



Mastering the Nonprofit Business Model

Introduction to Nonprofit Business Models

Why do we need a shared fluency—as staff, board, funders, and consultants—in talking about nonprofit business models?

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It's not only our missions that are different from for-profit companies, our money works differently, too.

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What are common elements of a nonprofit business model?

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When do we articulate the nonprofit business model?

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Do we need a business plan?

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Key considerations in nonprofit cost structure

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Nonprofits operate in a “muted market.”

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Nurturing the business model requires constant consideration of:

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Non-financial capital is a critical part of a nonprofit's business model.

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What are the nonprofit revenue streams?

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What is revenue diversification?

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Is funding stream diversity always desirable?

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Does funding stream diversity drive growth?

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What are nonprofit business drivers and dashboards?

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What is nonprofit capital?

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The racial wealth gap extends to organizations and networks. (Batten & Williams)

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The racial wealth gap extends to organizations and networks. (Blauvelt)

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About This Series

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The Schedule

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Dynamics: How this kind of money works

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Capital: How this kind of money produces and draws upon forms of capital (working, reserve, etc.)

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Leadership: What skills and perspectives are required of senior staff and board

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Infrastructure: What staffing and systems are required for management and compliance

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Culture: How organizational culture is typically impacted by this kind of money

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Metrics: Indicators of performance used with this kind of money

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Diversification: Considerations when adding or growing this funding stream

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A Reading List

Citations from Today's Course:

The Nonprofit Business Model Canvas

www.skylance.org/nonprofit-business-model-canvas

In, but not Of the Market: The Special Challenge of Nonprofit-ness

Ruth McCambridge and Lester Solomon, *The Nonprofit Quarterly*, March 21, 2003

The Nonprofit Sector in Brief 2015: Public Charities, Giving, and Volunteering

Brice McKeever, *The Urban Institute*, October 29, 2015

Shattering the Myth About Diversified Revenue

Clara Miller, *The Chronicle of Philanthropy*, September 2, 2010

How Nonprofits Get Really Big

William Foster and Gail Fine, *Stanford Social Innovation Review*, Spring 2007

Kinds of Capital

Nonprofit Finance Fund: <https://nff.org/fundamental/kinds-capital>

The Case for Funding Black-led Social Change

Susan Taylor Batten, *ABFE* and Nat Chioke Williams, PhD, *Hill-Snowden Foundation*

New Report Highlights Gaps in Community Foundation Funding for Native American Causes

Randy Blauvelt, *First Nations Development Institute*, *Globe Newswire*, February 14, 2018

Additional Reading about Nonprofit Business Models:

The Looking Glass World of Nonprofit Money: Managing in For-profit's Shadow Universe

Clara Miller, *The Nonprofit Quarterly*, June 12, 2017

Thinking Through the Business Model

Nonprofit Finance Fund: <https://nff.org/fundamental/thinking-through-business-model>

Transforming Nonprofit Business Models

Propel Nonprofits: <https://www.propelnonprofits.org/resources/transforming-nonprofit-business-models/>

Ten Nonprofit Funding Models

William Landes Foster, Peter Kim, and Barbara Christiansen, *Stanford Social Innovation Review*, Spring 2009

Community Influences: Understanding Nonprofit Markets

Steve Zimmerman, *The Nonprofit Quarterly*, July 31, 2018