RE-IMAGINING PHILANTHROPY SERIES

# DEFINING CAPACITY

## *How Do Leaders Define Capacity Building and So What?*

NDI
National Development Institute

**RE-IMAGINING PHILANTHROPY**
CAPACITY BUILDING RESEARCH BRIEF THREE

# How Do Nonprofit Leaders Define Organizational Capacity Building and So What?

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The National Development Institute & Clemson University would like to thank all respondents who participated earlier this year in a ninety item online survey regarding their capacity building initiatives. Their significant time investment has made this important research possible.

We would also like to thank, in advance, the NDI Research Council, a group of expert nonprofit executives, volunteers, and donors who will determine best practice applications based on this essential work.

Finally, we wish to express our gratitude to each member of the Research Team who continues, on a daily basis, to work towards the completion of this project. Their collaborative efforts, from concept and survey design to data compiling and analysis are a testament to the nonprofit sector's commitment to excellence.

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**Research Team Members**

- Kimberly Brown, Ph.D., CNC — National Development Institute (Director of Research)
- Kathleen Robinson, Ph.D., CNC — Clemson University (Doctoral Committee Chair)
- James P. LaRose CDE, CNC — National Development Institute (Founder)

**Introduction**

*The National Development Institute changes the way nonprofit leaders think. Convention must be challenged in order to preserve and grow our sector's capacity to transform lives. It must be done with propriety and be based on information that allows us to maintain or change our course with confidence.*

*We continue to process data from 470 nonprofit leaders who completed in late 2011 a ninety-item survey focusing on the effect of capacity building initiatives in their organizations over the past five years, including an in-depth analysis of one completed and one planned capacity building initiative.*

*The purpose of the study was to examine leaders' motivations for building organizational capacity, the organizational dynamics present, and the effects of these two things on nonprofit performance and productivity. The survey included questions to determine the factors that marked high performing nonprofits.*

*Research Brief 2 summarizes how nonprofit leaders defined capacity building and briefly highlights the importance of leaders gaining a clear working definition and its relationship to nonprofit success. Obviously, one important aspect of capacity building is enhancing your organization's capacity to raise funds which occurs most effectively when other kinds of capacity is built.*

**Highlights**

The findings from our survey indicated that most leaders involved in the study . . .

- Had a specific definition of capacity building, but that
- Their definitions varied in emphasis (i.e. the focus of what capacity was to be built).
- Were different in emphasis from what Paul Light found in his 2004 study.
- They focused more on the development and improvement of abilities, resources, systems and processes than they were on gathering inputs and resources. This is a shift from what was found in 2004.
- Were also more multi-dimensional statements than what Light found in 2004.
- This may signal that the past decade's federal government and private foundations' investments in capacity building may have increased the clarity and sophistication with which nonprofit leaders think about organizational capacity building. It may also indicate that nonprofit leaders are becoming more educated on matters related to nonprofit management and think more comprehensively about what is involved.

Finally, the report provides several reasons why having a working definition of capacity building is important. Why do you think it's important? What is your definition of capacity building?

In order to raise significant amounts of money, investors need to see an organization that is well managed and lead, and able to articulate desired changes and why they are important to increase impact, outcomes and performance effectiveness. Intentional capacity building begins with a clear definition.

Through all of NDI's efforts, we aim to nurture and leverage philanthropy by supplying funders and nonprofit organizations the capacity building research and education they require to advance their mission. While we will do this through several different ventures, the Research Team is committed to releasing several briefs reporting survey results which will be used in the years to come to re-imagine philanthropy.

Sincerely Yours,

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## How Do Nonprofit Leaders Define Organizational Capacity Building and So What?

Capacity building is a major social policy approach to the development of civil society in the USA, as well as many other nations (Eades, 1995, 2000, Brown, 2012). Over the past three decades, governments, foundations, and international agencies have justified substantial investments in capacity building among nonprofits with the belief that it would increase performance and effectiveness, and that empirically proven innovative services would remain innovative even when expanded to larger geographic regions. While it appears these investments have made a difference, we still do not know what these differences are and whether the extent of investment was worth the changes generated.

Researchers, organizations, and governments have created specific definitions of capacity building and assessment tools to examine nonprofit performance and outcomes. These assessment tools usually find that fund development capacity is frequently under-developed in nonprofits. Understanding how the capacity to develop funds is related to all other capacities is essential to fundraising success.

This research provides a starting place for an extended discussion on nonprofit capacity building which will be presented in a series of research reports. We begin our discussion by examining various definitions of capacity building and their significance. We end this report by presenting how the respondents to our survey defined capacity building and by comparing these findings to what Paul Light (2004) found in his survey.

### Why is a definition important?

Why should a nonprofit's leadership have a working definition of capacity building? In summary, it helps advance communication, clarifies ideas, focuses corporate actions, helps leaders avoid misunderstandings, creates affiliations with funders, and can be the beginning ingredient to form an effective evaluation framework to measure performance effectiveness. Furthermore, when some definitions become compelling and widely shared, they can help shape a sector, in this case, the civil society sector.

**A clear, common definition of capacity aids the communication process**. Being able to explain adequately what is meant by capacity building helps leaders talk with each other effectively about their organization's capacity building. When there is mutual understanding of critical ideas and concepts, the chances are greater that it will affect corporate decision making and actions.

**Good definitions improve corporate thinking**. One important role of a good definition is that it helps people clarify thoughts and ideas. We all know that, when we spend some time putting things in writing, it tends to clarify thinking. Improved thought helps us orally communicate important ideas to others so that corporate thinking can develop.

**An unambiguous definition helps avoid misunderstandings among leaders**. In one sense, there are no right or wrong definitions of capacity building. However, the way in which one person defines capacity may be very different from the way another defines it. As we will see later in this report, there are numerous definitions in the literature used by influential organizations and many leaders who participated in this survey. When nonprofit leaders discuss the meaning of capacity building with leaders in their organization, it helps everyone to be on the same page if there is a definition presented. One person's capacity building may be seen by another person as a waste of time. Coming to corporate agreement on what it is, why it is important, what aspect of capacity will be worked on and why, helps staff and volunteers move in the same direction with their time, efforts and resources. Different definitions lead to the creation and use of divergent strategies, resources, and policies. With limited resources, time and energy, employees and volunteers need to act strategically to accomplish priorities and directions.

**It helps nonprofits affiliate with funders more effectively**. Various organizations and institutions have exceptionally precise capacity building definitions. For some, such as the federal government, the United Nations organizations and some national foundations, definitions of capacity building are in policy statements and related funding initiatives. For some, it defines their central approach to nonprofit development and their role in it. It is important for nonprofit leaders who wish to affiliate with these agencies to understand what they mean by capacity building, how it is the same or different from their definitions, and what the ramification are of these differences. Funding requests can acknowledge awareness of the funders' capacity building definitions and directions. It will help the nonprofit leader know what would be appropriate to ask for and what is not. It also helps nonprofit leaders know when not to apply for funds, if the funders' capacity building directions are significantly different from their own, or the involvement the funder wants with the nonprofit to help build its capacity is not wanted.

**It helps articulate your theory of change**. Capacity building, however defined, is about understanding the effects of a changing environment and responding appropriately to it. Clear understandings of organizational capacity building help leaders manage and lead people through change (Adizes, 2009, 2005, 1992, 1988; Connolly, 2006; Connolly & York, 2003, 2002; York, 2012; Walters, 2007). Nonprofit leaders talk about how to be an innovate organization. An innovative nonprofit has the ability to adapt to changes (internal and external) in order to seize opportunity and respond to life-cycle challenges (Connolly, 2006; Sharken Simon and Donnovon, 2001). They often talk about such changes by identifying their capacity building strategies.

Some funders have developed a theory of change and tied it to their capacity building investment strategy. For example, see how the David and Lucille Packard Foundation's theory of change is linked to capacity building (David and Lucille Packard Foundation, 2012).

**It helps nonprofits achieve a balance in organizational development**. Having an informed capacity building strategy also helps nonprofits achieve balance in their use of resources, time and efforts to develop various aspects of the organization and services. It is easy to focus resources on development of internal programs, processes and structures and spend less or no time developing external relations. More balance in development is possible when leaders have an understanding of capacity building because both internal and external relations will be examined and addressed.

**It helps directors champion capacity building initiatives**. In Light's (2004) and Brown's (2012) study, the respondents (i.e. nonprofit directors/CEOs/ Presidents) said the primary champion of capacity building was the director of the organization. People follow directors who appear to know what they are doing and why. Aizen (2006) and Fishbein (Aizen & Fishbein, 2005) found that leaders are more apt to engage in organizational improvements when people significant to them are in support of their ideas and plans for action. Directors, as champions of capacity building, need a clear working definition of capacity building in order to motivate others. Our research found that directors were particularly influenced by what board chairs, influential board members and senior staff thought. When they are motivated positively to build capacity, the leaders' intentions to build capacity was stronger (Brown, 2012).


**It provides a basis for evaluation and accountability**. While a definition is just the beginning of what is needed to form a framework for evaluation of performance, programs and outcomes, it is a necessary foundation for the development of an evaluation framework. If leaders are proactive in framing the basis upon which organizational performance and programs are judged effective, it reduces the chances of outsiders evaluating them using indicators of effectiveness that are inappropriate to their organization.

A definition of capacity building that holds up to measurement of multiple nonprofits has been difficult to develop because nonprofits have different missions, multiple constituencies, and diverse concepts of what effectiveness means (Herman & Renz, 1997; Sawhill & Williamson, 2001). They have a variety of types of stakeholders (Herman & Renz, 1999; Balser & McClusky, 2005). They can be at different stages in their organizational lifecycles (Connolly, 2006: Sharken Simon & Donovan, 2001), and they exist in a diversity of political, social, economic, and demographic contexts (Reeler, 2007; DaVita & Fleming, 2001). All

these contextual features would require different measurements. A number of scholars are working to develop industry-wide definitions and standard expectations of capacity at various life stages (Connolly, 2006; Sharken-Simon & Donovan, 2001). We have reviewed some of the most widely used and accepted definitions and standards in our research, some of which are reviewed in this report and subsequent ones.

We encourage nonprofit leaders to use currently accepted definitions and standards for capacity building to create a measurement framework by which the organization's performance, productivity and outcomes are evaluated. Nonprofits' capacity affects organizational effectiveness, performance, productivity and results, including the amount of funds raised (Kenny Stevens, 2008; Connolly, 2006; Light, 2004; Da Vita & Fleming, 2001 Simister & Smith, 2010; Forbes, 1998). Light (2004) surveyed 1,140 nonprofit organizations and empirically confirmed that organizational effectiveness was significantly related to the presence of specific kinds of organizational capacities.

These are just a few reasons why a working definition of capacity building is important. In the next section, we discuss some of the primary ways in which organizational capacity and capacity building have been defined. These discussions are followed by summarizing what respondents to the 2011-2012 survey said and comparing it to what Light (2004a) found in his survey.

## What Is Organizational Capacity?

The demand for accountability has risen hand in hand with the investment in nonprofit capacity building (Light, 2004a; Wing, 2004). This demand has required the development of ways to measure capacity and evaluate its impact (Light, 2004a; Wing, 2004). For those who have embarked on such projects, the concepts of capacity, capacity building, and organizational effectiveness have proved difficult to define for the purpose of research measurement (Forbes, 1998; Light, 2004a; Rainey & Steinbauer, 1999; Sowa, Selden & Sandfort, 2004). Numerous definitions existed and no single definition or set of capacity building properties had surfaced in the research literature to help unify or define the field. Within this past two decade, various consulting groups, foundations and university researchers have articulated these concepts in ways that are useful to building knowledge and improving practice. In this section, we provide a few of the ways in which organizational capacity has been defined and conceptualized.

McKinsey & Company (2001, p. 33) defined capacity as "a pyramid of seven essential elements" or seven interrelated organizational features (Figure 1). Visually, the effectiveness of the elements located higher up in the pyramid are affected by the quality of those on which they rest. These seven key organizational capacity areas are reportedly important to nonprofit success and create a unique organizational culture (McKinsey & Co., 2001). They suggested that, when evaluating an organization's capacity, one was in essence evaluating its unique culture. This notion is also a part of Connolly's (2006) and York's (2012) capacity building frameworks. McKinsey & Company culminated their report by providing readers with a Capacity Assessment Grid which readers may find useful in evaluating various capacity elements of their

nonprofit. The definitions given for the seven essential elements are as follows:

- *Aspirations:* An organization's mission, vision, and overarching goals, which collectively articulate its common sense of purpose and direction.
- *Strategy:* The coherent set of actions and programs aimed at fulfilling the organization's overarching goals.
- *Organizational Skills:* The sum of the organization's capabilities, including such things (among others) as performance measurement, planning, resource management, and external relationship building.
- *Human Resources:* The collective capabilities, experiences, potential and commitment of the organization's board, management team, staff, and volunteers.
- *Systems and Infrastructure:* The organization's planning, decision making, knowledge management, and administrative systems, as well as the physical and technological assets that support the organization.
- *Organizational Structure:* The combination of governance, organizational design, inter-functional coordination, and individual job descriptions that shapes the organization's legal and management structure.
- *Culture:* The connective tissue that binds together the organization, including shared values and practices, behavior norms, and most important, the organization's orientation towards performance.

*As retrieved from* [http://www.vppartners.org/sites/default/files/reports/full_rpt.pdf](http://www.vppartners.org/sites/default/files/reports/full_rpt.pdf)

**Figure 1 McKinsey & Company's (2001) Capacity Framework**


Source: Venture Philanthropy Partners, 2001. As retrieved at http://www.vppartners.org

Researchers and evaluators tend to define capacity as specific actions (Light, 2004a), and behaviors (Connolly, 2006; Connolly & York, 2002, 2003), as well as abilities and resources (Brown, 2012; Connolly, 2006; TCCGroup, 2011a; Light, 2004a; Blumenthal, 2001; McKinsey & Co., 2001); all of which can be measured and are observable.

A more recent, multidimensional, developmental framing of capacity categorized capacity into four types of capacities (Connolly, 2006; Connolly & York, 2003; York, 2012). Connolly defined capacity as the *capabilities, knowledge, and resources* needed by nonprofits in order to be "vital and effective in staying true to their mission" (Connolly, 2006, 5). The four types of capacities were defined broadly as follows:

1.**Adaptive Capacity**: the ability of a nonprofit organization to monitor, assess, and respond to internal and external changes.

2.**Leadership Capacity**: the ability of all organizational leaders to inspire, prioritize, make decisions, provide direction and innovate, all in an effort to achieve the organizational mission.

3.**Management Capacity**: the ability of a nonprofit organization to ensure the effective and efficient use of organizational resources.

4.**Technical Capacity**: the ability of a nonprofit organization to implement the entire key organizational and programmatic functions (Connolly & York, 2003, p. 20).

Connolly and York's 2003 model of nonprofit organizational capacities was amplified by Connolly in 2006. He developed a self-assessment tool for nonprofit leaders to use to evaluate the presence, quality and effectiveness of these four types of capacity in their nonprofit.

Additionally, the nature and extent of the four types of capacities differed according to the placement of a particular nonprofit organization within one of five identified life cycle stages (Connolly, 2006, 88-92). He patterned his nonprofit life cycle stages after the work of Kenney Stevens (2002a). This meant that each area of capacity was comprised of five different but related versions of performance that were associated with the challenges typically faced by nonprofits at each life cycle stage.

This model is still used extensively by capacity building consultants in the United States and internationally as an important framework for identifying and measuring the effectiveness of the four types of nonprofit organizational capacities at a given life cycle stage.

In more recent years, York further developed Connolly's capacity building model into an organizational self-assessment tool (called The Core Capacity Assessment Tool or CCAT). York is gathering a very large nonprofit database using the CCAT survey (currently 3000+ or more nonprofits) from which to conduct a variety of research projects with various universities and foundations (TCCGroup, 2012b).

They use this same tool as a basis for research done under contract with private foundations, companies, nonprofits and government. This tool is proprietary and could not be used in the study conducted in

2011 and 2012 by NDI/Clemson University, but many of the concepts embedded in Connolly's and York's conceptual frameworks were included in the survey questions.

The primary framework for categorizing capacities in the NDI/Clemson University study was shaped by Light's work (2004a). Light defined capacity as "virtually everything an organization uses to achieve its mission" (p. 15); "good practice" (p. 57) and as "an inventory of activity" (p 56). His definition is performance-based.

Just as there are many definitions of capacity in the literature, there are also many definitions of capacity building. While our ultimate goal was to find out how respondents defined capacity building, we organized our study around a performance-based definition of capacity (Connolly, 2006) and capacity building (Light, 2004a) so that our conceptual framework for question generation was clear. In the next section, a few key definitions of capacity building are examined before we present the respondents' definitions.

## What is Organizational Capacity Building?

The NDI/Clemson University study used Connolly's definition of capacity building because Connolly refrained from using the word 'capacity' in his definition, and his definition most appropriately covered the dimensions of capacity analyzed in our study.

Connolly (2006, 4) defined capacity building as ***"the act of making changes to organizational knowledge, resources, and abilities with the goal of helping a nonprofit organization to function more smoothly and to better fulfill its mission".***

This definition encompassed both the means (the organizational functioning) and the ends (or mission) of nonprofit organizations and identified three areas of capacity (knowledge, resources, and abilities).

Capacity building was conceptually viewed as a sequential development of organizational capacities (i.e. knowledge, abilities, resources) which grow from fairly elementary, rudimentary organizational structures and processes to increasingly complex, well-developed structures and processes, with an emphasis on change and adaptation through different stages of an organization's lifecycle (Connolly 2006, 12). He drew on the organizational life cycle theories of Kenney Stevens (2002a), Sharken-Simon and Donavon (2001), and Adizes (1988, 2001, 2005, 2009) to identify capacity functions and categories, and the nature of organizational functions at each stage of organizational development.

Capacity building is on-going, if an organization wants to grow to meet changing conditions, and avoid dissolution or decline (Adizes, 1988, 2009; Connolly, 2006; Sharken-Simon and Donovan, 2001).

Light (2004a, 53) defined capacity building as “any effort to increase, replenish, or improve an organization’s capacity”. Light’s (2004a) analysis of capacity building was based on four major research studies (Light, 2000, 2002, 2003, and 2004) which were accomplished over five years. In those studies, nonprofit directors identified specific activities undertaken to build each of four types of capacity he had identified (Light 2000, 2003, 2004). He also had them define what they thought capacity building was. We will review the definitions he found a bit later in this report.

The term “capacity building” still lacks conceptual consistency in the research literature (McPhee and Bare, 2001, Brown, 2012). In Appendix A some of the major definitions of capacity building are provided. Included are definitions given by foundations, scholars, national governments and international organizations. These definitions were grouped into two different orientations.

Capacity building has been defined as:

- whatever is required to fulfill the organization’s mission (ends or mission-orientation);
- the specific organizational resources and activities needed to perform well (means or performance orientation).

As can be seen when examining the various definitions given in Appendix A, sometimes specific kinds of end states are mentioned in the definition, and other definitions mention specific means by which capacity building should be done or that should occur when capacity building is occurring. Others give normative principles to guide capacity building practice. For example, one said ‘all we do as staff and for clients is to empower them to live productive lives’.

Capacity building is also considered to be an approach to the development of civil society. As shown in Appendix A, one definition of capacity building is as an approach to individual, family, neighborhood, community, regional, national and international development, as well as organizational and sector development.

Capacity building is still considered the predominant social development framework by many national and international organizations and institutions (Eades, 2000; OECD, 2006; World Bank, 2011). As a policy directive, capacity building operates on a set of normative principles rather than a technique or commonly accepted methodological process. Some organizations have very informative sets of capacity building principles that are worth examination. These could form the basis for a nonprofit developing its own set of principles to guide capacity building.

## How Did Our Study's Respondents Define Capacity Building?

While it is instructive to examine how other organizations and nonprofit directors surveyed in previous research defined capacity and capacity building, we were most interested in how respondents defined capacity building. We wanted to know whether the definitions were similar to those found by Light (2004a), and if their definitions fell into Light's categories in the same percentages as he found.
In Light's 2003 study, 318 nonprofit directors of nonprofits with budgets over $2 million were asked to define capacity building. Four primary emphases were found in the various definitions given by these directors (Light, 2004a, pp. 53-55). They indicated that capacity building was a way to…:

- increase organizational resources or inputs (36%),
- measure an organization's activities (30%),
- improve overall program performance, improve the lives of clients, and increase organizational outputs and outcomes (16%),
- maximize resources and efficiency (9%), or
- some didn't answer or rejected the term as 'bureaucratic buzzwords" (10%).

In our study, respondents were also asked to define capacity building. For the purpose of comparison, this study analyzed respondents' definitions using the same definitional categories as used by Light's (2004a). Unlike the answers garnered by Light, which largely contained only one emphasis, many of our respondents' definitions contained two or more of the notions mentioned above.

Two hundred forty respondents (51.1%) provided at least two elements in their definitions. Table 2 provides a summary of the frequency and percent of responses according to the concepts of capacity building given in respondents' definitions. This Table also records whether a particular concept of capacity building was given by the respondent as the first, second, or third emphasis in either definition. The "primary emphasis" category on the Table reflected either the total definition (if only one emphasis was given), or the first part of a definition (in the case of a multi-dimensional definition). The "secondary emphasis" represented an additional element in the definition. Some respondents (5.1%) included a tertiary element which is recorded in the "third emphasis" column of the Table.

Most respondents seemed sure of their own definition of capacity building, but 16.2% did not attempt to define capacity building. We do not know why. It may be they did not have a definition, or that they did not want to take the time to answer the question. In a few cases, the respondent

said they did not have one. The largest number of respondents (46.4%) gave a definition that included improving, strengthening, or increasing the organization's activities, abilities or structures. This was followed by 12.8% who indicated that capacity building meant increasing organizational resources or inputs.

**Table 2 Respondents' Definition of Capacity Building**

| Definition Element | Primary Emphasis | | Secondary Emphasis | | Third Emphasis | |
|---|---|---|---|---|---|---|
| | Frequency | Percent | Frequency | Percent | Frequency | Percent |
| **Increase org resources or inputs** | 60 | 12.8 | 41 | 8.7 | 6 | 1.3 |
| **Improve/strengthen/ increase activities, abilities, structures** | 218 | 46.4 | 42 | 8.9 | 6 | 1.3 |
| **Improve outputs or outcomes** | 30 | 6.4 | 107 | 22.8 | 6 | 1.3 |
| **Maximize resources and efficiency** | 39 | 8.3 | 21 | 4.5 | 1 | .2 |
| **Buzz word** | 2 | .4 | | | | |
| **Measures org activities, internal external changes and adapts accordingly** | 43 | 9.1 | 29 | 6.2 | 5 | 1.1 |
| **Didn't define** | 76 | 16.2 | | | | |
| **Not sure how to define** | 2 | .4 | | | | |
| **Total** | 398 | 84.7 | 240 | 51.1 | 24 | 5.1 |
| **No Response** | | | 230 | 48.9 | 446 | 94.9 |
| **Total** | 470 | 100.0 | 470 | 100.0 | 470 | 100.0 |

Light's analysis of director's capacity building definitional categories were used in this study to compare results (Table 3). Although Light (2004a) coded definitions into one of four major categories with apparent ease, in this study, few respondents gave a definition focused on only one of Light's categories. In fact, 51.1% of this study's sample provided definitions with both a primary and secondary emphasis. A few respondents (5.1%) provided a complex definition which combined three or more elements. A high proportion of all respondents included the fulfillment of mission as a part of their definition of capacity building.

Table 3 displays the frequencies, both from this study and from Light's (2004a). The frequencies of Light's findings, found on the far right side of Table 3, grouped some concepts of capacity building together. This was not done in this study not done in order to retain clarity.

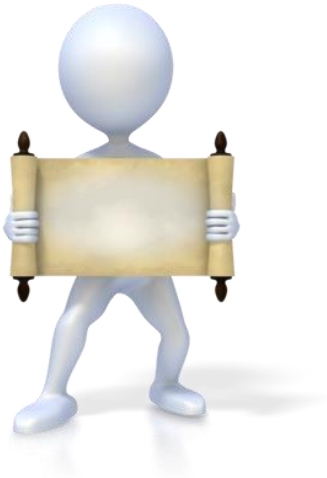


**Table 3 Capacity Building Definitions Compared: Light (2004) and This Study (Brown, 2012)**

| | Primary Emphasis | | Secondary Emphasis | | Third Emphasis | | Light (2004) |
|---|---|---|---|---|---|---|---|
| **Definition Emphasis** | Frequency | % | Frequency | % | Frequency | % | % |
| Increased org resources or inputs | 60 | 12.8 | 41 | 8.7 | 6 | 1.3 | 36% |
| Improve/strengthen/increase activities, abilities, structures | 218 | 46.4 | 42 | 8.9 | 6 | 1.3 | * |
| Improve outputs or outcomes | 30 | 6.4 | 107 | 22.8 | 6 | 1.3 | 16%* |
| Maximize resources and efficiency | 39 | 8.3 | 21 | 4.5 | 1 | .2 | 9% |
| Buzz word | 2 | .4 | | | | | ** |
| Measure org activities, internal external changes and adapt accordingly | 43 | 9.1 | 29 | 6.2 | 5 | 1.1 | 30% |
| Didn't define | 76 | 16.2 | | | | | 10%** |
| Not sure how to define | 2 | .4 | | | | | ** |
| Total | 398 | 84.7 | 240 | 51.1 | 24 | 5.1 | |
| No Response | | | 230 | 48.9 | 446 | 94.9 | |

*= this answer combined with other answer indicated by *; ** = this answer combined with other answer indicated by **

While Light found 36% of the definitions emphasized increasing organizational resources or inputs, in our study, only 12.8% defined capacity building as increasing organizational resources or inputs, or 22.8% if definitions that had increasing organizational resources or inputs as a secondary or tertiary emphasis were included. In our study, the highest primary definition (46.4%) emphasized improving/strengthening/increasing activities, abilities and/or structures (N=218 leaders). And, when including those who included this emphasis as a secondary or tertiary emphasis, the total was 56.6%. Table 4 provides some examples of the definitions provided by respondents.

This study's respondents demonstrated more complexity in their definitions of capacity building when compared with the definitions given by the respondents in

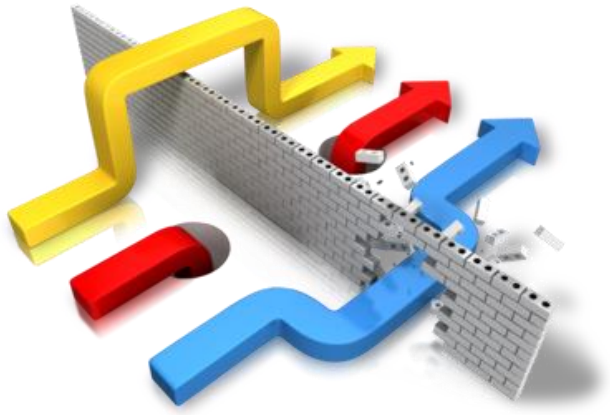
Light's (2004a) study. We speculate that this increased complexity in nonprofit leaders' definition may reflect government and philanthropist impact on nonprofit leaders after facing nearly three decades of growing pressure on nonprofits to engage in meaningful capacity building. And, as other briefs in this series report, those who lead their organization in multiple types of capacity building experiences over the past five years indicated that they had experienced organizational growth, rather than decline, and greater performance, productivity and efficiency. (See Research Brief 3 for details.)

The difference in primary emphasis between the Light findings and our own also may indicate a shift in thinking has occurred among nonprofit leaders. Light's respondents' primary emphasis was that capacity building mostly dealt with gathering more inputs (often expressed in definitions as getting more money). Whereas in this more recent study, the primary emphasis was on changing or improving abilities, structures and processes. That is a significantly different orientation to and motivation for capacity building.

In order to engage in meaningful capacity building, leaders have to understand what it is and be able to communicate definition and importance to others. It starts by having a compelling story to tell about capacity building. These actions are an indicator of leadership readiness for organizational development vital to meet today and tomorrow's challenges.

a few respondents took the time to contact us during the survey process to tell us that it was valuable for them to have to think about their definition of capacity building and answer the survey questions about capacity building. Five indicated that they were going to take their boards through the survey process and discuss their conclusions together.

Table 4 provides a few examples of the types of definitions given by survey participants that were categorized according to a slightly expanded version of Light's (2004a) categories of capacity building definitions.



## Table 4 Examples of Definitions Given By Our Survey's Nonprofit Leaders

| Definition Emphasis | | Example Definitions Given By Leaders |
|---|---|---|
| 1. | **Increased Organizational Resources or Inputs** | This type of response was usually combined with another emphasis, most typically #2: "Developing and growing the organization by gathering new resources or re-aligning current resources".<br>"Creating a strong infrastructure to support new programs or changes and challenges that effect programs."<br>"Having an infrastructure that allows the organization to be stable and grow as needed with agility to do so." |
| 2. | **Improve/strengthen/ increase activities, abilities, structures** | "Enhancing abilities of internal service providers, staff and board members to provide meaningful programs to constituents."<br>"Building board and staff ability to govern, manage internal processes seamlessly, grow in professional development, and plan and implement strategically."<br>"Developing ways and processes which allow the organization to be as successful as possible on all fronts, i.e., internal structure, meeting mission, etc."<br>"Work that involves strengthening the organization and the board (as opposed to the programs offered)."<br>"Increasing the org's ability to successfully implement, manage and sustain programming and activities over time." |
| 3. | **Improve outputs or outcomes** | "Increasing the organization's ability to make a difference in their environment."<br>This definition was most typically combined with #2: "Our capacity to meet the demands of our mission"<br>"Capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance existing knowledge and skills"<br>OR combined with # 1 and 2: "Increasing the impact the organization has. More input, output, and sharing of resources, talents, and results."<br>Or combined with just #1: "Building goals and sustaining those goals so that we have room to create more goals and objectives."<br>"It means that you have a strategic plan and action items in place to meet the plan and that as you add resources, staff, etc. you are working toward building an organization capable of producing great results" |
| 4. | **Maximize resources and efficiency** | "Achieving financial and operational stability."<br>"The ability for an organization to grow without over extending itself in a positive direction."<br>"Ensuring that funds are available. long-term, prior to any expansion of services."<br>"To raise $$$$$$$$$." |
| 5. | **Buzz word** | "This is just a word used by foundations to require us to do something in addition to what we have asked $ for." |
| 6. | **Measure organizational activities, internal external changes and adapt accordingly** | "It is the ability of organizations to keep up with changes necessary to fulfill their mission in an effective manner. Change, which is the norm, consistently challenges organizations to discover ways to increase and strengthen their capacity."<br>"Staying nimble to adjust to our ever changing environment of ministry.<br>"A trusted board of trustees to define and monitor the ENDS of our mission. Strong leadership team who trust the directors to carry out the vision and accomplish the ENDS. Staff with unity in passion to accomplish the mission and vision of the organization."<br>"The ability of the organization to strengthen to meet demand in a changing world."<br>"The ability of the organization to adapt to change and to grow."<br>"To improve the effectiveness of a nonprofit." |
| 7. | **Didn't define** | Left the question blank |
| 8. | **Not sure how to define** | "Not really sure. Have never encountered the term before."<br>"I don't have any idea what this means."<br>"I didn't know so looked it up and here it is…" |
| 9. | **Examples of combination definition (combining 1,2,3,4,5, and/or6)** | Combinations of #2 and 4: "building capacity to serve more stakeholders efficiently and effectively."<br>"Building infrastructure to support change/growth"<br>"The ability to provide programs and services to our constituents in a transparent and fiscally sound matter while simultaneously growing both financially and program wise. Having the resources to achieve our mission." |

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| | Combination of #1 and 2: “Organizational capacity building is a combination of securing capital, physical, and human resources to allow for increased success in the delivery of service to our client base.”<br>“Creating a strong infrastructure to support new programs or changes and challenges that effect programs.”<br>Combination of #2 and 3: “our capacity to meet the demands of our mission”<br>“Capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance existing knowledge and skills” “Growing and changing to meet the most important needs of our clients”<br>#3 and 1: “Developing the internal resources that will help the organization achieve its mission.”<br>#3, 1 and 2: Increasing the impact the organization has. More input, output, and sharing of resources, talents, and results.<br>#2 and 6: “Measuring and strengthening internal controls (financial, HR, development, and program metrics.)”<br>“Being able to plan and structure an organization through training, establishing priorities, metrics, and other tools so that the organization has a capacity to grow.”<br>#6 and 3: “Understanding the challenges that keep us from obtaining our organizational goals”<br>#2,3,6: “Enhancing abilities to allow measurable and sustainable results.”<br>#4 and 1: “For me, it means to build the resources (financial, human, material/space and others) to be able to effectively and efficiently carry out the organization's mission and to work to achieve strategic plan goals and the vision. Ideally, it also allows for enough 'resources' to have some ability for 'institutional risk' - testing new ideas, prototyping, etc. and allows for some success and failure that doesn't create severe hardship for the organization.” |

## In Summary

When staff and volunteers formulate a working definition of capacity building, a corporate capacity building culture is formed. Understanding what capacities are needed in order to accomplish a mission orients leaders’ and volunteers’ roles and responsibilities to be most effective in reaching the goals that have been set. Creating a corporate view of capacity building also helps shape the organization’s belief and value system which also is needed to establish a rigorous evaluation of performance and outcomes.

A working definition of capacity building provides the bases for the development of a strategy for capacity building. Certainly, if leaders want to raise funds and develop their financial base, they must have a plan for building capacity of all kinds because the priorities and directions chosen to improve capacity form the basis for the appeal for funds.
There are many definitions of capacity building. We recommend choosing a definition that guides the construction of an evaluation system for your organization and has the ability to guide corporate thinking and actions. There are many capacity building assessment tools that have been developed for nonprofits to use. Just a couple were reviewed in this brief. More will be reviewed in another report. If your organization does not have a definition, begin by using one that has an assessment tool already established so that your leaders can quickly establish priorities for capacity development. We are particularly drawn to capacity building frameworks that account for life cycle stages such as Kenny Stevens (2001a), Connolly (2006), or the TCCGroup (2012).

One important finding is that when leaders' definitions were examined for equivalence in concepts, it appears that nonprofit leaders may have shifted from thinking about capacity building primarily as adding inputs and resources to defining it as changing or improving abilities, organizational systems and processes, and service activities so that the mission could be accomplished.

In addition, more leaders in this current survey mentioned accomplishment of mission in their statement than was apparently the case in 2004.

So there appears to have been a shift in thought (and one would assume perhaps a shift in development priorities and directions) during this past decade. These shifts in leaders' definitions of capacity building are in the same directions as those that funders (foundations and governments) have emphasized this past two decades. This is but one piece of evidence that investment has made a difference.

One very important aspect of our findings is that directors are the primary champion for capacity building and need to be clear what capacity building is so that they can communicate what it is and why it is important to others in their organization. It has been established empirically that leaders who engage continuously in different types of capacity building experience growth (in donors, clients, staff, programs and budgets), and program and performance effectiveness (Light, 2004a; Brown, 2012). Intentional engagement is more apt to happen if leaders believe it is important to engage in capacity building, have stakeholders who also believe it is important, and when leaders feel they personally can lead and manage capacity building efforts (Fishbein & Aizen, 2010; Brown, 2012).

Leaders' sense of competence is enhanced when they can define capacity building and know why it is important to their organizations' performance, productivity, and effectiveness.

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## Appendix A - Definitions of Capacity Building

A few of the key definitions of capacity building that are in the literature or espoused by various institutions and governments are provided for your review. What is your definition of capacity building? What is your corporate (i.e. organization's) definition?

### DEFINITIONS FOCUSED ON PROCESSES OR MEANS

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| **Improved abilities** | • Capacity building is any kind of action or process which improves abilities to perform activities or functions (Gibbon, Labonte, & Laverack, 2002; Yeatman, & Nove, 2002; Murray, & Dunn, 1995)<br>• A process by which individuals, organizations, institutions and societies develop abilities (individually and collectively) to perform functions, solve problems and set and achieve objectives (Twigg, 2001)<br>• Development work that strengthens the ability of communities and groups to build their structures, systems, people and skills (Skinner, 1997, 7) |
| **Transforma-tional learning** | • Capacity Development – A locally driven process of transformational learning by leaders, coalitions and other agents that leads to actions that support changes in institutional capacity areas—ownership, policy, and organizational—to advance development goals. (World Bank Institute, 2011) |
| **Continual process of involvement** | • Capacity building is a continual process of improvement within an individual, organization, or institution with the objective of maintaining or improving the health services being provided. (Lusthaus et. al., 1995) |

### DEFINITIONS FOCUSED ON PURPOSES OR ENDS

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| **High quality services** | • Capacity building helps organizations deliver high quality programs and services efficiently and adjust to both internal and external threats and opportunities (Blumenthal, 2001, 1)<br>• Providing NGO staff with training to run their program effectively (INTRAC, 1998). |
| **Skilled people** | • Development work that strengthens the ability of people to build their organizations and skills so that they are better able |

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| | to achieve their goals, manage their projects, and take part in partnerships (Educe, 2001)<br>• Any activities which increase our partner's abilities to carry out or assist others to carry out efforts successfully to improve the lives of the poor," (INTRAC, 1998).<br>• Capacity enhancement implies the enhancement of capabilities of people and institutions in a sustainable manner to improve their competence and problem solving capacities.(German Development Agency)<br>• It is essentially an internal process, which may be enhanced or accelerated when an outside group/entity (e.g., donors or their cooperating agencies) assists the individual, organization, or institution to improve its functions or abilities, especially in terms of specific skills (Taschereau, 1998). |
| **Successful management of affairs** | • Capacity is understood as the ability of people, organizations and society as a whole to manage their affairs successfully. … 'Capacity development' is understood as the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time." (OECD, 2006) |
| **Contextual awareness, and adaptability to changes in context** | • A way of ensuring that an organization has a coherent frame of reference, a set of concepts which allows the organization to make sense of the world around it, to locate itself within that world and to make decisions in relation to it (Kaplan, 2000, 518)<br>• Capacity building helps organizations deliver high quality programs and services efficiently and adjust to both internal and external threats and opportunities (Blumenthal, 2001, 1) |
| **An approach to community development** | • Capacity building is a form of community development. It is the means by which social and economic change can occur, disadvantaged groups can be empowered, social ties among individuals and groups developed, social capital built, civil society developed. (Eades, 2000, Fowler, 1997, Olowu, 2002)<br>• Capacity development is a locally driven process of learning by leaders, coalitions and other agents of change that brings about changes in sociopolitical, policy-related, and organizational factors to enhance local ownership for and the effectiveness and efficiency of efforts to achieve a development goal.<br>• A sound development program must be people-centered, with a focus on developing capacity, which means helping women, men and children in developing countries, their communities and institutions, to acquire the skills and resources needed to |

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| | sustain their own social and economic progress. (Canadian International Development Agency [CIDA, 2012]) |
| **Empowered people** | • Capacity building is about strengthening people's ability to carry out their own purposes and aspirations.<br>• Strengthens disadvantaged groups (Hounslow, 2002, 2)<br>• That which helps local people move from the status of objects manipulated by external forces and victims of social processes, to the status of subjects and active agents of change" (Albee & Reid, 1995)<br>• Capacity building in this context will refer to the empowerment of whole communities, where all partners will learn to work together effectively to add value to their own activities. Without capacity building at all these levels, the concept of joined-up thinking and joined-up action will be meaningless. (London Regeneration Network, 2012)<br>• Real capacity building involves giving groups the independence to manage resources. Not just training them in how to work on committees. Training is often helpful, but it is not sufficient in its own right." (Jupp, 2000:44) |
| **Sustainable organizations** | • Capacity building is about supporting organizations in such a way that they become more sustainable (Brown, & Kalegaonkar, 2002, Brown, & Moore, 2001, Kaplan, 2000) |
| **Strengthened organizations** | • Capacity building is organizational strengthening (activities to improve the capacity of implementing organizations) and institutional development (activities to strengthen the position of organizations in their society)" (INTRAC, 1998).<br>• Capacity building is development work which strengthens the ability of community-based organizations and groups to build their structures, systems and skills. This enables them to better define and achieve their objectives and engage in consultation, planning and development and management. It also helps them to take an active and equal role in the partnerships with other organizations and agencies. Capacity building includes aspects of training, consultancy, organizational and personal development, mentoring and peer group support, organized in a planned manner and based on the principles of empowerment and equality." (Duncan and Thomas, 2000, 6) |
| **Participation of people and groups in their own development** | • Capacity building requires a participatory approach to governance (Howe, & Cleary, 2001) |

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| **The use of existing assets, and building of new assets** | • Interventions which take into account and build upon existing capacities in a facilitator rather than paternalistic way and using participatory processes (Littlejohns and Thompson, 2001, 37) |
| **Decentralized policy** | • Interventions that are locally created in response to local issues (Hounslow, 2002, 3) |
| **Development of civil society** | • A learning approach that is holistic and flexible, strengths institutions as well as organizations, helps crystallize core values and visions, mobilizes local resources, builds and uses strong, creative local leadership, motivates people through the use of incentives, builds and strengths people's capabilities, uses expert volunteers, brings new perspectives to existing problems, recognizes multiple stakeholders are involved, seeks to build external relationships through coalitions, partnerships, networks, helps people develop strategic thinking, and analytical capacity, encourages strategic planning and reflective examination of present situations, encourages self-reliance and self-understandings, self-confidence, seeks organizational sustainability rooted in local ownership, transforms conflicting situations or builds peace among groups and individuals, encourages and demonstrates participation in public affairs and policy formation/revision, enhances government leaderships ability to support third sector organizations, enhances government and third sector leaders ability to exercise good governance (Sterland, 2008)<br>• Capacity building is about building a strong, vital civil society and through it a democratic society and has the ultimate goal to achieve and sustain high performance in meeting the needs of a complex, rapidly changing society (Devita, Flemming, and Twombly, 2001. |

As the analysis was done, all potential predictor factors that did not meet the conditions of the test were extracted (by a default of 0.05). The variables left in during the last step to find the best model of significant predictors all had significance values larger than 0.05.

The significant factors identified were achieved using a forward stepwise method during the binary logistic regression and all had significant changes in the -2 log-likelihood statistic. This statistic, in essence, chooses those factors that are likely the best predictors of respondents answering "no" to the question, "does your organization have the specified written document?". The -2 log-likelihood statistic was used rather than the Wald statistic because in is considered more reliable (given the way IBM SPSS computes both statistics).

As a further check on the reliability of the model created, a backward stepwise procedure was also done. This procedure sorted the variables differently by starting with all variables and then reducing out variables that did not meet the demands of the .05 cut off. When the models produced using both the forward and backward stepwise procedures were the same, researchers were fairly confident that the model produced was a good model.

As stated above, to determine the $R^2$ statistic, Negelkerke's $R^2$ (Negelkerke, 1991) was used. This formula adjusts the Cox & Snell R-squared statistic, which theoretically produces a maximum value always less than 1, even if a 'perfect' model, by adjusting the formula so that the statistic produced covers the full range from 0 to 1. This aids in interpretation of the results of the model and in figuring out the level of probability of a respondent's answer. The statistic produced is the level of variance (i.e. the level of predictive power) of the predictor to identify how likely the respondent will say "no". The Negelkerke $R^2$ values for each model were compared. The model with the largest $R^2$ statistic was considered the "best" model.

The classification table produced during this process helped determine the level of prediction possible with each model's set of significant predictor variables. It also indicated the number of cases that were probably classified correctly. The model chosen, out of all significant models produced, was the one that correctly identified a higher percentage of cases correctly.

The statistic produced, however was considered too "optimistic" in the sense that the classification was apt to be inflated. To achieve a more probable prediction level a formula was used. The result of this mathematical calculation is reported as the final probability in the sequent sections of this report. The mathematic formula used was:

$$\frac{= P(\text{no or yes for a particular predictor})}{1+P(\text{no/ywa for a particular predictor})}$$

All the relevant statistics for each of the five written documents analyzed are provided in Tables 4 and 5. The sixth document, written mission statement, was not regressed because of the limited number of cases that said no.

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Dr. Kimberley Brown is passionate about improving organizations and programs that elevate families, children, young people, and communities. She is currently the Executive Director of Capacity Builders, LLC, a consulting company that does research and capacity building under contract for government, private and nonprofit corporations.

She has had a diverse career in the nonprofit, education, and private business worlds. Dr. Brown has taught ESL and French in Canada, and primary grades to First Nation's children. In the US, she taught ESL to visiting scholars and refugees, while developing and managing volunteers for a school district, as well as programs in English for the workplace, and newcomer orientation for Catholic Relief Services. When her family moved to Tennessee, and later to South Carolina she opened a for-profit business offering somatic and neuromuscular therapy in Clemson, SC and Norris, TN.

While earning her Ph.D. in International Family and Community Studies, at Clemson University, Dr. Brown researched organizational capacity building, and consulted with nonprofits on organizational development and capacity building issues. She has taught Ph.D. students and developed curricula for IFNL's Ph.D. program. During the latter part of her doctoral degree., Dr. Brown became the Director of Research for National Development Institute (NDI).

She went on to found her own consulting company, Capacity Builders, LLC. In this capacity, Dr. Brown has contracted a number of large-scale projects assisting nonprofits and schools. She is currently under contract to write national accreditation standards for schools of adjunct health in Canada.

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During her forty-five-year career, Dr. Robinson worked in development of community and regional support systems for at risk families, children and youth organizations, community-based literacy systems, holistic family centers and nonprofit human services organizations. In addition, her focus has been on systems-based approaches to community planning and policy development and social impact assessments of various community change projects.

Her field is rural, integrated community development. Dr. Robinson previously served as Director of the Center on Neighborhood Development and the Director of the Center on South Carolina Nonprofit Leadership within the Institute on Families and Neighborhood Development at Clemson University (1998-2009). She also co-lead in the development of the Institute's PHD program in International Family and Community Studies. She was associate director at the Institute for Families in Society and Director of the Division on Neighborhood Development at the University of South Carolina (1995-1998). From 1981-1995, she was a tenured professor in the College of Agriculture and Human Resources (Department of Human Resources) and in the College of Social Sciences (Department of Urban and Regional Planning) at the University of Hawaii at Manoa. In 1977 she and her husband moved to Hawaii where she was a research associate in the Institute for Culture Learning at the East-West Center (1978-1981) before joining the UHM faculty. From 1975-1978 she was a senior graduate assistant and research associate in the Nonformal Education Institute at Michigan State University working on a multi-million dollar USAID project in Indonesia to enhance the nation's teacher training college system to include, among other things, an emphasis on community development initiatives. In addition, she served as Vice President of Program and Publications for Pioneer Girls, a faith-based, interdenominational, international girls club, camp and women's leadership development program (1970-1975). From 1967-1970 she was a graduate assistant in the College of Education at Texas Women's University working on marine biology science curriculums for inland schools and was also a science teacher in the Denton Texas public school system. While studying at Moody Bible Institute, she founded and directed an out of school child and teen development and literacy center in two housing projects in Chicago, as well as founding and hosting a radio program at WMBI (1964-1970).

Dr. Robinson has testified several times before the U.S. Congress, several states' legislative bodies, and the United Nations. She has served as a consultant to numerous state social service, health, juvenile justice, governor's office, environmental, and municipal agencies. Internationally she has been a consultant to 28 international organizations, including several divisions of the United Nations, the U.S. Agency for International Development, the International Institute for Applied Systems Analysis, ASEAN and the All Union (USSR) Academy of Sciences, Asian Development Bank, Asian Institute for Technology, Australian Commonwealth's Scientific and Industrial Research Organization, Canadian International Development Agency, Chulalongkorn University Social Research Institute, European Centre For Social Welfare Policy and Research, German Development Bank, German Ministry of Education, Indonesian Ministry of Education and Culture, and the U.S. Peace Corps. Within the United States, she has been a consultant to government, private sector and nonprofit agencies in several states.

She has received numerous awards and recognitions from her work, including several fellowships and an Award of Distinction from the National Association of State Universities and Land Grant Colleges for her leadership of a national task group to add new science understanding to what was offered through schools and colleges of Agriculture and Natural

Resources across the U.S. She was awarded the University of Hawaii Regents' Medal for Excellence in Teaching in 1990, the highest award given at UHM. She also has received awards of distinction from the U.S. Peace Corps and USDA for her community development work. She has received awards at the University of South Carolina for her contributions to research productivity and three faculty excellence awards while at Clemson University. She received letters of commendation from three states' governors for her work in enhancing various aspects of human service delivery systems. Having traveled and worked in 151 countries, she is a recognized leader in rural community development in a variety of national and cultural contexts.

She retired in 2009 from Clemson University but remains affiliated with the Institute as an adjunct professor. Since her retirement, she has remained active in leadership roles within two charter schools and NDI. She currently lives in Pawleys Island, South Carolina.

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Jimmy LaRose's passion for "people who give" has inspired philanthropists around the world to change the way they invest in nonprofits. His belief that donors are uniquely positioned to give charities what they truly need – leadership rather than money – is the basis for his work with individuals, governments, corporations and foundations, in the U.S., Europe, Asia & Middle East. Jimmy, in his role as author, speaker, corporate CEO & nonprofit CEO champions all of civil society's vital causes by facilitating acts of benevolence that bring healing to humanity and advance our common good.

Now, in his twenty-fifth year of service, his message that money is more important than mission and donors are more important than people or causes has resonated with policy institute scholars, social activists, doctoral students, business leaders, think tanks, nonprofit and NGO executives who rely on him and his team of veterans to meaningfully grow their charitable enterprise.

He's the architect of the Major Gifts Ramp-Up™ Donor Cultivation Model & Online Cloud used by charities around the world to meet the needs of their primary customers…the advocates, donors and volunteers who financially underwrite their mission. **www.MajorGiftsRampUp.com**

He's the founder of National Development Institute™, a 501(c)3 public benefit charity established in 1990 that insures funders, granting organizations and corporations safeguard their mission by building capacity within charities who serve the human welfare, education, health care, arts & environmental sectors. **www.NonprofitConferences.org**

He's the designer of the CNE, CDE & CNC ™ Credentialing Program providing veteran practitioners the training and certification they require to lead nonprofits to greater success. **www.ConsultingCertification.org**

He's the inventor of DonorScope™ an online prospect research platform used by charities to identify major donors who give big gifts to great dreams that are backed by a sound plan **www.DonorScope.com**

He's the creator of Sector Access™ a preferred vendor program for businesses who serve the charitable sector with cost-efficient superior services nonprofits need to accomplish their important mission. **www.SectorAccess.com**

Finally, Jimmy is the CEO of both Development Systems International™ and PAX Global™ firms that specialize in implementing the Major Gifts Ramp-Up Model for nonprofits, ministries and churches who raise major gifts. **www.Development.net** & **www.PAXglobal.com**

James P. LaRose has served as a specialist with the U.S. State Department's Speakers Bureau traveling the world working with embassies, foreign governments, and leaders to promote philanthropy and civil society in developing countries. Jimmy was recognized in the mid-90s as one of America's youngest development officers to achieve CFRE designation and since then has been called upon by CFRE as a Subject Matter Expert (SME) to write test questions for the CFRE Exam. He was the founding President of the Western Maryland Chapter of the Association of Fundraising Professionals (AFP), and is a graduate of AFP's Faculty Training Academy (FTA). He is a graduate of Indiana University's Executive Leadership Program, Indianapolis, IN, the National Planned Giving Institute, Memphis, TN, Tennessee Temple University, Chattanooga, TN and the Word of Life Bible Institute, Schroon Lake, NY. Rev. LaRose was ordained as minister of the gospel by the Ecumenical Church of Christ in further support of his service to the hurting and hopeless around the world. He and his beautiful wife Kristi are citizens of the Palmetto State where they make their home in Lexington, South Carolina.

## ADDITIONAL ONLINE FUNDRAISING RESOURCES:

**www.MajorGiftsRampUp.com**
**www.NANPOE.org**
**www.Development.net**
**www.DonorScope.com**
**www.facebook.com/James.P.LaRose**
**www.ConsultingCertification.org**
**www.NonprofitConferences.org**
**www.PAXglobal.com**
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