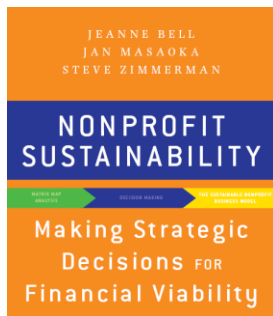


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# Making Strategic Decisions



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## defining sustainability

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Sustainability encompasses both

***financial sustainability*** (the ability to generate resources to meet the needs of the present without jeopardizing the future) and

***programmatic sustainability*** (the ability to develop, mature, and cycle out programs to be responsive to constituencies over time).

- Nonprofit Sustainability: Making Strategic Decisions for Financial Viability



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1 – unsustainable

2 – *facing* unsustainable

3 – *facing* sustainable

4 – sustainable

Where are you today? Why?

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system-wide

**SUSTAINABILITY** is a orientation  
*not* a destination.

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## what's a nonprofit business model?

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A nonprofit organization's chosen set of **programmatic** and **fund development** activities that work together to achieve its mission

- ✓ Every organization's set of activities is unique and represents management's current thinking about how to realize a social good
- ✓ Every activity contributes to mission impact and has a financial result



## mission statement

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CompassPoint intensifies the impact of fellow nonprofit leaders, organizations, and networks as we achieve social equity together.



## business model statement

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CompassPoint retails training and consulting services directly to nonprofit organizations and partners with foundations to subsidize intensive, cohort leadership development programs.

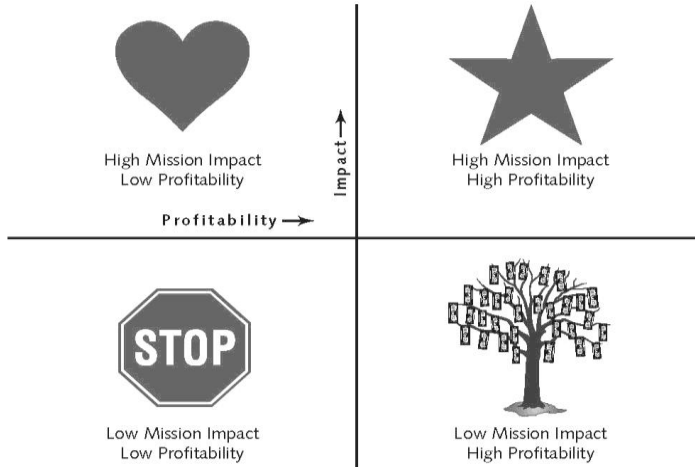


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## What are your core activities?

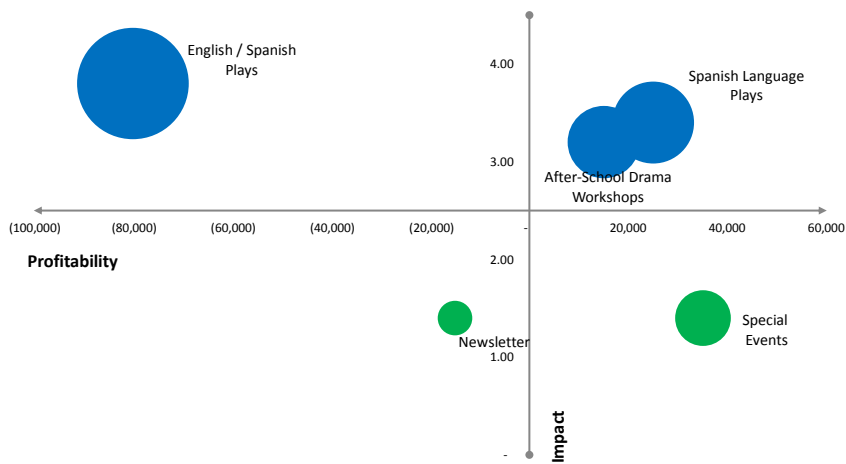


## seeing the nonprofit business model



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## matrix map example: community theater



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## Impact assessment

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- ✓ Not the same as evaluation – this is an internal assessment
- ✓ Does not eliminate individual judgment but rather *harnesses* individual judgment that has been *informed by data*
- ✓ Reveals the relative impact of each activity – acknowledges that some activities have higher impact than others

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Choose and tailor four  
impact criteria for your  
organization.

## impact criteria

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### 1. Alignment with Core Mission/ Theory of Change

How does this activity increase the specific impact that the organization currently pursues?



## impact criteria

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### 2. Excellence in Execution

Is this activity something the organization offers in an outstanding, superior way?  
Do we execute this program competently,  
or do we execute it amazingly well?



## impact criteria

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### 3. Scale or Volume

Does this program reach a large number of people?

## impact criteria

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### 4. Depth

Does this program create enduring change for the people involved?



## impact criteria

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### 5. Filling an Important Gap (FIG)

Does this program meet a significant community need that is not addressed in any other way?



## impact criteria

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### 6. Community Building

Does this program help build the community around the organization – the community(s) in which the organization works (be they geographic, population-specific, etc.)?



## impact criteria

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### 7. Leverage

Does this program increase the impact or contribute to the success of another program?

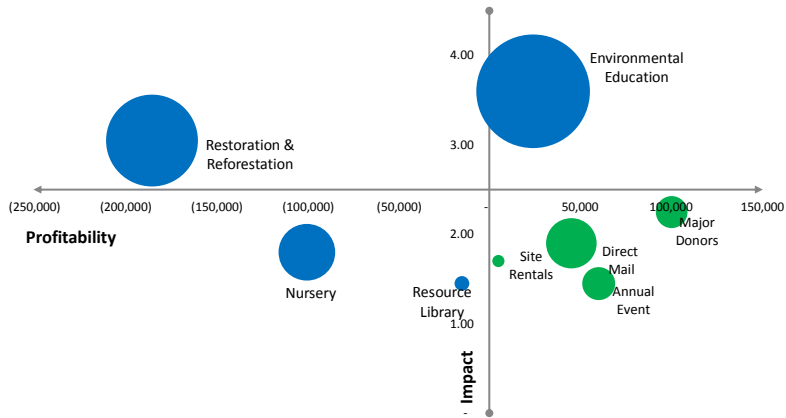
Does this program ensure access to—or satisfaction of—a strategic funder or partner?

## impact rating

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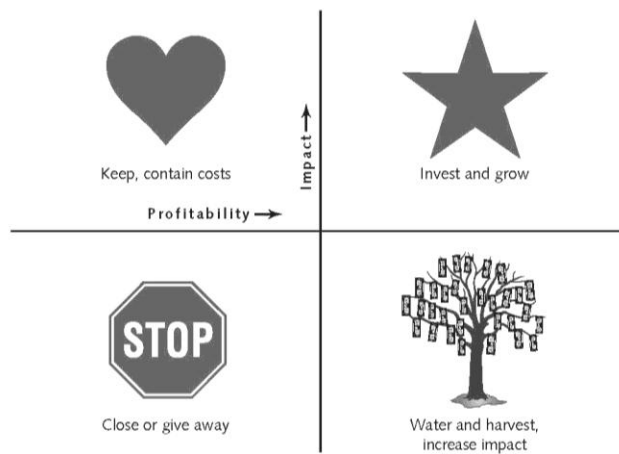
- ✓ Best done in conversation
- ✓ Considerations on who is involved
- ✓ Set a tone of curiosity and improvement
- ✓ Look at one impact criteria at a time
- ✓ Possibility of weighting criteria

## matrix map example: environmental organization



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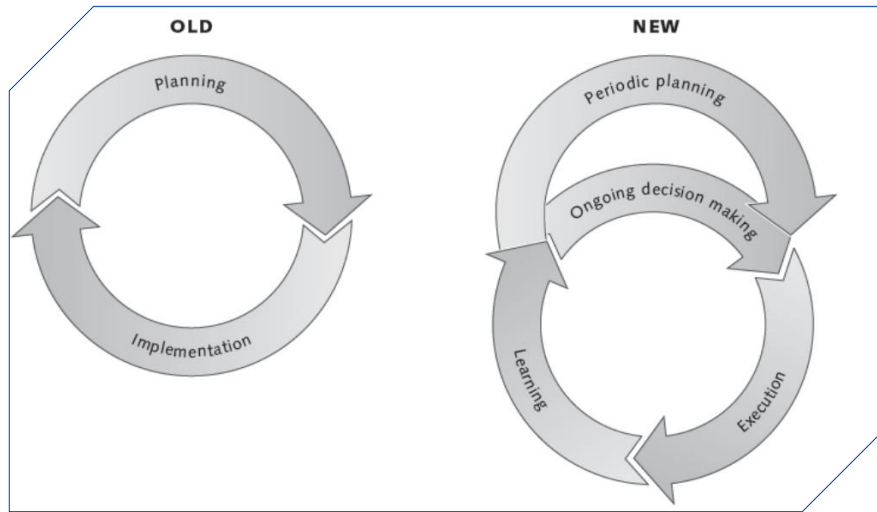
## strategic imperatives



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## re-think planning

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system-wide

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