

# 7 Actionable Principles for a Strong Social Sector

## 7Principles.thecne.org

### Tools & Resources Bibliography by Principle – 8.4.22

National frameworks and related resources for nonprofit health, effectiveness, and impact:

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- *The Performance Imperative: A Framework for Social-Sector Excellence: 7 Pillars of High Performance*, Leap of Reason Ambassadors Community  
<https://leapambassadors.org/continuous-improvement/performance-imperative/>
- *Principles for Good Governance and Ethical Practice*, Independent Sector  
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#### Principle 1: We Create Strategic Budgets that Fully Fund Our Work.

##### Tools

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### **Resources**

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<https://www.bridgespan.org/insights/initiatives/pay-what-it-takes-philanthropy>

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*If We Want our Funding to Change the World...Real Talk About Real Costs*, from Forefront

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### **More for Funders**

*Full Cost Project: Key Messages for Funders*, from Nonprofit Finance Fund and Philanthropy CA

[https://www.philanthropyca.org/sites/default/files/resources/Full%20Cost%20Project\\_Key%20Messages%20for%20Funders.pdf](https://www.philanthropyca.org/sites/default/files/resources/Full%20Cost%20Project_Key%20Messages%20for%20Funders.pdf)

## **Principle 2: We Sustain Our Organization by Effectively Managing Our Financial Position.**

### **Tools**

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### **Video**

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<https://nff.org/fundamental/best-practices-nonprofit-boards>

## **Principle 3: We Grow Financial Support by Building Mutual Trust and Accountability.**

### **Tools**

*The Secret Sauce of Great Funder/Nonprofit Relationships*, from National Council of Nonprofits

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<https://www.philanthropyca.org/sites/default/files/resources/Better%20Communication%20Guide%20.pdf>

*The Net Grant Calculator*, from PEAK Grantmaking

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*How You Can Start Applying CCF's 10 Principles Today*, from Community-Centric Fundraising

<https://communitycentricfundraising.org/2020/07/12/how-you-can-start-applying-ccfs-10-principles-today/>

## Resources

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- Simplify & Streamline Paperwork

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- Be Transparent & Responsive  
<https://trustbasedphilanthropy.org/transparent-and-responsive-communication>
- Solicit & Act on Feedback  
<https://trustbasedphilanthropy.org/solicit-act-on-feedback>
- Offer Support Beyond the Check  
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<https://communitycentricfundraising.org/2022/06/06/beyond-philanthropy-the-role-of-the-donor/>

## **Principle 4: We Prioritize Equity with Learning, Skill-Building, and Action.**

### ***Tools***

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<https://equityinthecenter.org/aww/>

Racial Equity Tools  
<https://www.racialequitytools.org/home>

*Equity Audit*, from Beloved Community

<https://www.awabybeloved.com/>

*A Framework for Considering Your Organization's Equity Journey*, from Bridgespan

[https://www.bridgespan.org/insights/library/strategy-development/framework-for-considering-equity-journey?utm\\_campaign=leadersmatter&utm\\_medium=email&utm\\_source=newsletter](https://www.bridgespan.org/insights/library/strategy-development/framework-for-considering-equity-journey?utm_campaign=leadersmatter&utm_medium=email&utm_source=newsletter)

*How to Integrate Diversity, Equity, and Inclusion into Everyday Operations*, from Bridgespan

<https://www.bridgespan.org/insights/library/leadership-development/integrate-diversity-equity-inclusion>

*ONE Virginia Online Toolkit*

<https://www.governor.virginia.gov/diversity/one-virginia/>

*Advancing Race Equity Leadership Development Framework*, from ProInspire

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*Crises as a Catalyst: A Call for Race Equity and Inclusive Leadership*, from ProInspire

<https://www.proinspire.org/programs/crises-as-a-catalyst-a-call-for-race-equity-inclusive-leadership/>

*Step-by-Step Guide to Achieving Diversity and Inclusion in the Workplace*, from TSNE MissionWorks

<https://www.tsne.org/diversity-and-inclusion-initiative-step-step-guide>

*Race Equity and Inclusion Action Guide: 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization*, from the Annie E. Casey Foundation

<https://www.aecf.org/resources/race-equity-and-inclusion-action-guide/>

*Racial Equity Tool Template*, from Race Forward et al. Racial Equity Here

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*Race Equity Pulse Check*, from Equity in the Center

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*Racial Equity Readiness Assessment*, from Portland Means Progress

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### **Resources**

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<https://thecommunity.nonprofitnewyork.org/s/article/Leading-Courageous-Conversations-on-Race-Equity>

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*Hey, You Got a Little Racism Stuck in Your Teeth*, from Nonprofit AF

<https://nonprofitaf.com/2016/08/flossing-and-the-dental-hygiene-paradigm-of-race-discourse/>

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*The Business Case for Racial Equity*, from Kellogg Foundation

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*How to Hire a Racial Equity Consultant*, from Fakequity

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### **Video**

*Are You Awake, Woke, or Doing the Work?*, video from Diversity City LLC  
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*How We Arrived Here*, from Bryan Stevenson  
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### **More for Funders**

*The Problem with Color-Blind Philanthropy*, from Harvard Business Review  
<https://hbr.org/2020/06/the-problem-with-color-blind-philanthropy>

*Power Moves: Your Essential Philanthropy Assessment Guide for Equity and Justice*, from the National Committee for Responsive Philanthropy  
<https://www.ncrp.org/initiatives/power-moves-philanthropy>

*Grantmaking with a Racial Justice Lens (An Introduction and A Practical Guide)*, from the Philanthropic Initiative for Racial Equity  
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<https://change philanthropy.org/resource-hub/>  
#Unite4Equity, a Change Philanthropy engagement platform  
<https://unite4equity.org/>

*Building on a Better Foundation: A Toolkit for Creating an Inclusive Grantmaking Organization*, from the D5 Coalition  
<http://www.d5coalition.org/wp-content/uploads/2013/07/BuildingAbetterFoundation.pdf>

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<http://justicefunders.org/>

*The Ultimate Power Reading List*, from National Committee for Responsive Philanthropy  
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<https://gospelofgiving.com/>

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<https://resourcegeneration.org/>

*Making Capacity Building More Equitable*, from Community Wealth Partners

<https://communitywealth.com/making-capacity-building-more-equitable/>

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<https://communitywealth.com/making-capacity-building-more-equitable/>

### ***For More Exploration***

*Beyond Diversity: How to Build a Truly Anti-Racist Organization*, from Crossroads Antiracism Organizing and Training

<https://everydayfeminism.com/build-anti-racist-organization/>

*Why Diversity, Equity, and Inclusion Matter for Nonprofits*, from National Council of Nonprofits  
<https://www.councilofnonprofits.org/tools-resources/why-diversity-equity-and-inclusion-matter-nonprofits>

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<https://www.aecf.org/resources/unlocking-the-promise/>

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## **Principle 5: We Develop Leaders Across Our Organization Who Model Our Mission and Values.**

### **Tools**

*Board Roles and Responsibilities*, from National Council of Nonprofits  
<https://www.councilofnonprofits.org/tools-resources/board-roles-and-responsibilities>

*Board Responsibilities and Structures FAQs*, from BoardSource  
<https://boardsource.org/resources/board-responsibilities-structures-faqs/>

*Fund the People Toolkit* and *Talent Justice Toolkit*, from Fund the People

<http://fundthepeople.org/toolkit/>  
<http://fundthepeople.org/toolkit/tji/>

The Management Center's Tools  
<https://www.managementcenter.org/tools/>

*Where is Your Organization in the Nonprofit Lifecycle?*, from Social TrendSpotter  
<https://socialtrendspot.medium.com/where-is-your-organization-in-the-nonprofit-lifecycle-5ecdbac831ce>

### **Resources**

Leadership Development library, from Bridgespan  
[https://www.bridgespan.org/insights/library?searchtext=&searchmode=anyword&ssf=57#search\\_filter](https://www.bridgespan.org/insights/library?searchtext=&searchmode=anyword&ssf=57#search_filter)

*The Four Principles of Purpose-Driven Board Leadership*, from SSIR  
[https://ssir.org/articles/entry/the\\_four\\_principles\\_of\\_purpose\\_driven\\_board\\_leadership#](https://ssir.org/articles/entry/the_four_principles_of_purpose_driven_board_leadership#)

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<https://missioncapital.org/insights-and-ideas/nonprofit-effectiveness/the-right-leadership/>  
<https://missioncapital.org/insights-and-ideas/nonprofit-effectiveness/smart-operations/>

*The Performance Practice: Module 1-Leadership and Module 2-Management*, from Leap of Reason Ambassadors Community  
<https://leapambassadors.org/continuous-improvement/performance-practice/module-1-leadership/>  
<https://leapambassadors.org/continuous-improvement/performance-practice/module-2-management/>

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*Finding the Right Board Members for your Nonprofit*, from National Council of Nonprofits

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*The Nonprofit Hiring Crisis*, from The Chronicle of Philanthropy

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### **Videos**

*Shaun Leonardo on Shared Leadership*, from Nonprofit Quarterly

<https://nonprofitquarterly.org/shaun-leonardo-on-shared-leadership/>

### **More for Funders**

*Foundations that Invest in Nonprofit Leadership: Count Them on Your Hands*, from Fund the People

<http://fundthepeople.org/count/>

## **Principle 6: We Effect Positive Change by Collaborating with and Adapting to the Needs of Our Community.**

### **Tools**

*CoLab and Action to Impact: A Coalition-Building Roadmap*, from CNE

<https://www.thecne.org/learn/colab/>

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*Collective Impact*, from National Council of Nonprofits

[https://www.councilofnonprofits.org/tools-resources/collective-impact#:~:text=%E2%80%9CCollective%20impact%E2%80%9D%20describes%20an%20intentional,\(s\)%20on%20its%20own.](https://www.councilofnonprofits.org/tools-resources/collective-impact#:~:text=%E2%80%9CCollective%20impact%E2%80%9D%20describes%20an%20intentional,(s)%20on%20its%20own.)

*Community Tool Box*, from the Center for Community Health and Development

<https://ctb.ku.edu/en/help-taking-action>

*Nonprofits Integrating Community Engagement Guide*, from Building Movement Project

<https://buildingmovement.org/reports/nonprofits-integrating-community-engagement-guide/>

*Everyday Advocacy*, from the National Council of Nonprofits

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*Guide to Data Chats: Convening Community Conversations about Data*, from Urban Institute

[https://www.urban.org/research/publication/guide-data-chats-convening-community-conversations-about-data?utm\\_source=urban\\_EA&utm\\_medium=email&utm\\_campaign=data\\_chats\\_guide&utm\\_term=METRO&utm\\_content=nnip\\_newsletter](https://www.urban.org/research/publication/guide-data-chats-convening-community-conversations-about-data?utm_source=urban_EA&utm_medium=email&utm_campaign=data_chats_guide&utm_term=METRO&utm_content=nnip_newsletter)

### **Resources**

*Reimagine Your Nonprofit to Survive the Crisis*, from Harvard Business Review

<https://hbr.org/2020/06/reimagine-your-nonprofit-to-survive-the-crisis>

*The Nonprofit Effectiveness Framework: Strategic Collaborations and Implementation & Improvement*, from Mission Capital

<https://missioncapital.org/insights-and-ideas/nonprofit-effectiveness/>  
<https://missioncapital.org/insights-and-ideas/nonprofit-effectiveness/implementation-and-improvement/>

*Is Your Nonprofit Built for Sustained Innovation?*, from SSIR

[https://ssir.org/articles/entry/is\\_your\\_nonprofit\\_built\\_for\\_sustained\\_innovation](https://ssir.org/articles/entry/is_your_nonprofit_built_for_sustained_innovation)

*Better Philanthropy through Systems Change*, from SSIR

[https://ssir.org/articles/entry/better\\_philanthropy\\_through\\_systems\\_change](https://ssir.org/articles/entry/better_philanthropy_through_systems_change)

*Anchor Collaboratives*, from The Democracy Collaborative

<https://democracycollaborative.org/learn/publication/anchor-collaboratives-building-bridges-place-based-partnerships-and-anchor>

Bolder Advocacy, a program of Alliance for Justice

<https://bolderadvocacy.org/>

*Building Community from the Inside Out: A Series of 5% Shifts*, from Building Movement Project

[https://buildingmovement.org/reports/building-community-from-the-inside-out-a-series-of-5-shifts/?mc\\_cid=4b942567ac&mc\\_eid=f2351e8cc7](https://buildingmovement.org/reports/building-community-from-the-inside-out-a-series-of-5-shifts/?mc_cid=4b942567ac&mc_eid=f2351e8cc7)

*The Board's Role in Advocacy*, from Stand for Your Mission

<https://standforyourmission.org/advocacy-your-board/>

*How Listening to Constituents Can Lead to Systems Change*, from SSIR

[https://ssir.org/articles/entry/how\\_listening\\_to\\_constituents\\_can\\_lead\\_to\\_systems\\_change#](https://ssir.org/articles/entry/how_listening_to_constituents_can_lead_to_systems_change#)

### **Video**

*Economic Mobility in Charlottesville* systems approach video, from Network2Work@ PVCC

<https://www.youtube.com/watch?v=OPQOveCc8rA&feature=youtu.be>

### **More for Funders**

*Strategic Philanthropy Gets a Wake-Up Call*, from Nonprofit Quarterly

<https://nonprofitquarterly.org/strategic-philanthropy-gets-a-wake-up-call/>

*Equitable Grantmaking* podcast, from Dr. Shena Ashley, Urban Institute's Center on Nonprofits and Philanthropy

<https://www.gih.org/podcast/2019-annual-conference-plenary-remarks-shena-ashley/>

*Balancing Purpose, Payout, and Performance: A Strategy Guide*, from Council on Foundations

<https://www.cof.org/content/balancing-purpose-payout-and-permanence-strategy-guide>

*Risk Management Toolkit*, from Open Road Alliance

<https://openroadalliance.org/resource/risk-management-toolkit/>

*Building Capacity for Sustained Collaboration*, from SSIR

[https://ssir.org/articles/entry/building\\_capacity\\_for\\_sustained\\_collaboration](https://ssir.org/articles/entry/building_capacity_for_sustained_collaboration)

*How Community Philanthropy Shifts Power: What Donors Can Do to Help Make that Happen*, from GrantCraft

[http://grantcraft.org/wp-content/uploads/sites/2/2018/12/Community\\_Philanthropy\\_paper.pdf](http://grantcraft.org/wp-content/uploads/sites/2/2018/12/Community_Philanthropy_paper.pdf)

*Funder Collaboratives: Why and How Funders Work Together*, from GrantCraft

<https://grantcraft.org/content/guides/funder-collaboratives/>

*Collaborate for Greater Impact*, from Grantmakers for Effective Organizations

<https://www.geofunders.org/what-we-offer/the-smarter-grantmaking-playbook/collaborate-for-greater-impact>

*Systems Grantmaking Resource Guide and Self-Assessment*, from Grantmakers for Effective Organizations

<http://systems.geofunders.org/systems-grantmaking>

*Navigating Risk in Impact-Focused Philanthropy*, from SSIR

[https://ssir.org/supplement/navigating\\_risk\\_in\\_impact\\_focused\\_philanthropy](https://ssir.org/supplement/navigating_risk_in_impact_focused_philanthropy)

*Risk, Trust, and Impact: Connecting the Dots*, from SSIR

[https://ssir.org/articles/entry/risk\\_trust\\_and\\_impact\\_connecting\\_the\\_dots](https://ssir.org/articles/entry/risk_trust_and_impact_connecting_the_dots)

*Understanding the Risks of Nonparticipation in Philanthropy*, from SSIR

[https://ssir.org/articles/entry/understanding\\_the\\_risks\\_of\\_nonparticipation\\_in\\_philanthropy#](https://ssir.org/articles/entry/understanding_the_risks_of_nonparticipation_in_philanthropy#)

## **Principle 7: We Define and Achieve Success by Clarifying, Measuring, and Evaluating the Results of Our Work.**

### ***Tools***

*Measuring Nonprofit Social Impact*, from Donorbox

<https://donorbox.org/nonprofit-blog/measuring-nonprofit-social-impact/>

*How to Use Matrix Maps to Identify Organizational Impact*, from Donorbox

<https://donorbox.org/nonprofit-blog/matrix-maps-to-identify-impact/>

*The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions*, from Nonprofit Sustainability

<http://www.nonprofitsustainability.org/templates-by-chapter>

*Getting Started with Data-Driven Decision Making: A Workbook*, from NTEN

[https://www.nten.org/NTEN\\_images/reports/Data\\_Workbook\\_FINAL.pdf](https://www.nten.org/NTEN_images/reports/Data_Workbook_FINAL.pdf)

*Listen4Good's core questions*, from the Fund for Shared Insight

<https://www.fundforsharedinsight.org/listen4good/>

*Digital Impact Toolkit*, from the Stanford Center on Philanthropy and Civil Society

<https://digitalimpact.io/toolkit/>

*Reimagining Strategy in the Context of the COVID-19 Crisis: A Triage Tool*, from Center for Community Investment

[https://centerforcommunityinvestment.org/blog/reimagining-strategy-context-covid-19-crisis-triage-tool?utm\\_source=newsletter&utm\\_medium=email&utm\\_content=Reimagining%20Strategy%20in%20Context%20of%20the%20COVID-19%20Crisis%3A%20A%20Triage%20Tool&utm\\_campaign=CIF20200420VOHApril23Invite](https://centerforcommunityinvestment.org/blog/reimagining-strategy-context-covid-19-crisis-triage-tool?utm_source=newsletter&utm_medium=email&utm_content=Reimagining%20Strategy%20in%20Context%20of%20the%20COVID-19%20Crisis%3A%20A%20Triage%20Tool&utm_campaign=CIF20200420VOHApril23Invite)

*How Nonprofits Can Map Their Programs to Their Strategy*, from The Bridgespan Group



[https://www.bridgespan.org/insights/library/strategy-development/nonprofit-program-strategy-map?utm\\_source=drip&utm\\_campaign=h1-bla-21&utm\\_medium=email](https://www.bridgespan.org/insights/library/strategy-development/nonprofit-program-strategy-map?utm_source=drip&utm_campaign=h1-bla-21&utm_medium=email)

### **Resources**

*Principles for Advancing Equitable Data Practice*, from Urban Institute

<https://www.urban.org/research/publication/principles-advancing-equitable-data-practice>

Frameworks Institute

<http://www.frameworksinstitute.org/>

*The Nonprofit Effectiveness Framework: Clarity of Purpose*, from Mission Capital

<https://missioncapital.org/insights-and-ideas/nonprofit-effectiveness/clarity-of-purpose-2/>

*The Performance Practice: Module 3-Programs, Module 6-Monitoring, and Module 7-Evaluation*, from Leap of Reason Ambassadors Community

<https://leapambassadors.org/continuous-improvement/performance-practice/module-3-programs/>  
<https://leapambassadors.org/continuous-improvement/performance-practice/module-6-monitoring/>  
<https://leapambassadors.org/continuous-improvement/performance-practice/module-7-evaluation/#1549641017735-5da9c5b0-75f7>

*The Nonprofit Impact Manifesto*, from Prosper Strategies

<https://prosper-strategies.com/nonprofit-impact-manifesto/>

*Nine Ways to Strengthen Program Evaluations by Centering Community Voice*, from Urban Institute

<https://www.urban.org/urban-wire/nine-ways-strengthen-program-evaluations-centering-community-voice>

*Beyond 'X' Number Served*, from SSRI

[https://ssir.org/articles/entry/beyond\\_x\\_number\\_served](https://ssir.org/articles/entry/beyond_x_number_served)

### **More for Funders**

*Effective Philanthropy Learning Initiative*, from the Stanford Center on Philanthropy and Civil Society

<https://pacscenter.stanford.edu/research/effective-philanthropy-learning-initiative/>

*Insight, Impact, and Equity: Collecting Demographic Data*, from PEAK Grantmaking

<https://www.peakgrantmaking.org/resource/insight-impact-and-equity-collecting-demographic-data/>



Strong Nonprofits. Strong Communities.

Center for Effective Philanthropy

<https://cep.org/resources/>

Exponent Philanthropy - A member led community of lean funders

<https://www.exponentphilanthropy.org/>

Grantee and applicant perception survey, from Exponent Philanthropy

<https://www.exponentphilanthropy.org/publication/grantee-and-applicant-perception-survey/>

*Investing in Data Capacity for Community Change*, from Urban Institute

[https://www.urban.org/research/publication/investing-data-capacity-community-change?cm\\_ven=ExactTarget&cm\\_cat=SSU07092020&cm\\_pla=All+Subscribers&cm\\_ite=https%3a%2f%2fw.w.urban.org%2fresearch%2fpublication%2finvesting-data-capacity-community-change&cm\\_ainfo=&&utm\\_source=%20urban\\_newsletters&&utm\\_medium=news-SSU&&utm\\_term=CNP&&](https://www.urban.org/research/publication/investing-data-capacity-community-change?cm_ven=ExactTarget&cm_cat=SSU07092020&cm_pla=All+Subscribers&cm_ite=https%3a%2f%2fw.w.urban.org%2fresearch%2fpublication%2finvesting-data-capacity-community-change&cm_ainfo=&&utm_source=%20urban_newsletters&&utm_medium=news-SSU&&utm_term=CNP&&)

*The Equitable Evaluation Framework*, from Equitable Evaluation Initiative

<https://www.equitableeval.org/ee-framework>

*Making Capacity Building More Equitable*, from Community Wealth Partners

<https://communitywealth.com/making-capacity-building-more-equitable/>

*Philanthropy's New Tool for Action and Impact: Operating Archetypes*, from Rockefeller Philanthropy Advisors

<https://www.rockpa.org/philanthropys-new-tool-for-action-and-impact-operating-archetypes-launched-by-rockefeller-philanthropy-advisors/>