

# CONTENTS

---

<b>Foreword</b>	xv
Ami Dar, Idealist.org/Action Without Borders	
<b>About the Book</b>	xix
Darian Rodriguez Heyman	
<b>Acknowledgments</b>	xxvii
Darian Rodriguez Heyman	

## PART ONE

---

<b>The Big Picture—What the Field Is All About and Where You Fit In</b>	<b>1</b>
Darian Rodriguez Heyman	
<b>Chapter 1 The Role of Nonprofits in American Life</b>	<b>5</b>
Robert Glavin, MNA, Robert Glavin, Inc. and University of San Francisco	
<b>Chapter 2 Welcome to the Movement</b>	<b>21</b>
Paul Hawken, Author	
<b>Chapter 3 On Leadership in the Nonprofit Sector</b>	<b>29</b>
Emmett D. Carson, PhD, Silicon Valley Community Foundation	
<b>Chapter 4 Taking Charge of Your Nonprofit Sector Career</b>	<b>41</b>
Kim Hendler, iMentor, and Shelly Cryer, Consultant	

## PART TWO

**Managing Organizations and People 57**

Darian Rodriguez Heyman

**Chapter 5 Strategy and Planning: Turning a Dream into Reality 63**  
 Jeanne Bell, MNA, CompassPoint Nonprofit Services

**Chapter 6 Strategic Restructuring: Collaboration, Alliances, and Mergers 77**  
 David La Piana and Bob Harington, La Piana Consulting

**Chapter 7 Risk Management and Insurance 93**  
 Pamela Davis, Nonprofits Insurance Alliance Group

**Chapter 8 Making Human Resources Work for You: Best Practices in  
 Nonprofit Human Capital Management 107**  
 James Weinberg and Cassie Scarano,  
 Commongood Careers

**Chapter 9 The Importance of Diversity 127**  
 Michael Watson, Girl Scouts of the USA

**Chapter 10 Bridging the Generation Gap 149**  
 Peter Brinckerhoff, Corporate Alternatives, Inc.,  
 and Vincent Hyman, Vincent Hyman Editorial Services

## PART THREE

**Nonprofit Law and Finance 161**

Darian Rodriguez Heyman

**Chapter 11 Nonprofit Law 165**  
 Bruce Hopkins and Virginia Gross, Polsinelli Shughart

**Chapter 12 Nonprofit Advocacy and Lobbying 181**  
 Nayantara Mehta, Alliance for Justice, Nancy Chen,  
 Neighborhood Legal Services of Los Angeles, and Marcia  
 Avner and Jeannie Fox, Minnesota Council of Nonprofits

**Chapter 13 Nonprofit Financial Management 197**  
 David Greco, Nonprofit Finance Fund

## PART FOUR

**Nonprofit Technology and IT** **217**

Darian Rodriguez Heyman

**Chapter 14 The Technology Foundation: Hardware and Software** **221**

Holly Ross, NTEN: The Nonprofit Technology Network

**Chapter 15 A Cooperative Approach to Web Design** **239**

Elliot Harmon, TechSoup Global

**Chapter 16 Online Community Building: How to Wire a Network to Support Your Nonprofit's Mission** **257**

Jon Warnow and Joe Solomon, 350.org

**Chapter 17 Constituent Relationship Management** **273**

Steve Wright, Grameen Foundation

## PART FIVE

**Fundraising** **287**

Darian Rodriguez Heyman

**Chapter 18 Fundraising: Knowing When to Do What** **291**

Andrea McManus, CFRE, The Development Group and The Association of Fundraising Professionals

**Chapter 19 Individual Donor and Major Gift Strategies: The 83% Solution to Fundraising** **309**

Kay Sprinkel Grace, CFRE, Transforming Philanthropy, LLC

**Chapter 20 How to Seek a Grant** **325**

Tori O'Neal-McElrath, Center for Community Change

**Chapter 21 Online Fundraising** **341**

Katya Andresen and Rebecca Ruby Higman, Network for Good

**Chapter 22 Online Peer-to-Peer Fundraising** **357**

Nicci Noble, CFRE, Noble Services, and Sean Sullivan, Center for Environmental Health

- 
- Chapter 23 Cause-Related Marketing** 373  
Jay Aldous, Social Capital Partnerships
- Chapter 24 Social Enterprise 101: An Overview of the Basic Principles** 389  
Rick Aubry, PhD, New Foundry Ventures and  
Stanford University Graduate School of Business

---

PART SIX

- Marketing and Communications** 405  
Darian Rodriguez Heyman
- Chapter 25 Nonprofit Marketing** 409  
Jennie Winton and Zach Hochstadt, Mission Minded
- Chapter 26 Using Web 2.0 Tools to Tell Your Organization's Story:  
Blogs, Flickr, and YouTube** 429  
Beth Kanter, Zoetica
- Chapter 27 Crafting an Effective Newsletter Strategy** 445  
Kivi Leroux Miller, NonprofitMarketingGuide.com
- Chapter 28 Painless and Effective Event Planning:  
Let's Get This Party Started!** 459  
Marika Holmgren, Organic Events
- Chapter 29 Public Relations for Nonprofits: Getting Ink for Your Cause** 479  
David Fenton and Lisa Chen, Fenton

---

PART SEVEN

- Boards and Volunteers** 495  
Darian Rodriguez Heyman
- Chapter 30 Board Governance** 501  
Vernetta Walker and Emily Heard, BoardSource
- Chapter 31 Getting Your Board to Fundraise** 519  
Bob Zimmerman, Zimmerman Lehman
- Chapter 32 Volunteer Recruitment** 533  
Greg Baldwin, VolunteerMatch

---

<b>Chapter 33 Volunteer Engagement and Management</b>	<b>551</b>
Michelle Nunn, HandsOn Network	
<b>Closing Thoughts</b>	<b>569</b>
Darian Rodriguez Heyman	
<b>Afterword</b>	<b>573</b>
Lynne Twist, Soul of Money Institute and The Pachamama Alliance	
<b>Book Partners</b>	<b>579</b>
About the Editor	599
Endnotes	601
Name Index	613
Subject Index	619

<http://www.pbookshop.com>

<http://www.pbookshop.com>