
Data Driven Nonprofits

Nonprofit Board Service for the Genius
CEO Excellence
The Jossey-Bass Reader on Nonprofit and Public
Leadership
Forces for Good
Data for the Public Good
HBR's 10 Must Reads on Nonprofits and the Social
Sectors (featuring "What Business Can Learn
from Nonprofits" by Peter F. Drucker)
Nonprofit Neighborhoods
Giving Done Right
Benchmarking for Nonprofits
Fundraising Analytics
Data-Driven Storytelling
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Strategic Planning for Nonprofit Organizations
Storytelling with Data
Managing Nonprofit Organizations
The Non Nonprofit
The Nonprofit Strategy Revolution
Building Your Analytics Shop
Good Governance for Nonprofits
Impact & Excellence
The Insider's Guide to Online Fundraising
The Happy, Healthy Nonprofit
Nonprofit Sustainability
The Power of Experiments

Unicorns Unite
Measuring and Improving Social Impacts
The Jossey-Bass Handbook of Nonprofit
Leadership and Management
Driven from New Orleans
Data Driven Nonprofits
Joan Garry's Guide to Nonprofit Leadership
Data Science for Fundraising
The Nonprofit Marketing Guide
Social Startup Success
Nonprofit Management
Internet Management for Nonprofits
Measuring the Networked Nonprofit
The Smart Nonprofit
Breakthrough Nonprofit Branding
Data Driven
Collaboration

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JACOBS ROWE

Nonprofit Board Service for the

Genius Data Insight
Partners LLC

The tools nonprofits
need to measure the
impact of their social
media Having a social
media measurement

plan and approach can
no longer be an after-
thought. It is a
requirement of
success. As nonprofits
refine their social
media practice, their
boards are expecting
reports showing
results. As funders
provide dollars to
support programs that
include social media,
they too want to see

results. This book offers the tools and strategies needed for nonprofits that need reliable and measurable data from their social media efforts. Using these tools will not only improve a nonprofit's decision making process but will produce results-driven metrics for staff and stakeholders. A hands-on resource for nonprofit professionals who must be able to accurately measure the results of their social media ventures. Written by popular nonprofit blogger Beth Kanter and measurement expert Katie Delahaye Paine. Filled with tools, strategies, and illustrative examples that are highly accessible for nonprofit professionals. This

important resource will give savvy nonprofit professionals the information needed to produce measurable results for their social media.

CEO Excellence

University of Chicago Press

Building a strong, productive analytics shop takes careful planning, methodical steps and smart use of resources and data.

This workbook walks you through how to structure your office for a successful, data-driven program. The workbook covers these topics: Understanding what Analytics Is, Fitting Analytics into Your Organization, The Types of Analytics Projects and how You Can Use Them, Determining Whether to Build or Buy, How to Build an In-House

Team How to Buy Services Successfully Getting Buy In The Jossey-Bass Reader on Nonprofit and Public Leadership PublicAffairs

Do you need a roadmap for creating online initiatives? Are you frustrated by the lack of collaboration for your great ideas? Is digital fundraising simply too confusing or overwhelming? The "Insider's Guide" will answer these questions... and more! *Forces for Good* John Wiley and Sons

Now even with limited resources, nonprofit leaders will learn how to: eliminate redundant or outdated policies; add new policies more effectively; clearly guide the CEO and evaluate his or her performance; ensure compliance with

relevant legislation and regulations; understand why certain policies should be included; and adapt the authors' templates to their specific needs. *Data for the Public Good* AMACOM/American Management Association

Praise for NONPROFIT SUSTAINABILITY "This is much more than a financial how-to book. It's a nonprofit's guide to empowerment. It demystifies mission impact and financial viability using The Matrix Map to provide strategic options for any organization. A must-read for every nonprofit CEO, CFO, and board member." —Julia A. McClendon, chief executive officer, YWCA Elgin, Illinois

"This book should stay within easy reaching

distance and end up completely dog-eared because it walks the reader through a practical but sometimes revelatory process of choosing the right mix of programs for mission impact and financial sustainability. Its use is a practice in which every nonprofit should engage its board once a year." —Ruth McCambridge, editor in chief, *The Nonprofit Quarterly* "Up until a few years ago, funding and managing a nonprofit was a bit like undertaking an ocean voyage. Now, it's akin to windsurfing—you must be nimble, prepared to maximize even the slightest breeze, and open to modifying your course at a moment's notice. Innovative executive directors or bold board

members who want their organization to be able to ride the big waves of the new American economy must read this book."

—Robert L. E. Egger, president, DC Central Kitchen/Campus Kitchens Project/V3 Campaign

"Most nonprofits struggle to find a long-term sustainable business model that will enable them to deliver impact on their mission.

Thanks to Jeanne Bell, Jan Masaoka, and Steve Zimmerman help is now in sight. This book offers practical, concrete steps you can take to develop your own unique path to sustainability without compromising your mission." —Heather McLeod Grant, consultant, Monitor Institute, and author, *Forces for Good: The*

Six Practices of High-Impact Nonprofits "At last! An urgently needed framework to prepare leaders to meet head-on the persistent twin challenges of impact and sustainability. This is a practical tool based on good business principles that can bring boards and staff members together to lead their organizations to sustainable futures."

—Nora Silver, adjunct professor and director, Center for Nonprofit and Public Leadership, Haas School of Business, University of California, Berkeley
 "Together, Jeanne Bell, Jan Masaoka, and Steve Zimmerman equal wisdom, experience, and know-how on sustainability and lots of other things. Buy, read, and

learn from this terrific book!" —Clara Miller, president and CEO, Nonprofit Finance Fund
 "Wisdom, experience, and know-how. Buy, read, and learn from this terrific book!"

—Clara Miller, president and CEO, Nonprofit Finance Fund

HBR's 10 Must Reads on Nonprofits and the Social Sectors (featuring "What Business Can Learn from

Nonprofits" by Peter F. Drucker) Harvard Business Press

Succeeding with data isn't just a matter of putting Hadoop in your machine room, or hiring some physicists with crazy math skills. It requires you to develop a data culture that involves people throughout the organization. In this O'Reilly report, DJ Patil

and Hilary Mason outline the steps you need to take if your company is to be truly data-driven—including the questions you should ask and the methods you should adopt. You'll not only learn examples of how Google, LinkedIn, and Facebook use their data, but also how Walmart, UPS, and other organizations took advantage of this resource long before the advent of Big Data. No matter how you approach it, building a data culture is the key to success in the 21st century. You'll explore: Data scientist skills—and why every company needs a Spock How the benefits of giving company-wide access to data outweigh the costs Why data-driven organizations use the

scientific method to explore and solve data problems Key questions to help you develop a research-specific process for tackling important issues What to consider when assembling your data team Developing processes to keep your data team (and company) engaged Choosing technologies that are powerful, support teamwork, and easy to use and learn *Nonprofit Neighborhoods* John Wiley & Sons Steer your organization away from burnout while boosting all-around performance The Happy, Healthy Nonprofit presents realistic strategies for leaders looking to optimize organizational achievement while avoiding the common

nonprofit burnout. With a uniquely holistic approach to nonprofit leadership strategy, this book functions as a handbook to help leaders examine their existing organization, identify trouble spots, and resolve issues with attention to all aspects of operations and culture. The expert author team walks you through the process of building a happier, healthier organization from the ground up, with a balanced approach that considers more than just quantitative results. Employee wellbeing takes a front seat next to organizational performance, with clear guidance on establishing optimal systems and processes that bring about better results while allowing a

healthier work-life balance. By improving attitudes and personal habits at all levels, you'll implement a positive cultural change with sustainable impact. Nonprofits are driven to do more, more, more, often with fewer and fewer resources; there comes a breaking point where passion dwindles under the weight of pressure, and the mission suffers as a result. This book shows you how to revamp your organization to do more and do it better, by putting cultural considerations at the heart of strategy. Find and relieve cultural and behavioral pain points. Achieve better results with attention to well-being. Redefine your organizational culture to avoid

burnout Establish systems and processes that enable sustainable change At its core, a nonprofit is driven by passion. What begins as a personal investment in the organization's mission can quickly become the driver of stress and overwork that leads to overall lackluster performance. Executing a cultural about-face can be the lifeline your organization needs to thrive. The Happy, Healthy Nonprofit provides a blueprint for sustainable change, with a holistic approach to improving organizational outlook. [Giving Done Right](#) John Wiley & Sons Nonprofit Board Service for the GENIUS is a first-of-its kind reference for the millions of people who

are seeking to serve on a nonprofit board or already serve on one. It is a fun, informative read that candidly highlights a board member's ups and downs. Perfect for the novice, the veteran who needs a refresher, or the executive director looking to take the group to a higher level; it has been acclaimed by experts as the resource that the sector been waiting for. The book takes the reader through the process of searching for a board, the first year of membership, into the leadership realm, and beyond. It is ideal for these purposes: Decision-making tool for finding the right board Board orientation takeaway Board meeting reference Board development resource

Executive director training Nonprofit training text The book and its appendices contain a number of templates and sample documents that will help any nonprofit strengthen its value. Nonprofit Board Service for the GENIUS moves sequentially through the stages of nomination, early candidacy, and more advanced topics: Part 1: Board Service with Your Eyes Wide Open Chapter 1: Why Would Anyone Want to Serve on a Nonprofit Board? Chapter 2: Board Basics Chapter 3: Just the Facts Chapter 4: Finding the Right Match Chapter 5: Getting From Here to There: From Candidate to Board Member Part 2: Hit the Ground Running Chapter 6: Ready, Set, Action

Wait, Who Does What? Chapter 7: Board Anatomy 101 Chapter 8: Bylaws, Articles of Incorporation, 990s...Oh My Chapter 9: Creating a Roadmap: Strategic Thinking and Planning Part 3: Digging In Chapter 10: Budgets: A Financial Blueprint Chapter 11: Other Fun Financials Chapter 12: From Ambassador to Advocate Chapter 13: The "F" Word: Fundraising Chapter 14: Risk Management: Covering Your Assets Chapter 15: Measuring Organizational Success: The Board's Role Part 4: Behind the Curtain Chapter 16: Board Recruitment: The Dating Game Chapter 17: Orientation: An Essential Beginning Chapter 18: Make Meetings Magical Part

5: The Care and Feeding of Your Leaders Chapter 19: ED-Chair Partnership: The Dynamic Duo Chapter 20: Supporting and Evaluating the ED Chapter 21: Hiring and Firing the ED Chapter 22: What If Your Leaders Flee to Cancun? Chapter 23: Founders and Long-Time Leaders Part 6: Taking the Reins Chapter 24: Assessing the Board's Performance Chapter 25: Keeping Board Members Engaged and Connected Chapter 26: When Things Go Awry Chapter 27: Board Culture: Boards Are People Too Appendices include a sample board commitment form, individual board member fundraising plan, conflict of interest policy, whistleblower policy, document retention and destruction policy, and executive director evaluation. Nonprofit Board Service for the GENIUS is a must-have guide for these groups: Executive directors looking to propel the board to the next level Community members interested in exploring board service Novice board members driven to learn more Veteran board members who would like to brush up on basics or take on a leadership post With real examples of inspiration and what to avoid, the book's vignettes show that board work takes time and commitment, but enables creativity and provides immense personal and professional benefits and opportunities. Its spirited tone will follow readers to the

boardroom and into communities around the country.

Benchmarking for Nonprofits John Wiley & Sons

What makes the difference between your collaboration's failure or success?

Collaboration: What Makes It Work, Second Edition answers this question with an up-to-date and in-depth review of collaboration research. This new edition also includes *The Wilder Collaboration Factors Inventory*.

Fundraising Analytics Fieldstone Alliance
All the movers, shakers and change-makers of the world continue to tackle the growing list of problems facing humanity. However, there's a problem. Nonprofits and foundations need each

other to fulfil their quest to eradicate global poverty like a unicorn needs a rainbow, but the way in which they work together is far from perfect. Enter the Unicorns. Part relationship-counseling, part manifesto, part workbook. *Unicorns Unite* provides the game-changing ideas and talking points for the conversation we really need to have; how can non-profits and foundations work better together?

Data-Driven Storytelling John Wiley & Sons

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an

environment of excellence"--

Engine of Impact

John Wiley & Sons Nonprofits and the social sectors are taking on an increasing share of the world's most vital work. Make sure your organization is ready for the challenge. If you read nothing else on nonprofits and the social sectors, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you align your organization's mission and strategy, deliver immediate impact, and create lasting change. This book will inspire you to: Choose the right problem to solve Understand when the best practices of for-

profits don't apply Assemble an engaged and goal-driven board of directors Make the most of for-profit initiatives and corporate partnerships Drive demand, scale up, and be ready to change course Learn from the success stories of the world's most respected nonprofit leaders This collection of articles includes "Lofty Missions, Down-to-Earth Plans," by V. Kasturi Rangan; "What Business Can Learn from Nonprofits," by Peter F. Drucker; "Life's Work: An Interview with Desmond Tutu"; "Are You Solving the Right Problem?" by Dwayne Spradlin; "Life's Work: An Interview with George Mitchell"; "Enterprising Nonprofits," by J. Gregory Dees; "Life's

Work: An Interview with Wynton Marsalis"; "State Street's CEO on Creating Employment for At-Risk Youths," by Joseph Hooley; "Life's Work: An Interview with Salman Khan"; "Do Better at Doing Good," by V. Kasturi Rangan, Sohel Karim, and Sheryl K. Sandberg; "AEI's President on Measuring the Impact of Ideas," by Arthur C. Brooks; "Life's Work: An Interview with Michelle Bachelet"; "The New Work of the Nonprofit Board," by Barbara E. Taylor, Richard P. Chait, and Thomas P. Holland; "Life's Work: An Interview with Bill T. Jones"; "Reaching the World's Poorest Consumers," by Muhammad Yunus, Frederic Dalsace, David Menasce, and Benedicte Faivre-

Tavignot; "Life's Work: An Interview with Muhammad Yunus"; and "Audacious Philanthropy: Lessons from 15 World-Changing Initiatives," by Susan Wolf Ditkoff and Abe Grindle. *Strategic Planning for Nonprofit Organizations* "O'Reilly Media, Inc." Your total guide to putting a powerful management tool to work in your organization Why strategic planning? Because a well wrought strategic plan helps you set priorities and acquire and allocate the resources needed to achieve your goals. It provides a framework for analyzing and quickly adapting to future challenges. And it helps all board and staff members focus

more clearly on your organization's priorities, while building commitment and promoting cooperation and innovation. But to be effective, your plan will need to address the special needs of the nonprofit sector. And for more than a decade, *Strategic Planning for Nonprofit Organizations* has been the number-one source of guidance on all facets of strategic planning for managers at nonprofits of every size and budget. This thoroughly revised, updated, and expanded edition arms you with the expert knowledge and tools you need to develop and implement surefire strategic plans, including tested-in-the-trenches worksheets, checklists, and tables--

in print and on the companion website-- along with a book-length case study that lets you observe strategic planning in action. Packed with real-world insights and practical pointers, it shows you how to:

- Develop a clear mission, vision, and set of values
- Conduct SWOT analyses and program evaluations
- Assess client needs and determine stakeholder concerns
- Set priorities and develop core strategies, goals, and objectives
- Balance the dual bottom lines of mission and money
- Write and implement a solid strategic plan
- Develop a user-friendly annual work plan
- Establish planning cycles, gauge progress, and update strategies

Storytelling with

Data Da Capo Lifelong Books
 Nonprofit organizations are increasingly concerned with the need to demonstrate how social justice principles impact every aspect of their work. This is the only textbook to explicitly integrate social justice principles into the management of a nonprofit organization. It provides students with the knowledge and skills required to integrate a social justice value system into their work as effective non-profit leaders. Using practical tips and illustrative case examples, the text explains the structure and processes of nonprofit organizations with a particular emphasis on social justice themes. The book is

edited by an interdisciplinary team of prominent leaders in business, management, and social service, who together run the Fordham Center for Nonprofit Leaders. They have assembled a group of expert authors who provide extensive coverage of the nonprofit leadership field. The book discusses the history of the development of nonprofit management up to the present day. It addresses legal and ethical considerations, organizational planning and staff management, finance, public relations, fundraising, public advocacy and volunteerism, program design and grant development, governance and board

development, developing an international nonprofit, information technology, career development, and creating an nonprofit/social entrepreneurship organization. Additional chapters address quality improvement, mentoring, and proposal writing. Included are plentiful case studies and review questions in each chapter. The text is ideal for students and faculty in social service administration, human service leadership, social work management, public and community health, public administration, and health care administration and management. Key Features: Comprises

the only nonprofit management text to integrate social justice themes Edited by an interdisciplinary group of authors representing the social service, social work, management, and nonprofit fields Includes illustrative case studies and review questions in each chapter Offers practical tips for integrating social justice agendas Provides PowerPoint presentations for instructors
Managing Nonprofit Organizations John Wiley & Sons
 An ideal resource for students and professionals, this comprehensive reader offers a diverse collection of the foremost writings on leadership and management in the

public and nonprofit sectors. The book includes previously published essays, articles and extracts from leading books and periodicals, framed and vetted by author and professor James L. Perry. The anthology covers a wide range of topics, offering a third sector perspective on the general leadership questions essential to any manager-- principles and practices of leadership, organizational change, corporate culture, communication, efficiency, ethics--as well as issues unique to public and nonprofit organizations-- understanding leadership roles in the nonprofit world, founder vs. ED relationships, board leadership, alternative and collaborative

leadership, strategic management, sustainability, and the future of leadership. Praise for The Jossey-Bass Reader on Nonprofit and Public Leadership: "The Jossey-Bass Reader on Nonprofit and Public Leadership is the most comprehensive collection of essays on leadership available. It should be required reading for all of those who teach, practice and are students of the art and science of leadership." ?Stephen E. Condrey, University of Georgia "This collection of short and readable pieces will be very valuable for students and practitioners of public and nonprofit leadership." ?Michael O'Neill, professor of nonprofit management, School

of Business and Professional Studies, University of San Francisco "James Perry has provided a very valuable tool for nonprofit and public sector leaders. This collection represents the very best lessons for leaders, from John Gardner to Kouzes and Posner. The clear structuring and framing of the articles makes this a perfect handbook for nonprofit and public sector leaders of all types." ?Ronald E. Riggio, Henry R. Kravis Professor of Leadership and Organizational Psychology Director, Kravis Leadership Institute, Claremont McKenna College "Jim Perry brings together in a single volume much of the best writing on leadership theory and leadership

'doing.' For anyone interested in the attributes and practice of leadership, this is the book, looking back at what's been proven effective and forward to what's needed in the next generation of leaders." ?Timothy L. Seiler, director, The Fund Raising School, The Center on Philanthropy at Indiana University, Indianapolis, Indiana The Non Nonprofit John Wiley & Sons **MANAGING NONPROFIT ORGANIZATIONS** This essential resource offers an overall understanding of nonprofits based on both the academic literature and practitioner experience. It shows how to lead, manage, govern, and structure effective and ethical nonprofit

organizations. *Managing Nonprofit Organizations* reveals what it takes to be entrepreneurial and collaborative, formulate successful strategies, assess performance, manage change, acquire resources, be a responsible financial steward, and design and implement solid marketing and communication plans. *Managing Nonprofit Organizations* is the only introductory text on this subject that manages to do three critical things equally well: It's comprehensive, covering all the key topics leaders of NPOs need to know about; it's practical, providing lots of examples, case incidents, and experiential exercises that connect the

content to the real world; and, best of all (and most unique compared to others), it's research-based, drawing on the latest and best empirical studies that look into what works and doesn't work in the world of nonprofit management." —Vic Murray, professor, School of Public Administration, University of Victoria
 "This book is a rarity—a text that can be used both as the focus for academic study and as a source of stimulating ideas for those practitioners who want to explore theories about management and how they can be applied so they can do a better job. Tschirhart and Bielefeld have explained all aspects of nonprofit management

and leadership in a way that will stimulate as well as inform."

—Richard Brewster, executive director, National Center on Nonprofit Enterprise, Virginia Tech University "Managing Nonprofit Organizations presents a comprehensive treatment of this important topic. The book satisfies the competencies and curriculum guidelines developed by NASPAA and by NACC and would be ideal for instruction. The book maintains its commitment to informing management and leadership throughout the nonprofit sector."

—Jeffrey L. Brudney, Albert A. Levin Chair of Urban Studies and Public Service, Cleveland State

University "This is an important book, written by two of the leading scholars in the nonprofit studies field. Nonprofit managers, board members, funders, educators, and others will find *Managing Nonprofit Organizations* extremely valuable."

—Michael O' Neill, professor of nonprofit management, University of San Francisco "Here's the book that my students have been asking for—just the right mix of theory presentation, research findings, and practical suggestions to serve the thoughtful nonprofit management practitioner. It will inform, instruct, and ultimately, inspire."

—Rikki Abzug, professor of management, Anisfield School of Business,

Ramapo College
*The Nonprofit Strategy
Revolution* "O'Reilly
Media, Inc."

An exploration of how and why American city governments delegated the responsibility for solving urban inequality to the nonprofit sector. American cities are rife with nonprofit organizations that provide services ranging from arts to parks, and health to housing. These organizations have become so ubiquitous, it can be difficult to envision a time when they were fewer, smaller, and more limited in their roles. Turning back the clock, however, uncovers both an eye-opening story of how the nonprofit sector became such a

dominant force in American society, as well as a troubling one of why this growth occurred alongside persistent poverty and widening inequality. Claire Dunning's book connects these two stories in histories of race, democracy, and capitalism, revealing an underexplored transformation in urban governance: how the federal government funded and deputized nonprofits to help individuals in need, and in so doing avoided addressing the structural inequities that necessitated such action in the first place. Nonprofit Neighborhoods begins in the decades after World War II, when a mix of suburbanization, segregation, and deindustrialization

spelled disaster for urban areas and inaugurated a new era of policymaking that aimed to solve public problems with private solutions. From deep archival research, Dunning introduces readers to the activists, corporate executives, and politicians who advocated addressing poverty and racial exclusion through local organizations, while also raising provocative questions about the politics and possibilities of social change. The lessons of *Nonprofit Neighborhoods* exceed the municipal bounds of Boston, where much of the story unfolds, providing a timely history of the shift from urban crisis to urban renaissance for anyone concerned about American inequality--

past, present, or future.

[Building Your Analytics Shop](#) John Wiley & Sons

With business advice from an expert entrepreneur, learn how to identify and leverage the key factors that will bring sustainability and success to your startup. Kathleen Kelly Janus, a lecturer at the Stanford University Program on Social Entrepreneurship and the founder of the successful social enterprise Spark, set out to investigate what makes a startup succeed or fail. She surveyed more than 200 high-performing social entrepreneurs and interviewed dozens of founders. *Social Startup Success* shares her findings for the legions of

entrepreneurs working for social good, revealing how the best organizations get over the revenue hump. How do social ventures scale to over \$2 million, Janus's clear benchmark for a social enterprise's sustainability? Janus, tapping into strong connections to the Silicon Valley world where many of these ventures are started or and/or funded, reveals insights from key figures such as DonorsChoose founder Charles Best, charity:water's Scott Harrison, Reshma Saujani of Girls Who Code and many others. *Social Startup Success* will be social entrepreneurship's essential playbook; the first definitive guide to solving the problem of scale.

Good Governance for Nonprofits Routledge
 Don't simply show your data—tell a story with it! *Storytelling with Data* teaches you the fundamentals of data visualization and how to communicate effectively with data. You'll discover the power of storytelling and the way to make data a pivotal point in your story. The lessons in this illuminative text are grounded in theory, but made accessible through numerous real-world examples—ready for immediate application to your next graph or presentation. Storytelling is not an inherent skill, especially when it comes to data visualization, and the tools at our disposal don't make it any easier. This book

demonstrates how to go beyond conventional tools to reach the root of your data, and how to use your data to create an engaging, informative, compelling story. Specifically, you'll learn how to: Understand the importance of context and audience Determine the appropriate type of graph for your situation Recognize and eliminate the clutter clouding your information Direct your audience's attention to the most important parts of your data Think like a designer and utilize concepts of design in data visualization Leverage the power of storytelling to help your message resonate with your audience Together, the lessons in this book will help

you turn your data into high impact visual stories that stick with your audience. Rid your world of ineffective graphs, one exploding 3D pie chart at a time. There is a story in your data—Storytelling with Data will give you the skills and power to tell it!

Impact & Excellence
Stanford University Press

In the early 1980s the tenant leaders of the New Orleans St. Thomas public housing development and their activist allies were militant, uncompromising defenders of the city's public housing communities. Yet ten years later these same leaders became actively involved in a planning effort to privatize and downsize

their community—an effort that would drastically reduce the number of affordable apartments. What happened? John Arena—a longtime community and labor activist in New Orleans—explores this drastic change in *Driven from New Orleans*, exposing the social disaster visited on the city's black urban poor long before the natural disaster of Katrina magnified their plight. Arena argues that the key to understanding New Orleans's public housing transformation from public to private is the co-optation of grassroots activists into a government and foundation-funded nonprofit complex. He shows how the nonprofit model created new political

allegiances and financial benefits for activists, moving them into a strategy of insider negotiations that put the profit-making agenda of real estate interests above the material needs of black public housing residents. In their turn, white developers and the city's black political elite embraced this newfound political “realism” because it legitimized the regressive policies of removing poor people and massively downsizing public housing, all in the guise of creating a new racially integrated, “mixed-income” community. In tracing how this shift occurred, *Driven from New Orleans* reveals the true nature, and the true cost, of reforms promoted by an

alliance of a neoliberal government, nonprofits, community activists, and powerful real estate interests.

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- Who What When Where Why Questions

Worksheets : [click here](#)