



# 2019 Nonprofit **LEADERSHIP IMPACT STUDY**

REDEFINING WHAT LEADERSHIP  
MEANS TO TODAY'S NONPROFIT

BY NHU TE

---

**NonProfitPRO**  
powered by **NAPCO RESEARCH**



# 2019 Nonprofit LEADERSHIP IMPACT STUDY

REDEFINING WHAT LEADERSHIP MEANS TO TODAY'S NONPROFIT

BY NHU TE

## I. EXECUTIVE SUMMARY

At NonProfit PRO, we have made it our mission to bring you the most up-to-date, relevant information and resources to help you become a better leader in this thriving nonprofit space. We partnered up with Neon One to bring you the “2019 Nonprofit Leadership Impact Study.” We upped the ante this year, raising our standards to not only bring you the most relevant data for 2019, but to think outside of the box, predicting the upcoming trends and challenges nonprofit leadership will be facing this year.

As the world evolves, so does the nonprofit sector. Leadership is becoming a priority topic in the sector, and nonprofits are finally beginning to realize how important and dominant a powerful leadership team is to growth. Leadership is the foundation of every nonprofit and paves the path toward future success or failure.

In the second “Nonprofit Leadership Impact Study,” we explored new trends and challenges for nonprofit leadership, but we also compared how leadership has progressed since last year’s study.<sup>1</sup> What we discovered is that while nonprofits continue to struggle with finding adequate resources—and board members are still not fully engaged with nonprofit activities—strategy is becoming more of an expectation for nonprofits. Plus, nonprofits are finally opening their eyes to the benefits of technology.

## II. KEY FINDINGS

### 1. Nonprofits continue to struggle with finding adequate resources for their organization.

- Nearly 54 percent of nonprofits said that the biggest challenge facing leadership is a lack of resources. While this is still significant, this is an 8 percentage improvement from last year’s study, where 62 percent of nonprofits said their biggest challenge was lack of resources.

### 2. Nonprofits should educate board members on roles/expectations.

- The biggest challenges influencing a nonprofit’s board of directors are the following: making sure board members are actively participating in fundraising activities (64 percent); establishing clear roles/expectations for each board member (49 percent); and recruiting quality board members who are passionate about the nonprofit’s cause (45 percent).

## Table of Contents:

I.	Executive Summary . . . . .	2
II.	Key Findings . . . . .	2
III.	Introduction . . . . .	3
IV.	Background . . . . .	4
V.	Overcoming the Battle of the Resources . . . . .	5
VI.	Strengthen Your Board of Directors With Orientation . . . . .	9
VII.	Planning and Strategizing Makes a Difference for Your Nonprofit . . . . .	11
VIII.	Technology Is a Catalyst for Building Better Donor Relationships . . . . .	16
IX.	Conclusion . . . . .	21
X.	References . . . . .	21

### **3. Nonprofits are beginning to realize the importance of strategy in fundraising efforts.**

- This year, 51 percent of nonprofits planned an in-depth strategy for each of their fundraising initiatives.

### **4. Technology is becoming an integral part of how nonprofits manage donor relationships, but there is still room for improvement.**

- The research found that 82 percent of nonprofits use a technology solution to help manage and improve their donor relationships.
- In our survey, 45 percent of nonprofit marketers told us that under 20 percent of their fundraising was digital.

## **III. INTRODUCTION**

The nonprofit sector continues to learn how to be as effective as it can with the resources it has available, and that's not without its challenges. You've heard the phrase, "it takes a village," and it couldn't be truer in the nonprofit sector. In order for a nonprofit organization to be successful, everyone within the organization is required to give 100 percent of their efforts to the mission. And if staff members aren't willing to commit to the mission, it may be time for them to start looking for work in a different field.

Work in the nonprofit sector is different than work in the for-profit sector; some could say that it's harder. There aren't as many resources, the pay is lower and the volume of work is higher. But at the end of the day, depending how you define self-fulfillment, the reward is much higher. You are putting your work into making a change in this world—finding shelter for the homeless, discovering cures to life-threatening diseases, feeding the hungry, providing education to children in low-income communities, finding homes for animals that are facing death. So, in order to achieve these incredible missions, it takes a village. And it all begins with nonprofit leadership.

In last year's study, nonprofits struggled with engaging with donors, optimizing on donations, proving the impact they were making on their mission with the donations and funding they receive, keeping their staff members happy and motivated, developing an effective board of directors and learning which technologies they need to implement in their practice.

This year, we sought to answer these same questions and learn how the nonprofit sector has evolved since last year. Further, we're seeking to learn what the missing links were and how nonprofits can make changes in their organization to address the bigger challenges facing the sector.



## IV. BACKGROUND

For our leadership study, we mainly targeted non-profit executives to get insights from those who serve in leadership roles day after day. Over 34 percent of respondents were either an executive director, chief operating officer or chief financial officer; nearly 30 percent were either a president, vice president or CEO; nearly 18 percent were either a development director or marketing/communications manager; nearly 11 percent were board members; and nearly 7 percent were consultants (Figure 1).

## Methodology

In November 2018, NonProfit PRO sent an online survey to leaders of nonprofit organizations to identify key trends and challenges facing today's leadership teams. After a four-week time period, 534 respondents completed the survey.

### Breakdown of study respondents by job title



Figure 1  
Q: What is your role at your organization?  
(n = 412)



Further, we wanted a good variety of nonprofit executives to complete the survey. The highest number of respondents came from human services nonprofits, at nearly 25 percent (Figure 2), which was followed by over 13 percent from education/high-education nonprofits and 13 percent from health nonprofits. Over 16 percent of respondents defined their nonprofit as “other.”

## Breakdown of study respondents by nonprofit category

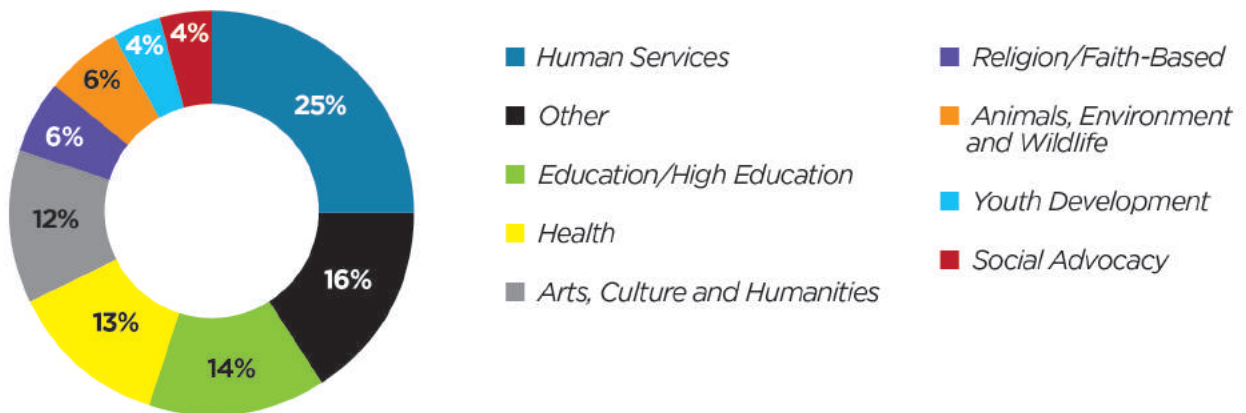


Figure 2  
Q: What category does your nonprofit fall into?  
(n = 461)



## V. THE BATTLE OF THE RESOURCES

Findings from last year's study and this year's study are mirroring each other, but, overall, it seems that nonprofits are learning how to better manage their pain points. While the biggest challenges facing nonprofit leadership today remain the same compared to last year, there have been slight improvements. The top three biggest challenges (Figure 3) are a lack of resources (54 percent in 2019 vs. 62 percent in 2018); donor acquisition (39 percent in 2019 vs. 45 percent in 2018); and staff turnover (35 percent in 2019 vs. 37 percent in 2018).

## Biggest challenges facing nonprofit leadership teams

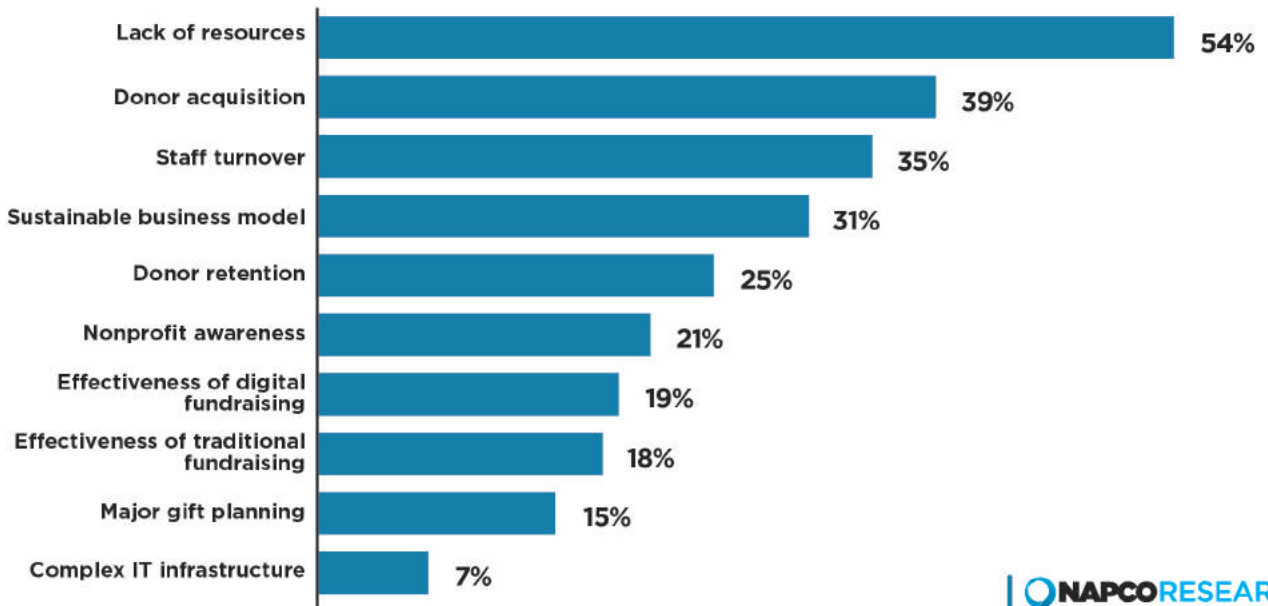


Figure 3  
Q: What are the key challenges facing leadership teams in the nonprofit sector?  
n = 526



Nonprofits struggle with limited resources, and that's especially true for small and mid-sized nonprofits that don't have the expendable cash that larger organizations do. Unlike the for-profit sector, nonprofits are not selling a product to fund their operations. Nonprofits are selling social good and philanthropy. The for-profit industry offers goods and services, and the nonprofit sector offers emotions. People donate to nonprofits and spread awareness for nonprofits because they want to be a part of something greater. They want to feel good about themselves, knowing they are doing their part in making this world a better place—through your nonprofit. Therefore, nonprofits are spread thin with money between financing the mission, paying staff members, funding business operations, etc. Resources for nonprofits are scarce, so nonprofit leadership needs to work together to scope and implement strategies that make the best use of the resources they have.

To address the challenges previously mentioned in Figure 3, 58 percent of nonprofits sought out capable and committed board members, 44 percent used grassroots methods to generate awareness and 36 percent researched donor activity to re-activate, mobilize or identify relevant donor profiles (Figure 4).

## Methods used to address biggest challenges facing nonprofit leadership

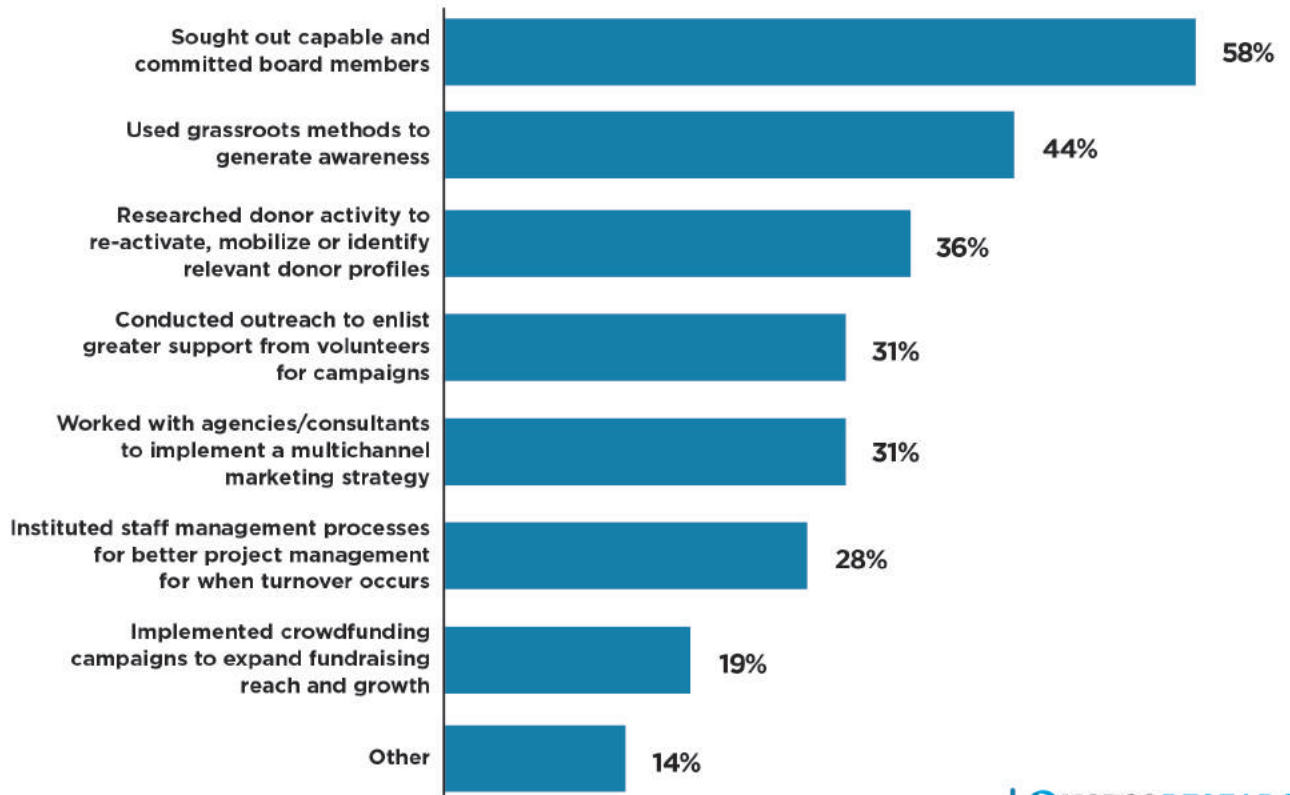


Figure 4  
Q: What methods has your nonprofit implemented to address these challenges?  
n = 534



While finding capable and committed board members is great in theory, with regard to solving the lack of resources challenge, it's not a realistic solution. Board development is a pressing topic for nonprofits around the globe. The problem is many board members don't have the required skills or commitment to increase donor levels and best allocate resources. Nonprofits that are reaching out to board members to help solve key challenges may find the solutions board members offer fall flat. Instead, nonprofits should turn their focus on their core resource—staff members. Unfortunately, staff turnover is major challenge to nonprofits.

Survey results show that nonprofits struggle to maintain and motivate staff as nearly 58 percent report difficulty in providing staff members with fair compensation, 52 percent labor with not over-working employees, and 48 percent are challenged with finding and retaining high-quality staffers (Figure 5).

## Top staff management challenges

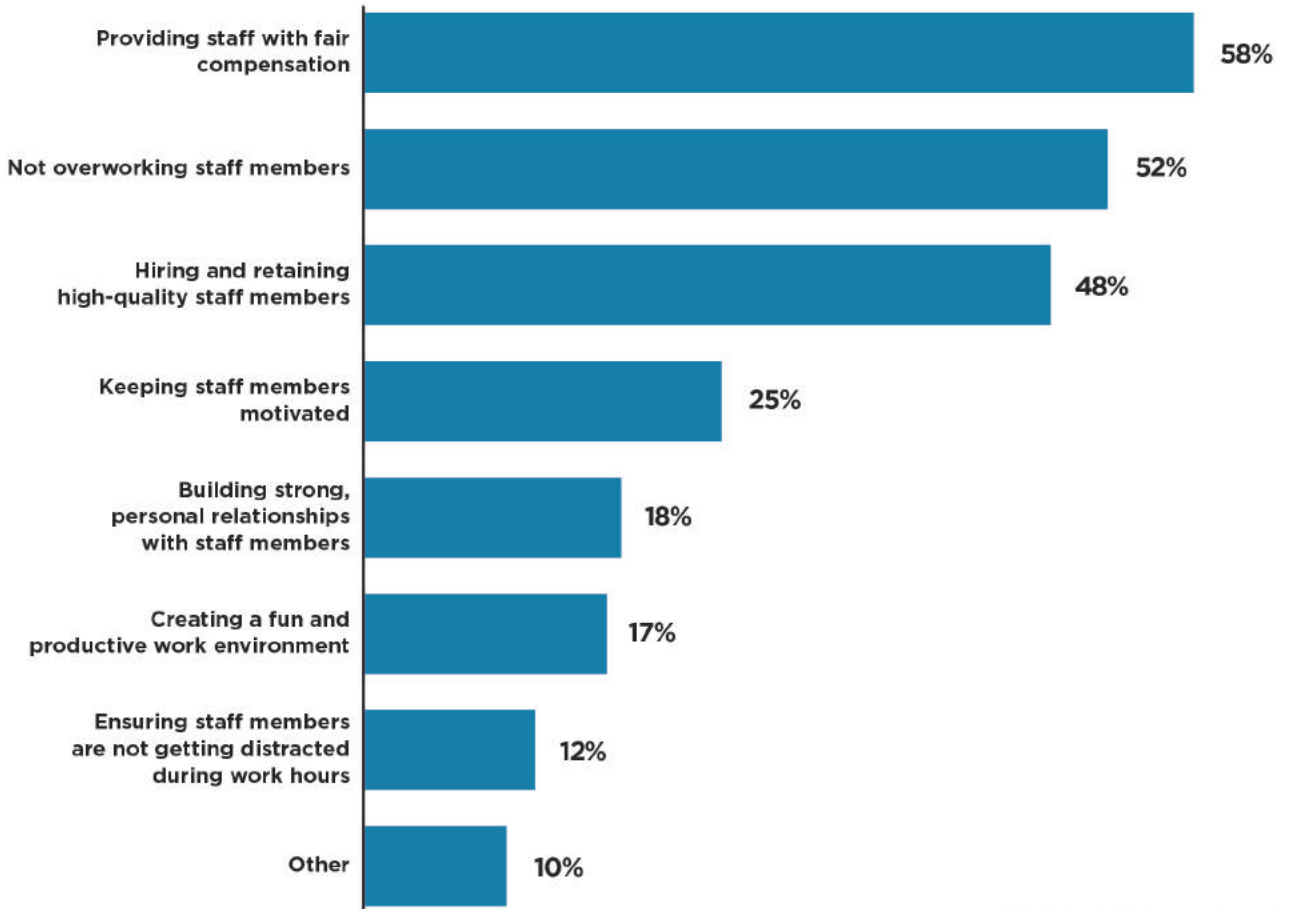


Figure 5  
Q: What are the top challenges your nonprofit struggles with in managing its staff?  
n = 534



Let's consider the attributes of people who choosing to work for a nonprofit. Most people who work for a nonprofit are motivated by more than money alone. People who work at your nonprofit may have some kind of emotional tie to your organization. They want to help find shelter for the homeless, discover cures to life-threatening diseases, feed the hungry, provide education to children in low-income communities, find homes for pets that are facing death and the list goes on.

While nonprofit staff may be altruistic, if they aren't being treated with respect or don't feel valued, they will question their commitment to the organization, Let's face it: Employees can easily leave your organization for another that offers them more emotional rewards. It is the job of the leadership team to motivate and inspire staff through example.



Show your employees why you love your nonprofit and what makes the organization so special to you. Get to know your employees and thank them every chance you get. Build an awesome, fun-filled community by hosting events—lunch, dinner, sporting events, happy hours, etc. Furthermore, make your employees feel appreciated. They are working hard, day-in and day-out, to get you closer and closer to your mission. The feeling of being appreciated for putting in hard work for a great cause will encourage and motivate them to continue to do stellar work, helping you inch closer and closer to your mission.

Nonprofit leadership needs to build out their teams, and they need to be selective in doing so. Pick quality people to work for your organization. Find people who know your brand and are passionate about the nonprofit. Those are the ones who you know will put their blood, sweat and tears into fighting for your mission. These are the people you want in your village, and these are the people who will make your mission become a reality.

## VI. STRENGTHEN YOUR BOARD OF DIRECTORS WITH ORIENTATION

Your nonprofit community is more than just the leadership team, staff members and donors. It also includes your board of directors who are responsible for helping you steer your nonprofit toward a sustainable future by adopting “sound, ethical and legal governance and financial management policies, as well as making sure the nonprofit has adequate resources to advance its mission.”<sup>2</sup>

Last year, the three biggest challenges nonprofits faced that influenced the effectiveness of their board of directors were:

- Making sure board members are actively participating in fundraising activities and keeping them motivated to do so (72 percent).
- Recruiting quality board members who are passionate about the nonprofit’s cause (53 percent).
- Establishing clear roles/expectations for each board member (52 percent).

This year, the three biggest challenges are (Figure 6):

- Making sure board members are actively participating in fundraising activities and keeping them motivated to do so (64 percent).
- Establishing clear roles/expectations for each board member (49 percent).
- Recruiting quality board members who are passionate about the nonprofit’s cause (45 percent).

## Top challenges that influence board effectiveness

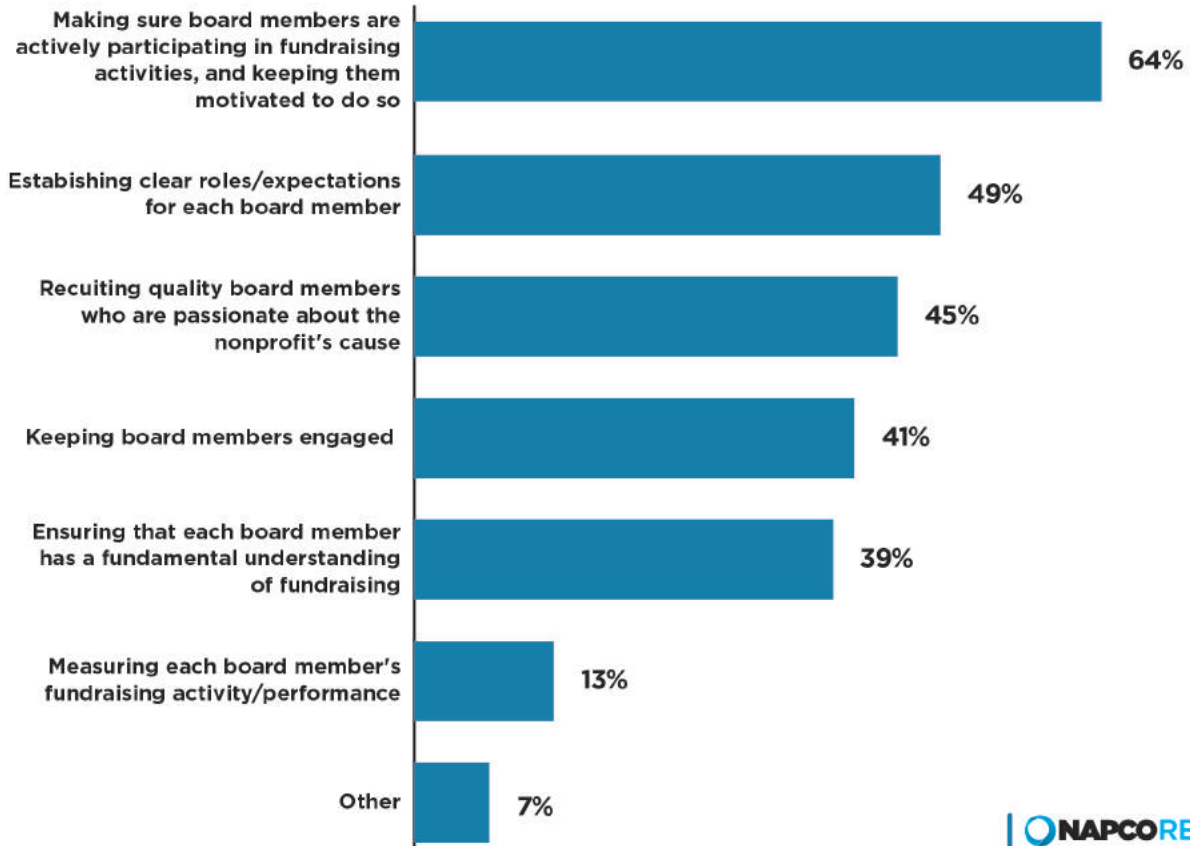


Figure 6  
Q: What are the top challenges influencing the effectiveness of your board of directors?  
n = 534



While the percentages this year are slightly different, nonprofits are still facing the same board development challenges as they were last year, which leads us to believe that nonprofits are either not making any changes to help remedy their board challenges or the courses of action they are taking are not sustainable solutions.

Choosing board members is not an easy task, and it takes considerable time and energy. But because there are so many pressing challenges associated with nonprofit boards, we believe that nonprofits are not choosing board members wisely. Nonprofits should consider answering the following questions:

- Are our board members actively participating in fundraising activities?
- Are we establishing clear roles and expectations for each board member?
- Are we recruiting board members who are passionate about our cause?

Finding the right board members starts at the recruitment stage. Does your nonprofit have a board orientation in place for new members? If not, you should seriously re-evaluate your initiation process and consider implementing one. During the board orientation, assign each new board member a 30-, 60- or 90-day “probation period.” This enables your organization to screen new recruits to make sure each member fits your nonprofit’s criteria.

Fundraising experience isn’t the only measure of a stellar board member. Board candidates who have beneficial connections, understand business, law and compliance, and are highly passionate about your nonprofit’s cause are the types of people you want on your board.

Educating board members is another important recommendation. Create an orientation packet and share it with every new board member to make sure they have all of the information they need to help you grow your nonprofit. The orientation packet should include information about your nonprofit (history, background, financials, goals for the year and plans to achieve those goals). This will help them understand the importance of the work you do and what steps are required to take your nonprofit to the next level. In addition, supplement the orientation with monthly scheduled board meetings, as well as board performance assessments.

Board performance assessments are extremely important, because they help your board perform their responsibilities better. According to the “2017 National Index of Nonprofit Board Practices,”<sup>3</sup> board performance assessments give board members “a holistic view of what he or she is doing well and what may need to change.” Findings indicated that 40 percent of nonprofits are performing board assessments every two years. Taking this extra step will ensure your board is continually improving and contributing to the success for your nonprofit!

## VII. PLANNING AND STRATEGIZING MAKES A DIFFERENCE FOR YOUR NONPROFIT

Strategy is a vital part of a nonprofit’s sustainable future. Having a strategic plan ensures that nonprofits have a detailed outline of how they plan on reaching their goals, inching them closer and closer to their overall mission. While many nonprofits probably already know the importance of strategy, they might not want to acknowledge it, as it takes a lot of time and effort—two things that nonprofits don’t have.

### A Board Orientation Will:

- Give future board members an overview of your nonprofit, and give them an in-depth understanding of your nonprofit’s mission. This will provide an emotional connection between the nonprofit and the board member, instilling in them the passion, motivation and inspiration needed to move the nonprofit forward.
- Establish clear roles and expectations for each board member, which will outline what roles board members will take on and the responsibilities that come with them.
- Educate board members on fundraising. The key requirement for fundraising is having an understanding of relationship-building. Give members a beginner’s guide to fundraising; and if you don’t have one, there are a number of resources that can be easily acquired online.

But there is a light at the end of the tunnel.

In this year's study, 51 percent of nonprofits said they outline an in-depth strategic plan for all of their fundraising initiatives (Figure 7). Over half of nonprofits are embracing strategic planning, but we need 100 percent of nonprofits to embrace it.

## Nonprofits that develop strategic plans for fundraising initiatives

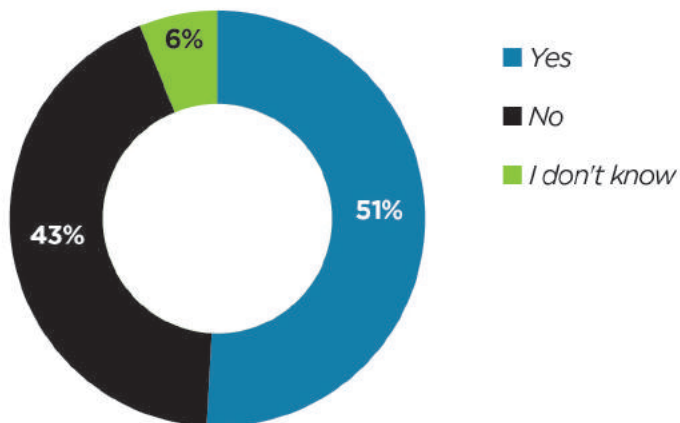


Figure 7  
Q: At the start of each fiscal year, does your team outline an in-depth strategic plan for all of its fundraising initiatives?  
(n = 507)



From the for-profit sector to the nonprofit sector, strategy is a tool that ensures an organization thrives. Strategy provides a baseline for a nonprofit's goals and the plan to achieve those goals. One of the great things about strategy is that it's adaptable. If your fundraising program is not performing as well as you thought it would, you can re-evaluate your strategy, rebuild and improve in order to get to those goals.



## What Does Your Strategy Look Like?

We asked our survey respondents to share their recommendations for strategy planning. Here's what they had to say.

*"We evaluate what fundraisers we will have and how much we expect from each event. Budget is based on this."*

*"Overarching goals are defined and strategy is created for three main areas of fundraising. Individual performance goals are built to support the strategic priorities."*

*"It is an overall fundraising goal set in conjunction with organizational expenses. This goal is also set, utilizing historical fundraising trends and donor-specific goals for major giving. Each segment of the donor population has its own verified goal. In addition, signature event budgets are created with historical projections."*

*"Full strategic plan, including goals and objectives for all key staff and board of directors. Measurable benchmarks checked monthly."*

*"Actually, it takes place at the END of the year in preparation for a good start in the new year. Understanding the importance and roles in the fiscal health of the organization."*

*"Review budget and last year's actuals to determine what needs to be raised and what is realistic. Those numbers become goals for [the] devo team and individuals. We also do annual calendar planning to plot out devo tasks, to ensure they get done."*

*"We review all of our constituencies and activities and plan out a fundraising calendar for the year that is an overview of all fundraising activities. Then, specific staff members are in charge of executing different sections of the strategy. We check in throughout the year."*

Every nonprofit is trying to make a difference in this world, and strategic planning helps them get there. Times are changing, and it's becoming more and more difficult to get donors to be a part of an organization. They are now looking for things like impact.

Impact can be defined in multiple ways by a nonprofit: by how much money it's fundraising, how many donors it's retaining or how many people it's helping. Donors think of impact as how much of the donations received are going toward the mission or how this nonprofit is using its proceeds to make a difference in the world. As an example, how many children is this organization feeding—hundreds, thousands, millions? Donors want proof of that.

When it comes to impact reporting, 46 percent of nonprofits consider the number of recipients helped to be the most important outcome when measuring for impact, while 25 percent believe it's the amount of annual fundraising (Figure 8).

## How nonprofits measure for impact

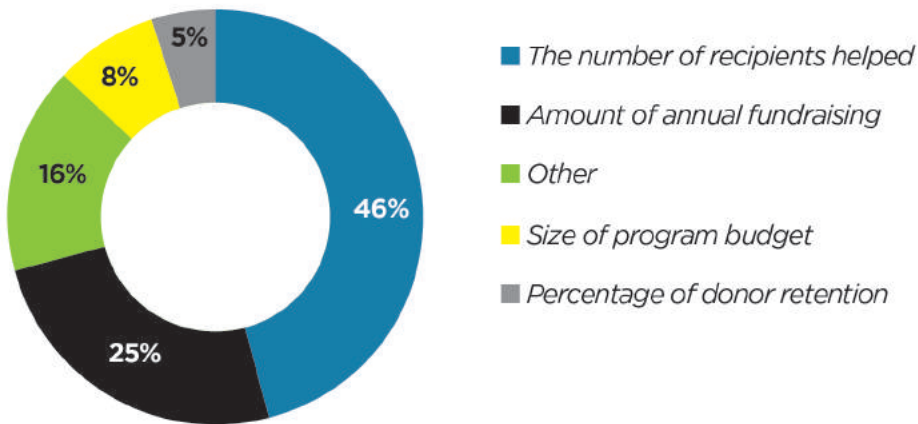


Figure 8  
Q: What does your nonprofit consider to be the most important outcome when measuring for impact?  
(n = 534)



While nonprofits are on the right track, more nonprofits need to get on board when measuring for impact. The most important factor for measuring for impact and showing it is how many people your nonprofit is serving, because those are the numbers that your donors want to see. Sure, they are curious to see how many donors are supporting your nonprofit or how much money your nonprofit raises, but they would rather find out—and we'll reiterate—what your nonprofit is doing with that money to change the world.

Unfortunately, many nonprofits are still not seeing the big picture. Our findings indicate that only 51 percent of nonprofits are impact reporting (Figure 9).

## Donor engagement strategies nonprofits are using

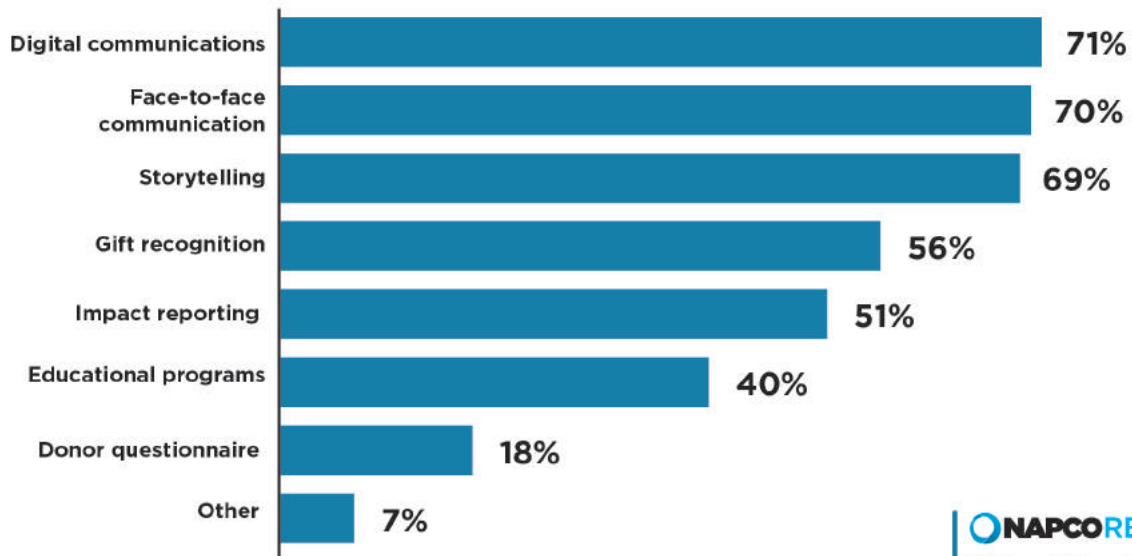


Figure 9  
Q: Which strategies has your nonprofit utilized to engage donors?  
(n = 518)



All of the strategies referenced in Figure 9 are essential to improving donor engagement. Not only are these donor engagement strategies, they are relationship-building strategies. The three most utilized ones are digital communications (71 percent); face-to-face communication (70 percent); and storytelling (69 percent).

Impact reporting is a crucial element to donor engagement, because these are the numbers that matter to the new generation of donors. So why are the number of nonprofits that use impact reporting declining? We suspect that it may be the rising number of nonprofits. More nonprofits are coming into fruition, and newer nonprofits are not engaging in impact reporting—and that's a problem.

We need to remind nonprofits of the importance of this strategy. Not supplying donors with impact reports will cause your donors to question where donations are going. It's your job to show them that their support is making a difference for your organization and the world.

## VIII. TECHNOLOGY IS A CATALYST FOR BUILDING BETTER DONOR RELATIONSHIPS

Understanding how to better communicate with your donors and improve relationships with them is the key to better relationships. And from the looks of it, nonprofits are doing a pretty decent job at retaining their donors year after year. But there are still areas of missed opportunity. Our findings indicate that 36 percent of nonprofits said that they retained 51 to 75 percent of total donors from 2017 to 2018; while 19 percent retained 31 to 50 percent of donors; and 17 percent retained 76 to 100 percent of donors (Figure 10).

### Donors retained from 2017 to 2018

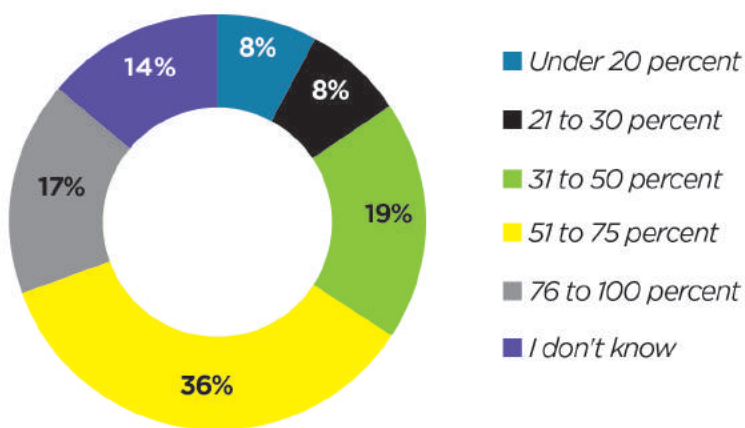


Figure 10  
Q: Looking at your nonprofit's total donors in 2017, what percentage of donors were retained?  
(n = 518)



As these are self-assessed numbers, we believe that the figures could be somewhat inflated. But if we're going just by the data that was given to us by our study respondents, over 50 percent of nonprofits retained 50 percent or more of their donors from 2017 to 2018. This is a percentage of nonprofits that are retaining their donors, but we want to see that number further increase.

The rise of technology has allowed nonprofits to keep better track of their donors and, not only that, it allows nonprofits to better communicate with them to build better relationships and understand them better through data algorithms. And nonprofits are no longer resistant to technology and are finally accepting the change that technology brings. Findings show that 82 percent of nonprofits use some kind of management technology to improve donor relationships (Figure 11).



## Types of management technology used to improve donor relationships.

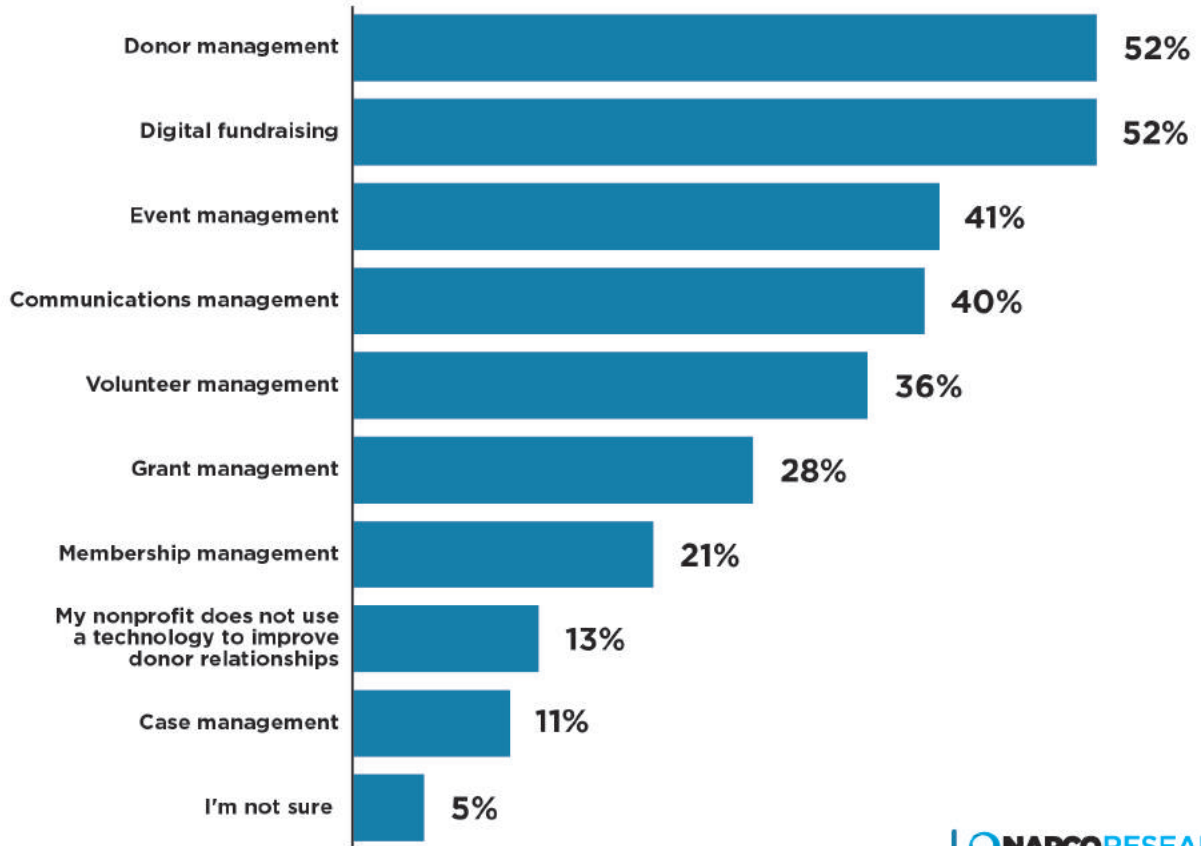


Figure 11  
Q: Which of the following management technologies has your nonprofit used to improve donor relationships?  
(n = 518)



On top of that, 85 percent of nonprofits are using account software (Figure 12). In today's world, sending money online is no longer something that is feared or frowned upon. In our new tech generation where people are constantly on their mobile phones—checking email, paying bills, sending text messages, managing their banking, keeping up with their calendar and more—charitable giving can occur in real time. People prefer to donate online—it's easier, more convenient and much faster.

## The number of nonprofits using accounting software

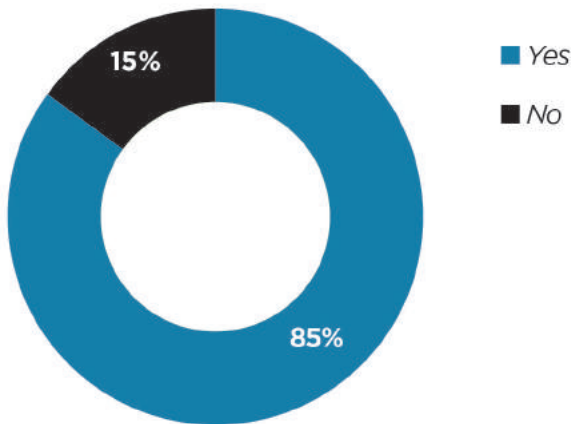


Figure 12  
Q: Does your nonprofit use accounting software?  
(n = 518)



As you can see in Figure 11, 52 percent of nonprofits are using a digital fundraising tool. That raised the question of why more nonprofits aren't taking advantage of digital fundraising. Nearly 45 percent of nonprofits said that under 20 percent of their fundraising is digital (Figure 13).

## The percentage of fundraising that is digital

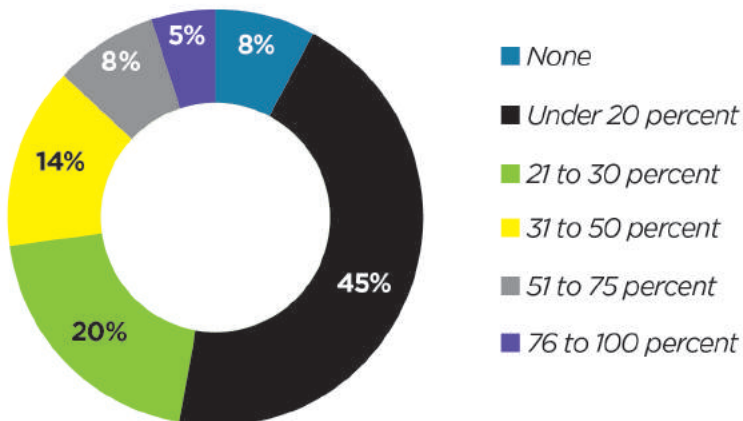


Figure 13  
Q: What percentage of your fundraising is digital?  
(n = 489)



We believe that nonprofits are not taking full advantage of this opportunity. It's encouraging, though, to see that only 8 percent of nonprofits said that they don't participate in digital fundraising at all. But we'd like to see every nonprofit move toward digital fundraising and a higher percentage of fundraising shift toward digital.

It's clear that charitable giving continues to show tremendous growth year after year. Giving USA reported that Americans donated a record-breaking \$410 billion in 2017.<sup>4</sup> And when it comes to online donations, the numbers also continue to show tremendous growth. The "M&R 2018 Benchmark Study" showed that there was a 15 percent growth in total online revenue in 2016, and that number spiked to 23 percent in 2017.<sup>5</sup>

One of the most important days for online donations is #GivingTuesday. It's the most anticipated day of the year in the nonprofit sector. This day was kicked off in 2012 by the Belfer Center for Innovation and Social Impact at the 92nd Street Y. #GivingTuesday puts an emphasis on the gift of charitable donations and acts as the kick-starter for the holiday giving season.

In 2016, #GivingTuesday donations reached \$168 million<sup>6</sup>. Then in 2017, our jaws dropped when donations reached \$274 million. But when the new tax law—Tax Cuts & Jobs Act—was introduced in December 2017, we were unsure, wondering if it would challenge overall charitable giving. Our prayers were answered when 2018 #GivingTuesday hit, and we totaled a ground-breaking \$380 million, blowing out our anticipated \$300 million.

So, here at NonProfit PRO, we wondered if our industry would continue to grow in #GivingTuesday participation at this magnitude. And the answer is... yes. Our findings show that 52 percent of nonprofits participated in #GivingTuesday 2018 (Figure 14).

## Nonprofit participation in #GivingTuesday 2018

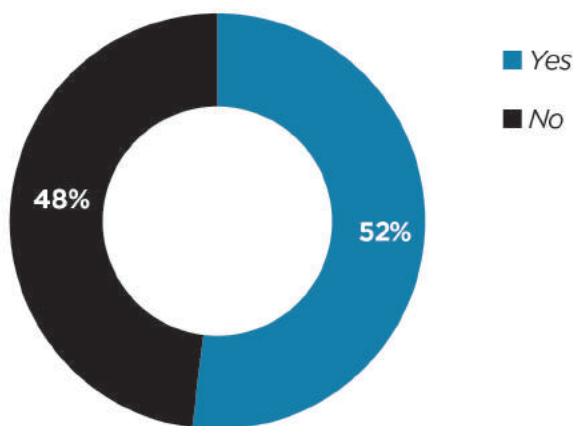


Figure 14  
Q: Did you participate in #GivingTuesday 2018?  
(n = 489)



With just over 50 percent of nonprofits participating, it shows that the sector has room to grow. During the most recent #GivingTuesday, 31 percent of nonprofit marketers reported that they brought in less than \$1,000 in donations and 29 percent brought in between \$1,001 to \$5,000 in donations (Figure 15).

## Total donations from #GivingTuesday 2018

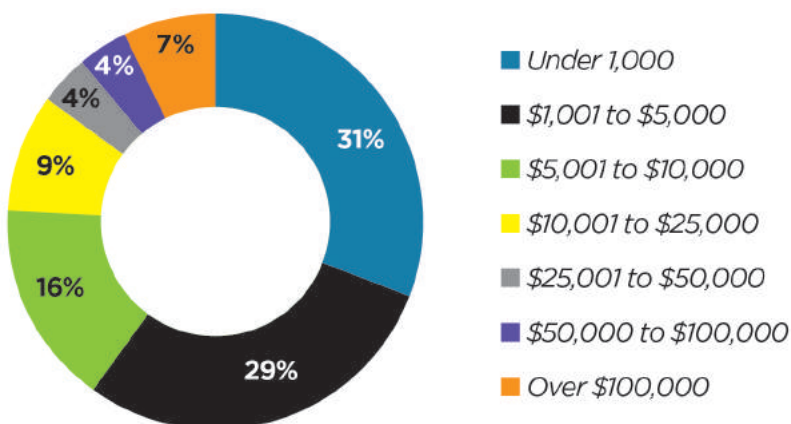


Figure 15  
Q: During #GivingTuesday, how much did your nonprofit raise?  
(n = 253)



While 76 percent of nonprofits brought in \$10,000 or less during #GivingTuesday, there were also a number of nonprofits that brought in between \$10,000 and \$100,000. This finding indicates that there are nonprofits not fully engaging their donors, because there is more potential to raise even more funds on #GivingTuesday.

How can nonprofits better engage their donors? Technology is no replacement for traditional fund-raising strategies, but it can help streamline processes to make the process less burdensome for nonprofits. Clearly, it's impossible to send a handwritten letter to the thousands and thousands of people in your donor file.

Instead, using digital communications, such as email and social media, can keep you connected to your donors. Send out weekly emails to remind givers that you're thinking of them and how important they are to your nonprofit. Actively participate on social media channels—Facebook, Twitter, Instagram, LinkedIn—to show donors you care about what they have to say. Use storytelling through video and articles to show donors what your nonprofit is doing to change the world. It will inspire them to take on a bigger role as a member of your community. Pull reports from your management systems to analyze the patterns and algorithms. Doing so can help you better understand donor behavior—what communication outreach programs they respond to and those that they ignore.

The opportunity technology gives your nonprofit to enhance your donor program can be limitless. And while it can be overwhelming, the long-term benefits are invaluable. The best thing to do is hold team meetings with your leadership and board to brainstorm what types of technology solutions work best for your nonprofit.



From there, it's about doing the research and understanding what available solutions match your needs and budget. And when you do choose a vendor, it's important to make sure that company understands your needs as an organization and how it can best fill those needs to help you reach your mission and help you change the world.

## IX. CONCLUSION

The nonprofit world continues to grow in size and is becoming more and more complex and comprehensive. The growing number of nonprofits is increasing competition for donor dollars and reducing many organizations' funding. Many nonprofits are feeling the squeeze on internal resources, as staff workloads continue to increase. On top of that, technology is revolutionizing the sector, which brings great opportunities and challenges.

We recommend that, as nonprofit leaders, it's your job to lead your organization by example and continue to not only keep up with the trends, but do your best to stay on top of those trends and be innovators in our space. Doing so will boost your nonprofit above the rest and set a pathway toward success. And no success can be had in the nonprofit sector without putting your organization first. To create a sustainable future, it's important to keep your staff—as well as your board and donors—engaged, motivated and inspired.

And above all, never forget to put your mission first.

## X. REFERENCES

1. <https://www.nonprofitpro.com/resource/2018-nonprofit-leadership-impact-study>
2. <https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>
3. <https://leadingwithintent.org/>
4. <https://givingusa.org/tag/giving-usa-2018/>
5. <https://mrbenchmarks.com/#>
6. <https://www.nonprofitpro.com/article/our-thriving-generation-of-generosity-givingtuesday-toppled-380m-in-2018/>

- 1 Nonprofits continue to struggle with finding adequate resources for their organization.**
- 2 Nonprofit board members should be required to go through orientation.**
- 3 Nonprofits are beginning to realize the importance of strategy.**
- 4 Technology is becoming an integral part of how nonprofits manage donor relationships, but there is still room for improvement.**

---

# WHO WE ARE

---

## NonProfitPRO

NonProfit PRO is the go-to source for nonprofit management and strategy. Developed for thought leaders and innovators, we cover topics ranging from internal issues, such as human resources, board and volunteer management, to technology, tax and legal matters, and fundraising. We offer a magazine, website and daily e-newsletter. NonProfit PRO Today, with a fresh look and quick, hard-hitting content, is the go-to source for modern nonprofit professionals.

## NAPCORESEARCH

Led by a former Forrester Research analyst, the NAPCO Research team crafts custom data-centric solutions that leverage our highly engaged audiences across the markets in which we operate, our industry subject matter experts and in-house research expertise. We partner with our clients to identify their unique business problem and create solutions that enable deeply informed decision making.

Contact [research@napco.com](mailto:research@napco.com) for a research consultation.



Neon One was founded with the mission of becoming the most authentic end-to-end technology ecosystem for nonprofits. The team has worked with more than 30,000 organizations over the last several decades, bringing them an unparalleled level of industry expertise. Neon One is actively transforming the way nonprofits support their missions through its growing suite of best-of-breed products. To-date, the company has facilitated over \$9 billion dollars in fundraising efforts for nonprofits around the world. Backed by FTV Capital & Blue Star Innovation Partners, Neon One is expanding its footprint, and currently has offices in San Francisco, Los Angeles, Chicago, Denver, Dallas and New York.

