by demonstrating that alternative outcomes were possible for the poor.

After a full community needs assessment, focus groups with the poor who come to the Missions for help, deep internal asset considerations, and a Mobile Seminar to several analogous organizations around the country, Edmundite Missions chose several very specific program extensions to be implemented over a 10-year transformation planning period. Two of these extensions provide examples of the thinking.

Job preparation is a critical need, but the Missions is not and had never been a job training organization. But, its key assets included: a relatively large physical "campus;" administrative roles in both programs and fundraising; an extensive kitchen, which prepares 1300 meals; and an apprenticeship program, Bridges at the Missions. Bridges allows those out of work, but with some experience, to spend six to twelve months as a paid employee attached to a manager in Administration, Building and Grounds, or Food Service. Four days are spent on the job, and one day in mentorship for such skills as interviewing and resume preparation. This allows those laid off or having lost a job to hone skills and to seek-a-job-from-a-job. The ROI from an investment in a single individual over the subsequent five years was calculated to be nearly 400 percent. When a donor saw the plan, he provided the seed funding immediately.

Complementing Bridges, the Missions then created a new entity, Edmundite Missions Enterprises, designed to bring to market social enterprises deeply seeded in existing services and capacity. While the Missions has long been an employer in Selma, a social enterprise based, for example, on food will change its own narrative to becoming an enterprise solution for the community. The first enterprise, Kitchens in Selma, builds on nearly 80 years of experience in food preparation and service, the physical infrastructure present at the Missions, and the brand of Selma. It will lift the image of Selma and the Missions nationally and with new generations of donors. A second enterprise, providing food catering, will build jobs locally. A third, currently in planning, links enterprise to the Edumundite Mission Youth Program to produce funds for scholarships. Implementation of such programs is based on careful community assessment, understanding of the perceptions of the poor, detailed business planning, and a slow and steady implementation roll-out.

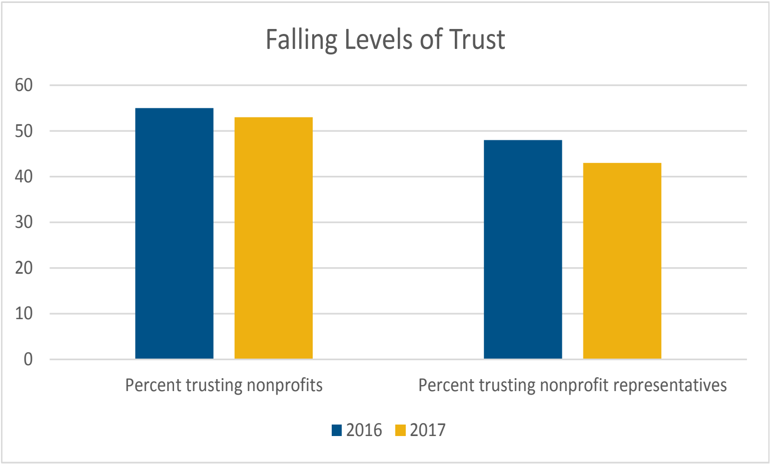
Early data indicate that innovations can have fundraising effects. The second beta-phase roll-out of the social enterprise implies that as many as a third of purchasers add contributions to their product purchase.

The Solution

The case for support must be designed not written, and, in turn, the use of the funds must be designed both in terms of how resources will flow to problem-solving and what the expected results will be. This is not a matter of a flowery statement or moving pictures of sad people. It is matter of clear objectives and disciplined flow of funds to produce results.

Doing so requires three fundamental changes in the structure of how nonprofits think about their case for support and the process by which the strategy is developed. In our experience at Changing Our World, these three changes are particularly challenging for, but no less needed by, faith-based nonprofits.

First, organizational clarity. The problem for development is that you cannot actually fundraise unless the overall organization knows what it wants to do and understands and articulates its aspirations in a clear way. There must be, not only a strategic plan, but a business plan that translates aspirations into concrete actions. The direction of the organization and the concrete plans for its programs to implement that direction must be designed before a case for support. The difficulty for development is that this is not the development director's responsibility. Development directors are in charge of money not programs. Yet, failure in organizational clarity hamstrings the fundraising that IS his/her responsibility.



Edelman Trust Barometer 2017

Second, a focus on evidence. For myriad reasons we now see a failure of trust in institutions. This is especially true of the young, but it is increasingly true more broadly across the nation. The Edelman Trust Barometer shows that only about half of U.S. citizens trust nonprofits, and less than half trust their representatives. More people trust search engines than trust spokespeople.[8] The rise of populism is, in part, a demonstration of the failure of trust. Evidence, therefore, is key to the rationale for fundraising. Not simply evidence of need, but evidence that the proposed initiative will actually make a difference. Quantitative measures of both need and results are fundamental to trust.

Third, collaborative decision-making. For many nonprofits, there is a chasm between program leadership and fundraisers. Program leaders feel fundraisers do not bring in the money they need. Program leadership sees working with fundraisers as burdensome and "just another thing to do." Fundraisers believe program officers do not understand what is possible or what donors want. Fundraisers do not believe program officers respect their role or their opinions. A case for support that is designed for results requires that this chasm be bridged. It requires that program officers believe that development brings important evidence about the funding market to the table, and that development officers listen to program officers and help to share their aspirations with the market. Only collaborative decision-making that intersects the funding market with programmatic priorities and aspirations will produce a case designed for results.

Applying Design Thinking to the Nonprofit Sector

How can this be done? How can the nonprofit sector begin to think this way?

The commercial sector has seen the rise of what is called "design thinking." This approach to identifying problems and creating solutions needs to be taken up by nonprofits.

Design thinking has two primary characteristics.

Design thinking is not problem-focused. It is solutions-focused. And more than being solutions-focused, it is action-oriented, positioning everything as a pathway for creating a preferred future. Because its roots are in engineering, design thinking drives constantly to understanding the desired outcome and creating a clear and concrete way to reach that outcome. Design thinking seeks neither a statement of a problem nor a statement of a desired endpoint. Design thinking seeks to organize assets and processes to achieve results.

Second, it is not rote. A design process never assumes that what worked somewhere else will work here. It never assumes that other solutions are THIS solution. And it never takes place in siloes. Design thinking is interactive across an organization, constantly innovative, constantly looking for the best pathway to a solution.

At a company like Citrix, 7500 employees have taken design thinking courses, in an effort to imbue solutions throughout the organization. Capital One is another example of a company that has put design thinking at the core of how it innovates to constantly improve the solutions for how customers interact with their money. In commerce, the endpoint is the consumer, and design thinking is the pathway between a company's capabilities and the desires and behaviors of that consumer.

Revolutionizing the tourism industry with design thinking

Airbnb has transformed the tourism industry, expanding its presence in more than 34,000 cities across 191 countries. Yet in 2009, the startup was on the edge of bankruptcy.

Four failed launches and the revenue line flattening at $200 per week urged the founders to acknowledge the disservice of sitting behind their computers and trying to solve problems in the Silicon Valley mentality.

Joe Gebbia, Airbnb co-founder, defines their success as a classic design story taught in design schools.

Examining their ads in NY, the team identified a problem. The insufficient quality of pictures barely gave a clear sense of the accommodation that a person paid for. The founders came up with an action-oriented solution and travelled to NY to test it. They rented professional cameras and spent time with the customers listing the ads. Upgrading the amateur pictures doubled the Airbnb revenue in one week.

With a core value of "being a patient," Airbnb requires new team members to take a trip in their first week in the company and then return to share back to the entire team. Following the methodology of design thinking and taking measurable risks via small experiments, the company ensures acceleration of new services and establishment of new partnerships to realize home sharing benefits worldwide.

Of course, the analogy is not perfect in the nonprofit sector, let alone for faith-based organizations. Nonprofits have a complex of clients, constituents, and donors with a wide variety of relationships with the organization, some premised on money and some not.

But the point is that, applied to the nonprofit sector in general and fundraising in particular, a "design thinking" approach is the bridge between programs, finance and results. Developing a case for support is not a matter of writing about needs and aspirations. Indeed, writing anything is the last not the first step.

A design thinking approach develops the architecture of sustainable solutions to problems that match both the nature of the problem and the expectations of donors. The case for support is not the product of a few interviews with leadership. It is the product of a constantly iterative process of evidence gathering, ideation of alternatives to solving problems in sustainable ways, testing of those solutions with program leaders, constituents and donors, and evolving the pathway to the solution that will, at one time, strengthen the organization, produce measurable results for a problem, sustain those results, and attract donors/investors in the solutions.

That is a mouthful, or a pen-full as the case may be. How do you apply design thinking to developing funding strategies? What are the steps?

Six Steps to Design Thinking and Nonprofit Funding Strategy

There are six basic steps to applying design thinking to the process of fundraising strategy and execution.

1. *Discovery and Due Diligence*

The first step is to understand what is true. Numbers matter, evidence is the basis for action, and, therefore, step number one is to gather evidence.

Evidence comes from two sources. First, people. This is not just a matter of interviewing organizational leadership about vision. This is important. But it is not enough.

Interviews must be conducted up and down the organization, focusing on the solutions to problems that have been attempted, what has worked, what has not, and why. Interviews are both diagnostic and prescriptive.

Furthermore, donor interviews are necessary but insufficent. Interviews and discussions are also with clients and constituents. This is not about donors; you do not talk to donors until you clearly and deeply understand the pathway to solutions. These are conversations with those whom the funding initiative will touch. Focus groups of the poor to understand what THEY want, how they see their problems, how they see their solutions. Conversations with parents about their aspirations. Surveys of the entire religious community to determine how sisters of every age and every background and every geographic area see solutions. What do the people who are touched by the problem and solution think? At the end of the day, whatever funds are being raised for, their ultimate purpose is to touch lives. So understanding what those lives want and how they see solutions is fundamental to understanding both the results of the funded initiative and the sustainability of the effort.

Due Diligence Through Community Needs Assessments

Desk-research is often important to understand the scope of economic, socio-demographic, and institutional needs. But it is often not enough. Equally important is the effort to understand what the community and its leaders actually think. Many cases for support are derived simply by talking to leaders inside the nonprofit and those closest to the organization, e.g., boards and advisors. Increasingly this must be accompanied by getting outside the organization into the community, actually walking the streets (or the after-Mass donut and coffee gathering, or the school fair, or whatever puts you in touch with average people facing relevant problems or with relevant aspirations) and talking to real people about their needs and the adequacy of the nonprofit's response, to political leadership about problems, policies and the nonprofit's role, small business owners, major employers, and the like. Such due diligence takes time and discipline, and, frankly, skill and experience. Not everyone is good at it. As with data, the time-frame is both the here-and-now, and the future. What do people see as needs now? What will change in those needs in the future? What are their aspirations? What would they like them to be? What do they know about you, the nonprofit? What do they think of you? What real and tangible difference do you make? What difference would they like you to make? All of this information, correctly structured, actually yields data! And data about community impact then can be used as input to program design and to the design of the case for support.

And quantitative analysis. What do the data say? Not the donor data, the contextual and organizational data. What is the surrounding environment like? What are the economic and income projections? What is the socio-demographic situation, and what is it likely to be 20 years from now? How will that change impact the efforts for which funds are being raised? And how will they affect the fundraising strategy itself?

What is the organizational program data? How many people reached? What characteristics? How has that changed over time? What results have been seen? How sustainable are those results? How do those results compare with competitors in the environment?

This due diligence process provides input to imagining solutions, and the particular way in which money can be the pathway for those solutions

2. *Establishing a Goal*

The hardest part of the design thinking process is establishing a measureable goal. By this we do not mean a financial

Case Study: Archdiocese of St. Louis

With more than one hundred and forty elementary and secondary schools enrolling almost forty thousand students, the Archdiocese of St. Louis maintains the eighth largest private educational system in the United States. Over the past two decades, due to changes in demographics served by the archdiocesan system of education, the percentage of school-aged children enrolled in archdiocesan Catholic schools has fallen by almost twenty percent. In that same time period, the average elementary school tuition in the archdiocese increased one hundred and seventy five percent.

In 2014, the Roman Catholic Foundation of Eastern Missouri engaged Changing Our World to develop an approach to the implementation of an archdiocesan-wide campaign that would provide long-term support for the archdiocesan system of Catholic education. During a campaign feasibility study, it became apparent that simply enhancing student access through increasing available scholarship monies would not ensure the strategic growth of the archdiocesan system of education. Nor would it address donor concerns about the sustainability of the Catholic school system, and its spiritual strength, in an increasingly competitive educational market with a growing cohort of charter schools.

Changing Our World used design thinking methods to involve cross-disciplinary experts, conduct extensive data analysis, facilitate multiple iterations of solutions structuring, and create quantitative measures of goal performance. The result was a funding structure that would promote an increased level of access to archdiocesan schools while also enhancing both the quality of the instructional environment and the efficiencies by which the schools were managed on a local level. The emphasis was **access, excellence,** and **sustainability** with three grantmaking areas.

Scholarships with two specific foci:

- Scholarships for those attending elementary schools that were focused on promoting access for middle income families
- The development of a "Fellows program" for high school students that provided full scholarships that were tied to both academic excellence and a commitment to Christian service. This Fellows program would spin off an alumni association, to be managed by the Foundation, that would continue to nurture a network of young adults as they proceeded through college and into their professional lives.

Academic excellence:

- Continual curriculum advancement in all STREAM subjects
- Teacher continuing education
- Investment in maintaining the Catholic nature of the schools

Innovative practices:

- Marketing studies and initiatives
- Management systems improvements in schools, including financial efficiencies
- Competitive grantmaking for singular innovations focused on sustainability and/or efficiency in one or a network of schools with potential for system-wide replication

Changing Our World then drafted the policies and procedures that would govern grantmaking for educational support, including the income structure underpinning the middle-class targets of family support. Following the development of both the campaign fund structure and the case for support, Changing Our World launched the Beyond Sunday campaign. With a $100 million dollar goal, each parish within the Archdiocese would receive forty percent of the funds raised in its respective campaign to address local needs. As of August 2017, the campaign had exceeded its goal by nearly $5 million.

An interesting component of Changing Our World's approach to the Beyond Sunday campaign was the development of the SOAR! program. Recognizing the significant potential posed for corporate philanthropy in the greater St. Louis area, Changing Our World, utilizing the expertise of our corporate engagement team, developed a business case for the Beyond Sunday campaign, demonstrating the economic impact of the superior educational outcomes associated with Catholic education. To date, more than $3 million dollars has been raised in support of the SOAR program. These corporations would not have been donors to an Archdiocesan campaign. Their participation was a direct result of thinking differently about economic impact, convincingly measuring that impact in quantitative terms, projecting that impact into the economic future of the corporation, and establishing a mechanism through which that support could flow in ways consistent with corporate policy.

Goal vs Aspiration

A goal is not a mission. It is palpable in its achievement. It states a clear and measureable desired end-point. The challenge is taking aspirations (e.g., world peace) and turning them into articulations of an endpoint whose achievement can be known and evidenced within a stated time frame. Increasingly, donors want to see results. And producing results takes articulating a goal. So, let's take world peace. Clearly a laudable aspiration. But, in five years (or 10 years) what is a true goal that is measurable and points to that aspiration, that mission? What goal will actually provide us with a way to determine what we will do programmatically, and, more importantly, what we will NOT do, because we are aiming for results of a particular nature and fashion? A measurable goal might be "Reduction in the number and violent nature of confrontations between community groups." Clearly a path to world peace. Clearly measureable. Clearly sets an endpoint. Clearly allows program triage. Clearly provides resource allocation guidance. And, importantly, clearly something for which an organization would be willing to be accountable to donors.

goal, but an organizational goal. What exactly are we designing for? What actually do we want to see happen? What actually is the endpoint of this fundraising?

Without a clear goal, the organization will be able to measure movement, but not progress. Without a clear organizational goal, it will be extremely difficult to satisfy donors, or use a fundraising effort to reinforce their respect and loyalty. Donors are clear. They want to know what a nonprofit wants to do, how their money will enable that solution, and how achieving the solution will be known.

Nonprofits are often not as clear about what they actually and specifically want from a fundraising effort. Hence, in all of the steps that follow, the question of defining a clear goal and clear objectives toward achieving that goal should be understood as embedded in the design process. This is a non-negotiable to design thinking.

3. *Imagining the Solution*

Having amassed the evidence, then, the next step is to imagine the solution. Design thinking requires cross-disciplinary engagement, gathering input from a variety of perspectives, and encouraging that input to be interactive.

For the nonprofit sector, this means that the case for support is a product of open architecture, of discussions about alternative approaches across the entire organization and a gradual organization of the approach to a solution. This may or may not be "narrowing" the approach. Changing Our World has seen excessive narrowing, excessive tossing of good ideas because somehow not doing "too much" is the litmus test for case development. Case design means widening, not narrowing the aperture of the solutions' lens.

True, sometimes too much of a good thing is indeed too much. But often fear of "too much" is used as an excuse for not thinking deeply about how to organize the causes of a problem and to integrate these causes into a clean and elegant approach that is both fundable and actionable.

Imagining the solution means understanding how all the parts of a solution inter-relate and developing a manner in which all of those parts can contribute to demonstrating a solution in a sustainable way.

The case of the Roman Catholic Foundation of Eastern Missouri (see page 14) serves as an example. Due diligence provided the evidence that it was not, in fact, simply tuition affordability that was the problem. Schools needed to compete in an intensely competitive market. Therefore, academic capacity was critical. Affordability was not just about household incomes, it was about costs and therefore about the management of costs. Moreover, the essence of Catholic education – its Catholicity – had to be woven deeply into solutions. The result was the design of an approach that reflected all of these elements, as noted in the illustration on the facing page.

Imagining that solution, based on the due diligence and data collection, involved interviews and focus groups across the Archdiocese educational scene. Those conversations did not posit a solution, but rather represented deep interchanges about the spectrum of investments and impacts that could be envisioned, the tradeoffs between a narrow and broad gauge of solutions, and the ways in which funding might actually flow to the solutions.

The latter is a critical point. Imagining the solution is not simply a matter of thinking about causes and solutions. Imagining a solution is also about how funds will be used to implement that solution, how the donated resources will actually flow to the solution, and whether the problem itself is amenable to the flow of resources. Is the problem "bankable" through philanthropy? Can donated funds be wrapped around the problem such that a solution will result?

There are many, many problems for which "bankability" is difficult. Staying with Catholic education for a moment, Catholic education would be strengthened if the world were less secular and families made a trip to church rather than to Starbucks on Sunday morning. Making the world in general less secular is a tall order (no Starbucks pun intended). And divine inspiration is hardly bankable.

Yet, one could think about ways to design a communications effort that would encourage a return to faith. The point here is that design thinking not only helps identify goals and solutions, but helps to sort among solutions for those that are fundable through philanthropy. Design thinking leads us not only to be solutions-focused, but to extend that focus to an articulation of how funds will actually be organized to flow toward those solutions.

The case for support, therefore, is not simply an aspiration for a better state of affairs on the part of a deserving non-profit dedicated to good in the world. It is a concrete design for the actions needed to create that state of affairs and the design of how the funding itself will flow to ensure those actions.

This is not to say that traditional aspirational approaches to donors are not appropriate or effective. At times and for certain donors they are. It is simply to say that design thinking enables the development of more specific, measurable, accountable approaches to positioning a nonprofit's aspirations to answer the demands of the contemporary donor, foundation, and corporation for clear results.

4. *Creating Ownership*

Both the approach, and the ultimate case that is designed, must be owned across the organization. And they must be owned not simply for purposes of a fundraising effort, but for purposes of addressing the problem on a sustained and sustainable basis. This is not simply a written case for support for fundraising, it is a designed case for a solution.

Again, this is not a matter of finding a good writer. It is a matter of creating a design process that allows all views to be heard, and most (if not all) views to be accommodated in the design of a solution.

Once the initial conversations and focus groups are complete, the approach is drafted as a "strawman."

Benchmarking a Strawman – Genesis Philanthropy

Developing a strawman is not undertaken in a vacuum. True, every organization thinks it is unique. Every organization being formed is being formed because its creators believe nothing like it exists, and nothing that exists could be adapted to its vision and mission. But, in fact, there are often many organizational elements that are common, and many other organizations have adaptations of those elements. Even if you are unique, you can learn.

In designing Genesis Philanthropy, a new initiative focused on population-health in the Iowa-Illinois region, for the Genesis Health System Foundation, this was clearly the problem. Population-health support is very, very different from support for hospital or acute care needs. The structures, processes, and partners would be completely different. Yet, the development of the design strawman, and the subsequent decisions about functions and structures, was informed by unpacking the operations of six analogous nonprofits in four general design areas on thirteen specific design questions, from governance to management to accountability. This examination of alternative choices allowed the Genesis task force to clearly see the choices and their consequences, and build an organization that was appropriate to the need yet informed by analogous experiences of other nonprofits.

A strawman document is designed to be amended. It contains elements of design that are agreed upon by all (or most) of the groups involved, and explicitly calls out those elements for which there are alternative (or no) approaches. The strawman is explicitly not the solution; it is the "best fit" to a solution given individual views.

The strawman design then is the subject of a dedicated retreat, attended by representatives of all groups who will be involved either in implementing the solution or in flowing funds to the solution. This might include board members, program managers, key initial funders, constituents, or community leaders. The objective of this retreat is to tear apart the strawman and rebuild it by designing into the solution all of the parts that remain unclear.

In Changing Our World's experience, it is not uncommon for such a retreat to actually begin design anew. Once all representatives see the implications of what they have said, and of what is agreed and not agreed, it is often the case that all or most of the strawman ends up on the cutting room floor. But the very process of considering and rejecting approaches to solutions creates the space for setting priorities and designing solutions, particularly when all parties have been included in the initial conversations, all parties are equal at the design table, and interests – programs, fundraisers, and constituents – are seen as having mutual elements of success.

Facilitating such a retreat is both art and science. It requires a skilled individual who has been involved in all of the due diligence and all of the design conversations, but who has no particular view as to the "right" outcome. The facilitator has to deeply understand the race being run, but not have a pony on the track.

Hence, this is not an individual brought in from the outside just to be a "facilitator." Facilitation of design thinking cannot be parachuted in. The most effective facilitator is an individual who has built knowledge about the programmatic or technical issues at hand through the first three steps of the process, and has the trust of all parties involved. The individual must be seen by all parties as neutral except in so far as the agreed result drives toward the desired goals.

Not all design retreats will be able to resolve all problems. That there are still design issues in the parking lot (or "bike rack" as it is more commonly known in an era of environmental awareness) is not a failure. It is a sign of success. It is evidence of the span of creativity brought to the table; it is evidence that design thinking can elicit new approaches and broad engagement.

Indeed, those issues and solution ideas may be brought back to the table as agreement on the designed case is obtained in Step 6.

5. Testing the Approach

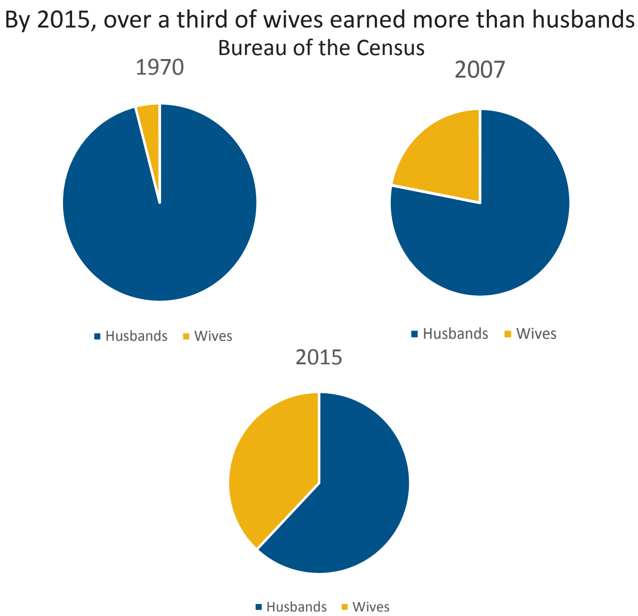
Fundraisers are accustomed to testing a case for support as part of their work. It is the "plain vanilla" step one of any campaign. The conventional wisdom is that the only opinions that count are those of the largest donors and those closest to the organization.

Testing a design, however, requires a different approach. The test must be valid on three counts:

- The design relative to solving the problem on which the case focuses;
- The changing nature (demographic, economic, social) of the organization's constituency; and,
- The timeframe in which the solution will be built out.

The goal is some type of solution, funded through a flow of resources in a sustained and sustainable way over time. Therefore, the test must be broader than the traditional approach. Certainly, it must include the largest and closest donors, but it must also involve new donor groups and non-donor groups, and the "interview" is not just about money.

New Donor Groups

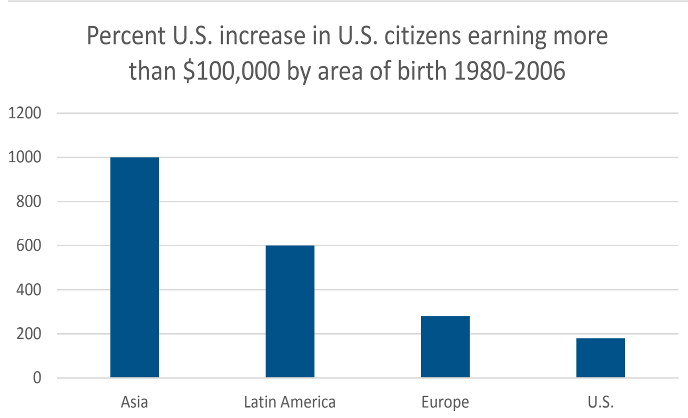


To remark upon changing demographics has become a bromide. The population is changing, the ways in which people get information are changing, the ways in which demographic groups act and think about the future are changing. If the testing of a designed case, which by definition is focused on achieving goals over time, is to be valid, then the donor groups to be interviewed must reflect that future.

As always "top-down, inside-out" is part of the process, the views of major, closest in donors are important and must be obtained. But that is only part of the test.

Due diligence in Step 1 will provide the evidence of demographic change. Based on that evidence, the test must involve new sources of wealth, for example women who now hold nearly half of all wealth, and are projected to be the largest wealth holders in the nation in the next decade. Similarly, minorities of wealth in the community even if they are not traditional supporters. The fastest growing groups of people with incomes over $100,000 are not American-born, they are foreign-born. A higher portion of high-tech firms are founded by foreign-born Americans than their proportion of the total population. Whether or not they are traditional supporters (and most will not be), the views of such wealth about the design for solutions must be assessed for the test to present a valid picture of the future.

Young leadership is critical. There is not a nonprofit on the American landscape that has not recently wrung its hands over the search to identify young leaders for its board and its programs. And for many, the process stops at hand-wringing. A designed case, because it is focused on solutions and on the future, provides the perfect platform for reaching out to young leaders (wealthy and not-so-wealthy) whose focus is results. The outreach is to ask simply for an opinion. Not a check. Not a time commitment. Not loyalty. Simply an opinion. A design thinking approach provides a pathway into young philanthropy and its concern with results, and hence a basis upon which future relationships can be built. Design thinking lays the tracks for leadership expansion.



And from a process of opinion gathering can emerge networks, and from networks leaders are derived.

Non-Donor Groups

The testing process must also involve those who will be affected by the actions designed in the case. These may be the poor. Changing Our World has had great success in building a methodology to engage the poor in understanding what will work programmatically, and hence establishing credentials for fundraising for their benefit. It may be students. It may be families, or mothers or fathers. Bringing back to the design process the reactions of those who are involved in the problem and solution itself not only makes for a stronger, more valid design, it underscores with donors that the designed effort has input from the people who count most – the people affected.

Finally adversaries. It is true that, from time to time, one encounters unanimity of laud and praise. But not often. Adversaries are to be found almost everywhere. They should not be ignored.

Testing the design with those who may disagree, who may see the world in an entirely different manner, is not meant to change the goals or the design. It is meant to ensure that getting to agreement in Step 6 is done with full and complete knowledge of the counter-argument, because that counter-argument is likely to be made somewhere to someone (including to a major donor) sometime in the course of the fundraising effort. Pre-establishing the rebuttal and the talking points with full knowledge and understanding of criticisms will enable all parties to fundraising, internally and externally, to put forward the most compelling argument for the design.

And design thinking methods allow space for the naysayers to contribute. Changing Our World has found that, by talking about design not money, design thinking can transform critics into advocates.

A New Way of "Interviewing"

Most fundraising studies conduct in-person interviews to assess cases for support. These often total in the hundreds; indeed, consulting firms in the fundraising space are often judged on the number of interviews that they promise.

Putting aside for the moment whether that approach is truly valid (and in fact, it likely does not produce valid results, since the 90th interview is likely to be of lesser quality than the 9th), this methodology is simply not practical, given the scope of the 360 degree view that is demanded by a design thinking approach.

Therefore, the test of a designed case for support must include one or more of several methodologies.

Surveys of donors are common in fundraising. But a design approach demands surveys of constituents who are not donors. It is important to case the widest net possible when surveying from a nonprofit's database. The effort is not just about funding this particular design for this particular funding effort. The survey allows the acquisition of data about people's perceptions of their own priorities in philanthropy, their own giving behaviors, their level of actual knowledge about the organization, and their perceptions of its brand. A survey done in the context of testing a designed case is NOT just about money. It is an opportunity to gather in broad intelligence about what people in a database actually think, how they behave and what they value. In turn, this is critical input into building funding sustainability, irrespective of the particular case that generated the survey. Do not miss the opportunity to learn about people and perceptions in your rush to learn about money.

Focus Groups, which enable greater insight through the interactions of individuals than do one-on-one interviews

Community Meetings, enabling large numbers of people to react, especially where a design affects a large number of people (students, parishioners, neighborhoods)

Community Surveys, enabling large numbers of individuals without close alignment with the organization to comment on the problem, the design and even the brand of the organization

These methods are important not only for the design of the initiative and the case. They are also ammunition for fundraising at three levels.

- First, they provide major donors with clear evidence that the case fully reflects needs and a broad consensus on the viability of solutions. Donor demands for solutions and performance can be satisfied with a testing methodology that provides broad evidence of engagement in and enthusiasm for the solution.
- Second, they raise visibility. By involving more people than a simple interview process would, these more wide-ranging methods signal to a larger community or constituency that the nonprofit is preparing to act. In a highly competitive nonprofit world, lifting visibility is critical to fundraising.
- Third, they uncover new prospects. Simply interviewing people who give (no matter how many scores are interviewed) limits exposure to the case and thus limits using the testing process to uncover new links and connections to new prospects. A broader, more open methodology begins the prospect identification process from the design phase itself.

Does the broader testing approach take more time? Possibly. Is it more expensive? Not necessarily, because large numbers can be reached more efficiently than through interviews. Is there more risk? Possibly, because a broader reach will signal the organizational intent to larger numbers of people. But the ultimate fundraising benefits far outweigh the costs.

Communications

The importance of communication cannot be overemphasized.

This broader approach to testing enables a designed case to gather in not simply data about dollars, but data about perceptions, priorities, and behaviors. This is critical input to the strategy for communicating the designed case and the fundraising effort. Indeed, it is more important to the communications strategy than input from interviews about dollars.

Therefore, the new approach to testing should also include a dedicated effort to gather testing inputs into the day-to-day communications plan for the organization itself. This approach provides input not simply for the communication of a case or a campaign, it is invaluable input into the routine communication about the nonprofit itself, its mission, and its programs. The more complex, broader testing process can provide important intelligence into how a community sees the nonprofit, what it knows, what it understands, and what it values.

The return on the investment in the broader case testing process is denominated in better overall communications. It may result in broader opinions, some of which may not be supportive. But risk known early is infinitely more advisable than risk that comes as a surprise at the end.

6. *Grappling with Performance Measurement*

In fundraising the most common thoughts about performance are about funds raised, about reaching the financial goal. This is understandable and necessary.

But design thinking encourages program level performance measurement as part of the design process. Discussion of solutions, and how to "wrap money around" those solutions also leads to early discussion of how to actually measure the achievement of those solutions. As the design dialogue proceeds, specific measures of accomplishment are identified and the systems for gathering associated performance data can be put in place. Performance measurement merges program indicators and financial indicators into a single system for keeping track of the accomplishments associated with a case for support. This is not just about measuring money. It is about measuring what money accomplishes for the people or cause being served.

Hence, the measurement of results – of performance against program goals – is built into the design itself.

In turn, fundraisers can proffer these measures to donors in the context of solicitations, and, because they are owned by both fundraisers and program managers in the context of the design discussion itself, they can be tracked and shared with donors over time. In this way, design thinking builds a performance bridge between and shared by program managers and fundraisers who find themselves with a common language and common metrics for success.

Very few if any nonprofits have the luxury of raising money one time and one time only. Indeed, it is often said that colleges and hospitals are in perpetual campaign mode. Even as one fundraising campaign is being implemented, another is being planned. The premium, then, is not simply obtaining gifts to a single campaign, but creating a continuous donor experience of success that will enable constant support of campaigns at significant levels beyond annual giving.

This is the growing challenge of fundraising, to inspire new major gifts from existing major givers, as well as to grow the numbers of such donors.

Viewed not as a snapshot of donors' gifts in a campaign, but the continuity of those major gifts over time, performance measurement that derives from design thinking becomes key. Donors' questions over time are often not about whether money was raised, but whether the goals governing use of the money itself were achieved. Design thinking at the case level identifies goals and solutions, and also identifies the measures of their achievement. This process, and the associated data generated, are fed back to donors, assuring them of results performance, and setting the stage for new rounds of major support.

This is not to say that quantitative measures are all that matter. Donors care about vision and mission, about commitment to cause. The stories that accompany organizational success empowered by the resources provided by fundraising should not be minimized. Storytelling is and will remain important in nonprofit life. It must remain a key part of donor communications.

Nevertheless, as noted earlier, donors expect results. And, although the top reason for ceasing to support nonprofits is a change in financial circumstances, the most important non-financial reason revealed by the U.S. Trust survey of high-net-worth individuals is "failure of the organization to sufficiently communicate its effectiveness."[7] Note that the reason was <u>not</u> the specific failure to actually reach a specific goal (indeed, that was one of the least cited reasons). It was communicating results.

Many (in our experience, most) donors are not naïve. They understand the complexity of the problems nonprofits address. They do not expect miracles. Indeed, Changing Our World has seen donors renew commitments to organizations even where data indicated program failure. The renewed commitment was a product of donors being impressed with awareness of what success would take, and the nonprofit's commitment to redesign efforts to achieve that success. Donors may not expect nonprofits to bat 1000, but they do expect attention to performance, and communication about effectiveness.

Design thinking applied to nonprofits enables this. The presence of performance measurement through design thinking provides donors with clear communications about results, and leaves an impression of transparency and accountability. All three – communications, transparency and accountability – are key to continued commitment in a world of continuous campaigns.

Furthermore, those performance metrics can be developed into a dashboard of performance. Again, this allows managers and donors to see the totality of the result – funding as well as program accomplishments – as a single "scorecard" which can be regularly updated. Because design thinking involves the entire organization in structuring the solution described in the case for support, the performance metrics also cut across the organization and bring the donor deeper into an organization's mission.

Design Thinking Creates Opportunities for New Funding Sources

Because design thinking forces research, case development, and testing out of the narrow comfort of tradition, it can also create significant, perhaps new, opportunities.

Corporate Partnerships

By thinking about solutions not causes, and by carefully documenting the larger economic and social implications of those solutions, design thinking can open doors to corporate partnerships, nearly all of which now are premised on producing results that are important to the partner businesses. Such partnerships have been difficult to conceive for many nonprofits, especially but not exclusively those that are faith-based, because a focus on vision and mission is often not brought sufficiently into a results focus. What a cause needs and what a company needs are often not the same thing, or at least are not articulated as the same thing.

Design thinking takes cause considerations into the realm of solutions, and drives design to that end, with associated emphasis on performance. And the design is not simply for a cause but for the larger environment (economy, social situation, community sustainability, etc.) within which the cause exists. It is <u>this</u> context that is often at the heart of a corporation's reason for being involved in a cause and its solution. This contextual framework for design solutions then opens up the door to thinking about corporate impacts, and hence the potential for corporate conversation about the overlap between corporate desires for community betterment and nonprofit capacities. An example of how this can work for a faith-based organization is contained in the description of the SOAR! program in St. Louis on page 14. Rigorous due diligence on the return on investment of Catholic education relative to the workforce created an alignment with corporate priorities, even where corporate giving policies eschewed faith-based support.

New Issue Alignment

Similarly, by reaching across an organization for participation and ownership of the design process, a more robust discussion might occur that would broaden the issues touched by a nonprofit's solution design. In turn, this would open new pathways to funders who, for example, might not be interested in hunger, but might be interested in entrepreneurship by nonprofits to end urban food deserts.

Too often traditional case development stays within the issues trapped in one or two program silos. Design thinking rises above silos to articulate solutions, and enables managers, program officers and board leadership to think in new ways about services. In turn, that thinking can open new issues or approaches that will attract donors not previously thought of as "in the issue wheelhouse" of the organization.

Changing Our World has seen this happen with nonprofits in religion, health care, science, youth development, hunger, and adult services. Design thinking tears down silos and opens up broader issue alignment with funders.

New Leadership

Due diligence on the impact of solutions on communities can attract leaders whose passion may not be the specific cause of the nonprofit proffering the case for support. Solutions that are measurably good for the community can attract community leaders, even though the specific cause may not be their philanthropic "sweet spot." Because it drives to creating solutions, design thinking allows a case for support to escape from the straight-jacket of "sector" and position the nonprofit as impactful in a broader way.

Medical Technology Enterprise Consortium

In the past 15 years, servicemen and women have suffered 4000 blast-related eye injuries, 1700 amputations of at least one limb, and 8000 severe brain injuries. Engaging the next generation is everywhere talked about and almost no where done with discipline. Yet, it is not only important, in some cases it is absolutely critical to success. In the next month, the Medical Technology Enterprise Consortium, a public-private partnership between the U.S. military, academic biomedical research institutions, and business to bring to fruition technologies focused on restoring full functioning to injured veterans, will announce a mechanism for mobilization of young veterans in support of this research. Young leaders are critical. NextGen veterans are not joiners. They do not come home and immediately join fraternal or cause organizations. They use social media to communicate and create their own communities digitally. Getting the word out to veterans about new solutions and about opportunities to be part of technology research can't be done through membership lists; it must be done where young veterans are and how they communicate and behave. Rather than mobilize through traditional means, the Consortium will announce a new approach through the leadership of young veterans.

By positioning an issue in terms of solutions at community levels, design thinking can attract to a case for support individuals or organizations who might not otherwise think of the issue as relevant to their philanthropy. In some cases, we have seen philanthropists, and even community businesses, step forward to support a local nonprofit for the first time because the case for support built out the linkages between the nonprofit's single issue and the economic and social reverberations for the community. Design thinking allows a nonprofit to open the aperture of its lens on community and thereby attract new types of leaders and therefore new sources of support.

End Notes

1 Kelly is also founder of Stanford University's Hasso Plattner Institute of Design. Kelly coined the term "design thinking."

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Peter Murray and Steve Ma, The Promise of Lean Experimentation. Stanford Social Innovation, Summer 2015, 35-39.
Joanna Cea and Jess Rimington, Designing With the Beneficiaries. https://incouragecf.org/wp-content/uploads/2015/10/Designing-with-the-Beneficiary_Cea-Rimington_Oct-5-DRAFT.pdf

3 2016 U.S. Trust citation

4 Penelope Burk, 2016 Burk Donor Survey, Cygnus Research, 2016.

5 Mark Rovner, "The Next Generation of Giving - American Giving." Blackbaud, Aug. 2013; Goldseker, Sharna, and Michael Moody. "NextGenDonors|Respecting Legacy, Revolutionizing Philanthropy." July 2013

6 The Future of Philanthropy. Fidelity Charitable Trust, 2016.

7 Susan U. Raymond *Can Poverty Compete for Philanthropy?* Advancing Philanthropy, vol. 23, no. 2, 2016, p. 3.

8 Edelman Trust Barometer 2017

9 High Net Worth Philanthropy: Who's Giving to What and Why. U.S. Trust, 2016.

Summary

Design thinking empowers nonprofits to transform the case for support from a listing of needs to a strategy for solutions. The implementation of design thinking creates a new methodology for case development, creates a base for bringing quantitative evidence to the case process, and reaches out far beyond the traditional "inside out, top down" method of fundraising strategy to mobilize the interest of new categories and new communities in the interest of funding solutions to critical social and organizational problems.

But its effect is greater than more effective fundraising. It is not only a process that powers a more robust argument for funding, and meets donor expectations, it is a process that strengthens organizations. Design thinking forces the breakup of silos. It provides a way for development directors to work early and often with program officers and organizational executives to think about the uses and effects of money on desired changes and causes. It is inter-disciplinary by definition, and hence forces the development, programs, and strategy offices into deep communication. In turn, this enables development directors to more fully and completely cultivate and solicit not just loyal donors, but new categories of donors who see new opportunities to fulfill their cause passions.

Design thinking is the pathway to growth and organizational excellence.

About the Author

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Executive Vice President for Research and Analytics

Susan Raymond, Ph.D. is Executive Vice President for Research and Analytics for Changing Our World. In February of 2011, Women United in Philanthropy honored Susan with the Women in Excellence and Achievement Award. In September 2014, she was honored in Washington, D.C. with the Patty and John Noel Humanitarian Award.

At Changing Our World, Dr. Raymond is responsible for designing and conducting business operating environment research for both nonprofits and foundations, as well as developing business plans and program evaluations for new and existing institutions. Susan has designed and led economic and market assessments, and internal data assessments for such clients as St. John's University, the New Jersey Institute of Technology and Molloy College, Sid Jacobson Jewish Community Center, the Diocese of Dallas, Hartford Bishops Foundation, Roman Catholic Foundation of Eastern Missouri, Genesis Philanthropy, and the Medical Technology Enterprise Consortium.

Susan has extensive experience in research, analysis and planning. At the New York Academy of Sciences, she created the first technology and public policy program, and then became Director of Strategic Planning and Special Projects. Prior to that, Susan was a project officer at the World Bank and a senior consultant to the U.S. Agency for International Development and to various private organizations including the Carnegie Corporation, specializing in healthcare and international economic research. She has led the formation of private foundations in Poland, Croatia, and Hungary and written business plans for foundations in India and Thailand. Under her leadership and during the political transition, Friends of Litewska Hospital became one of the first and most successful private philanthropies in Warsaw, Poland.

During 2005 through 2007, Susan was the Foreign Policy and Research Advisor to the bipartisan Congressional Commission studying the effectiveness of public and private foreign assistance, the Helping to Enhance the Livelihood of People Commission. Susan is a member of the Advisory Board of the Center for Global Prosperity in Washington, D.C., a Faculty Lecturer at the Institute of Human Nutrition at Columbia University, and a member of the Advisory Boards of The Global Index of Philanthropic Freedom and America's Unofficial Ambassadors. In 2012, the Director of the National Science Foundation appointed her to the Board of the U.S. Civilian Research and Development Foundation. In 2014, she was appointed by the National Academy of Sciences to an organizing committee for a national survey of research and development in the nonprofit sector.

Susan is an established author. Her fourth book, Recession Recovery and Renewal: Nonprofit Strategy During

Rapid Economic Change, was published in April 2013. She has written scores of whitepapers on subjects ranging from public finance and the future of the nonprofit sector to Catholic philanthropy and private education fundraising. Her original research papers and a variety of other original studies are available at www.changingourworld.com/resource.

She is also the author of Nonprofit Finance For Hard Times: Leadership Strategies When Economies Falter, which was published in the fall of 2009 by Wiley and Sons, as well as Mapping the New World of American Philanthropy and The Future of Philanthropy: Economics, Ethics, and Management, published by Wiley and Sons in 2007 and 2004 respectively. She has published extensively in the areas of philanthropy,

economics, health care and corporate responsibility in such journals as Foreign Affairs, Development Economic Reform Today, Annals of the New York Academy of Sciences, Journal of Healthcare Administration Education, and Technological Forecasting and Social Change. Susan is also a Project Team member of the Macroeconomics of Cardiovascular Disease project of the Center for Macroeconomics and Health of the Earth Institute at Columbia University under Jeffrey Sachs. She is co-author of A Race Against Time: The Challenge of Cardiovascular Disease in Developing Economies. The report was covered in, among others, the Wall Street Journal, Time Magazine Asia, New England Journal of Medicine, and British Medical Journal.

She is a regular international conference speaker on the future role of philanthropy in economic growth and civil society. Susan earned her BA Phi Beta Kappa from Macalester College and her MA and Ph.D. from The Johns Hopkins University School of Advanced International Studies in a joint program with the School of Hygiene and Public Health. She is an elected a member of Pi Sigma Alpha and the Cosmos Club. She has worked on philanthropy and economic development projects throughout Africa, the Middle East, and Eastern Europe, as well as in Russia and Asia.

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About Changing Our World

Changing Our World is a fundraising and philanthropic consulting firm with extensive experience in designing, implementing, building and managing strategic initiatives that enable nonprofits, foundations and corporations to achieve their philanthropic goals.

Our mission is simple: **to change the world through the power of philanthropy.**

To do this, we offer our clients full-service fundraising and philanthropic counseling at its highest level performed by passionate and experienced professionals. **We have the expertise to do it right and the passion to see it through.**

Our services include:

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- Increased Offertory Campaigns
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