

**WHEN GOOD IS NOT GOOD
ENOUGH:
WHY WE NEED TO REPOSITION
THE NONPROFIT SECTOR AS A
POWERFUL FORCE
FOR SYSTEMS CHANGE**



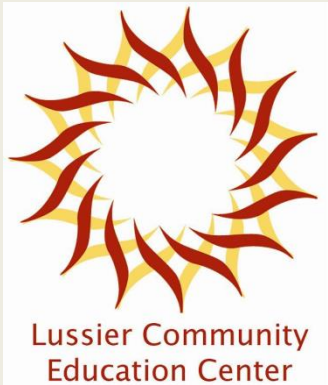
WHAT SYSTEMS?

- At what systems level do we focus?
 - Service delivery systems/increasing access to services
 - Underlying systems that create the need for services/restrict access
- What strategies do we focus on?
 - Programmatic strategies
 - Systems changing strategies

SYSTEMS CHANGE WORK AS ...

- Core nonprofit competency
- Mission impact multiplier
- The norm, not the exception
- Collective – not siloed





Northside Planning Council













Volunteer

YHS

YHS
Red Cross

Handwritten notes on a blue sheet of paper, including names and dates.

PEEL PEEL PEEL
Latex-Free
Adhesive
Cover







K.C. BANK



**CITY OF SEASIDE
CALIFORNIA
STAFF**



And this is all good . . .

But it's just *not good enough*

MILWAUKEE . . .

- 8th worst economically distressed large city
- Among lowest reading and math scores
- Most segregated metro area
- 40% black poverty rate
- The largest gap in unemployment between blacks and whites
- High incarceration rate for black men

WHY IS THIS SO?

- Our no wage/low wage economy
- Racism, a defining feature of Milwaukee – and Wisconsin



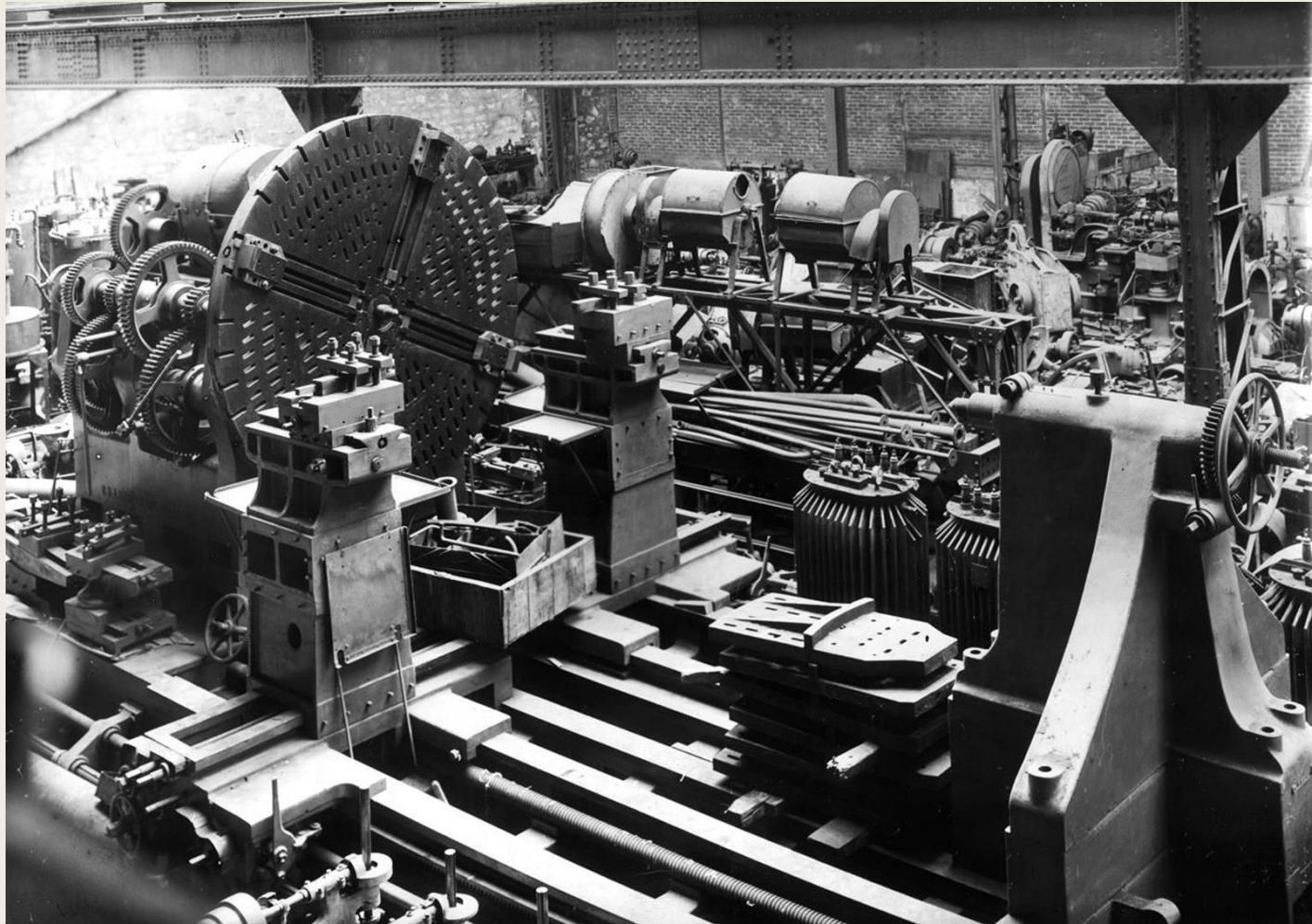
MILWAUKEE ... AS A CITY



MILWAUKEE ... AS A SYSTEM



MILWAUKEE ... AS A MACHINE



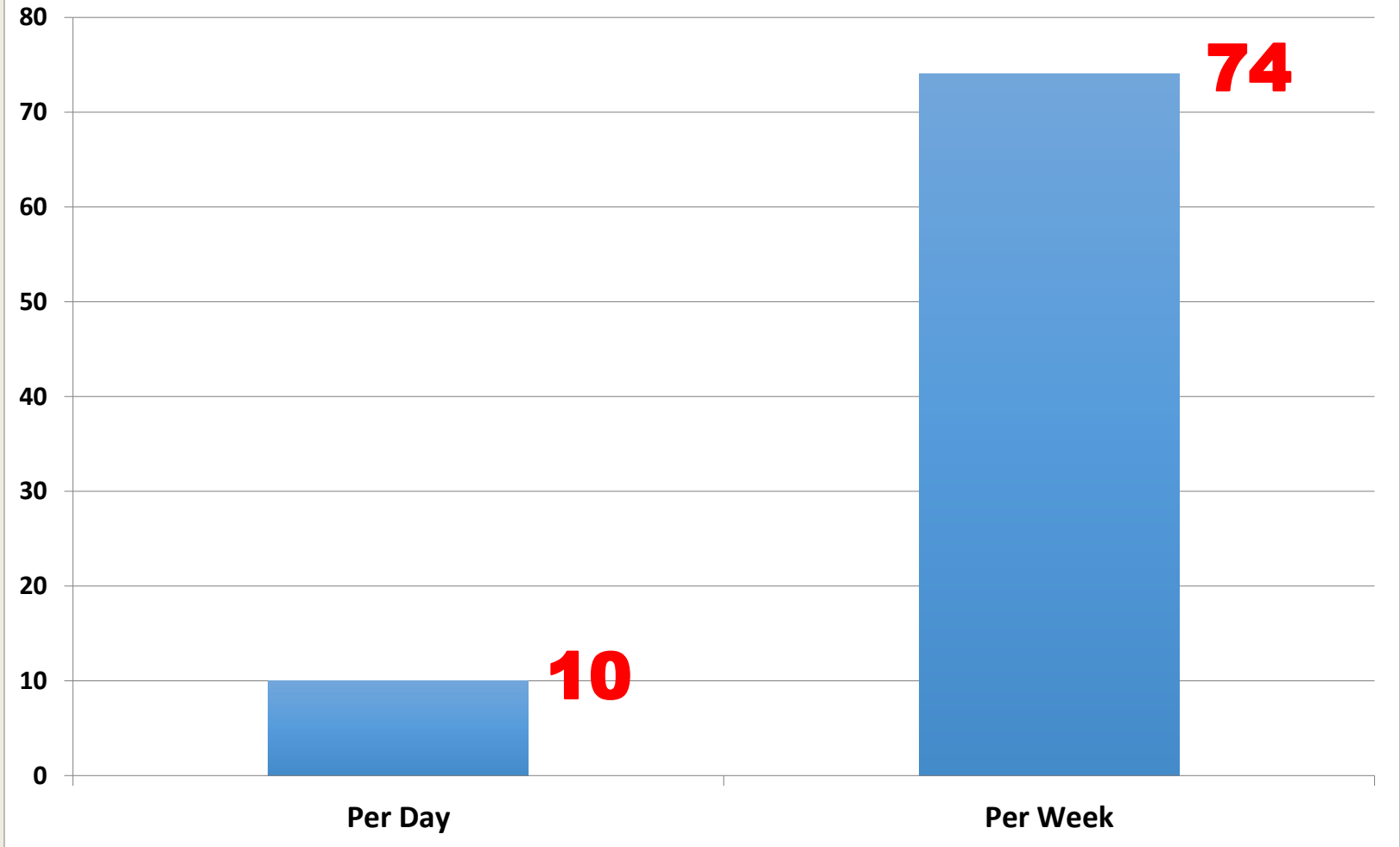
MILWAUKEE ... AS A FACTORY



That produces . . .

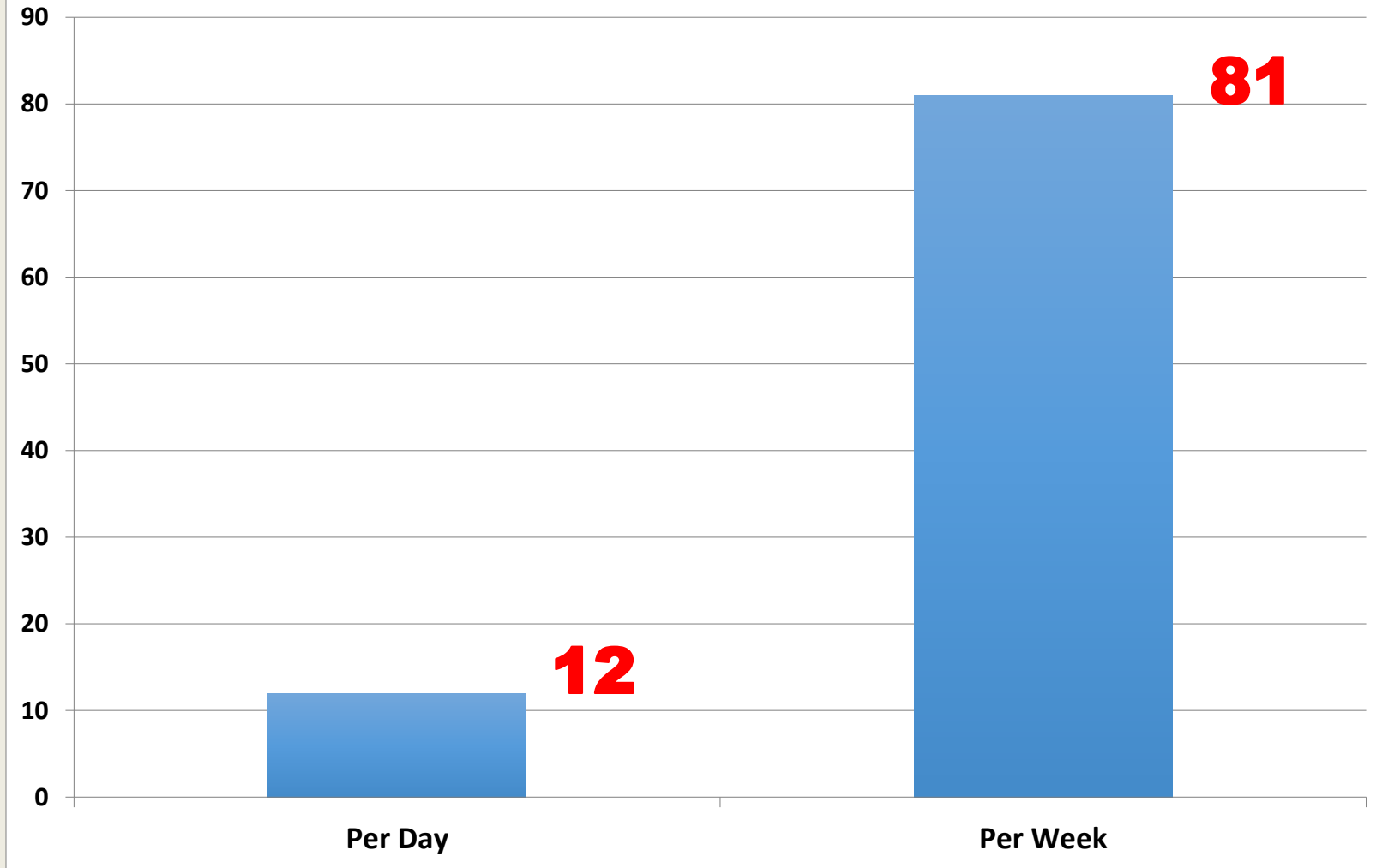
***An Unending Stream of
Babies Born Into Poverty***

City of Milwaukee Babies Born into Poverty, Married or Unmarried Mothers



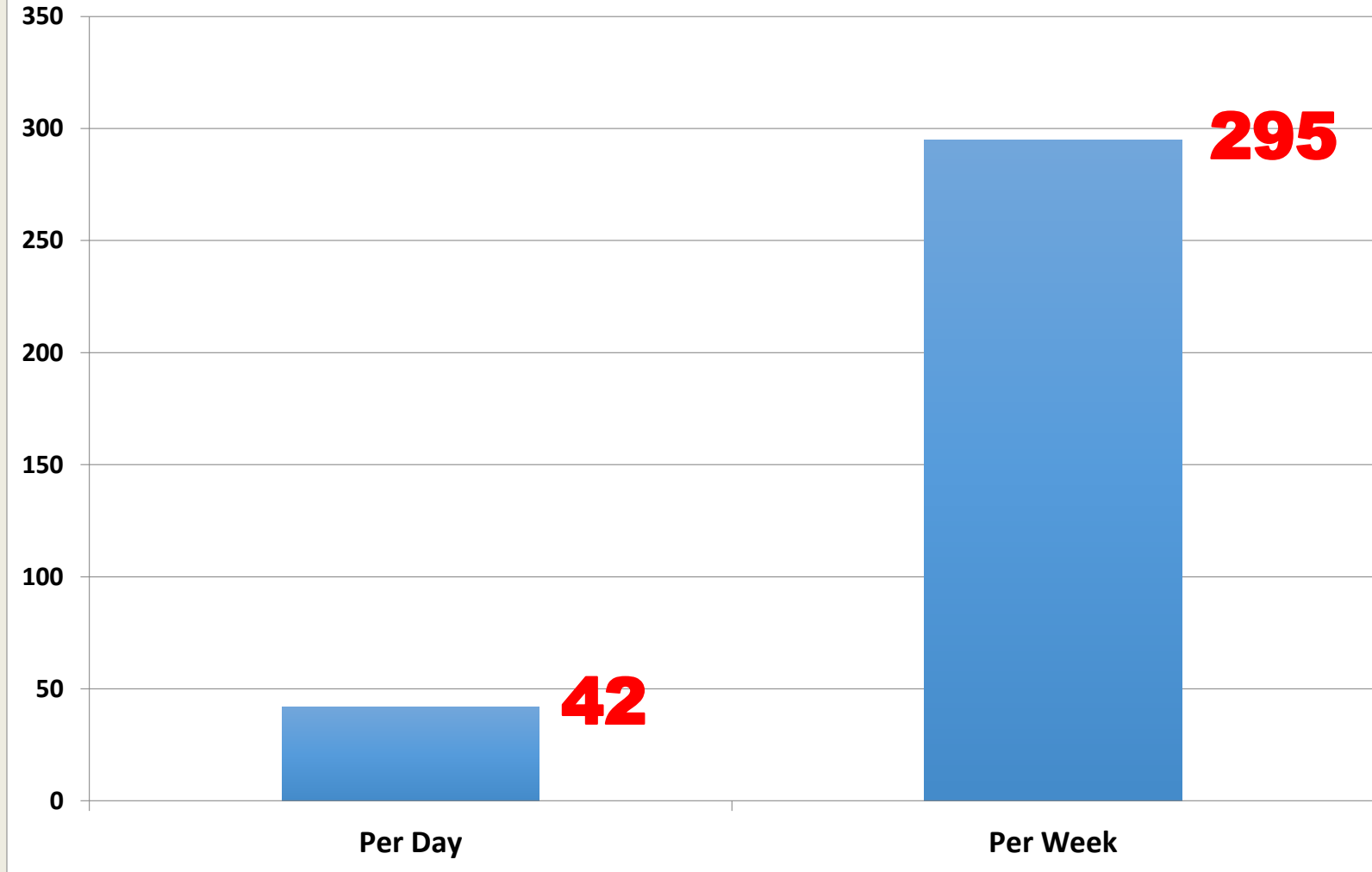
Source: 2012-2016 American Community Survey 5-Year Estimates

Milwaukee County Babies Born into Poverty, Married or Unmarried Mothers



Source: 2012-2016 American Community Survey 5-Year Estimates

Wisconsin Babies Born into Poverty, Married or Unmarried Mothers



Source: 2012-2016 American Community Survey 5-Year Estimates

Barriers to Systems Change Work



BARRIERS

- Funding more available for direct service
- Donor and foundation reluctance and opposition
- Most nonprofits not organized for systems change work
- Strong resistance to systems change by the powerful
- Our dependency on quick fixes versus fundamental solutions

**Symptomatic
Solutions**

VS.

**Fundamental
Solutions**



SHIFTING THE BURDEN

Symptomatic Solution



Problem



Fundamental Solution

SHIFTING THE BURDEN

Emergency Housing



Homelessness



**Living Wage Jobs
& Mental Health Services**

SHIFTING THE BURDEN

Food Pantries & Meal Programs



Hunger



Living Wage Jobs

And this is all good . . .

But it's just *not good enough*

**REPOSITIONING
THE NONPROFIT SECTOR AS
A POWERFUL FORCE
FOR SYSTEMS CHANGE**



Taking the First Steps: Getting to Root Causes



An iceberg floating in a blue ocean under a blue sky with light clouds. The tip of the iceberg is above the water line, and the much larger, submerged part is below. The text 'Symptoms' is written in white on the sky above the tip. The text 'Root Causes' is written in white on the dark water below the submerged part, appearing twice.

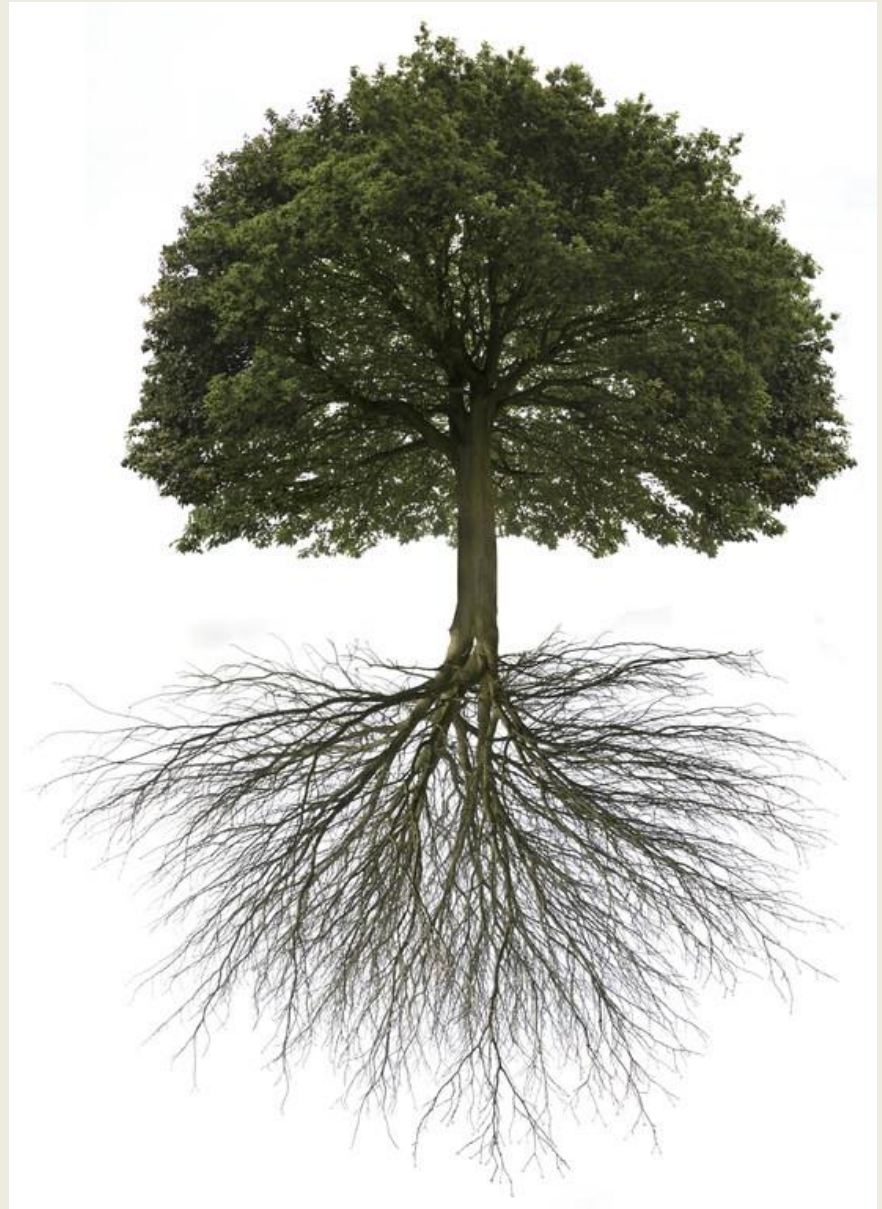
Symptoms

Root Causes

Root Causes

Symptoms

Root Causes



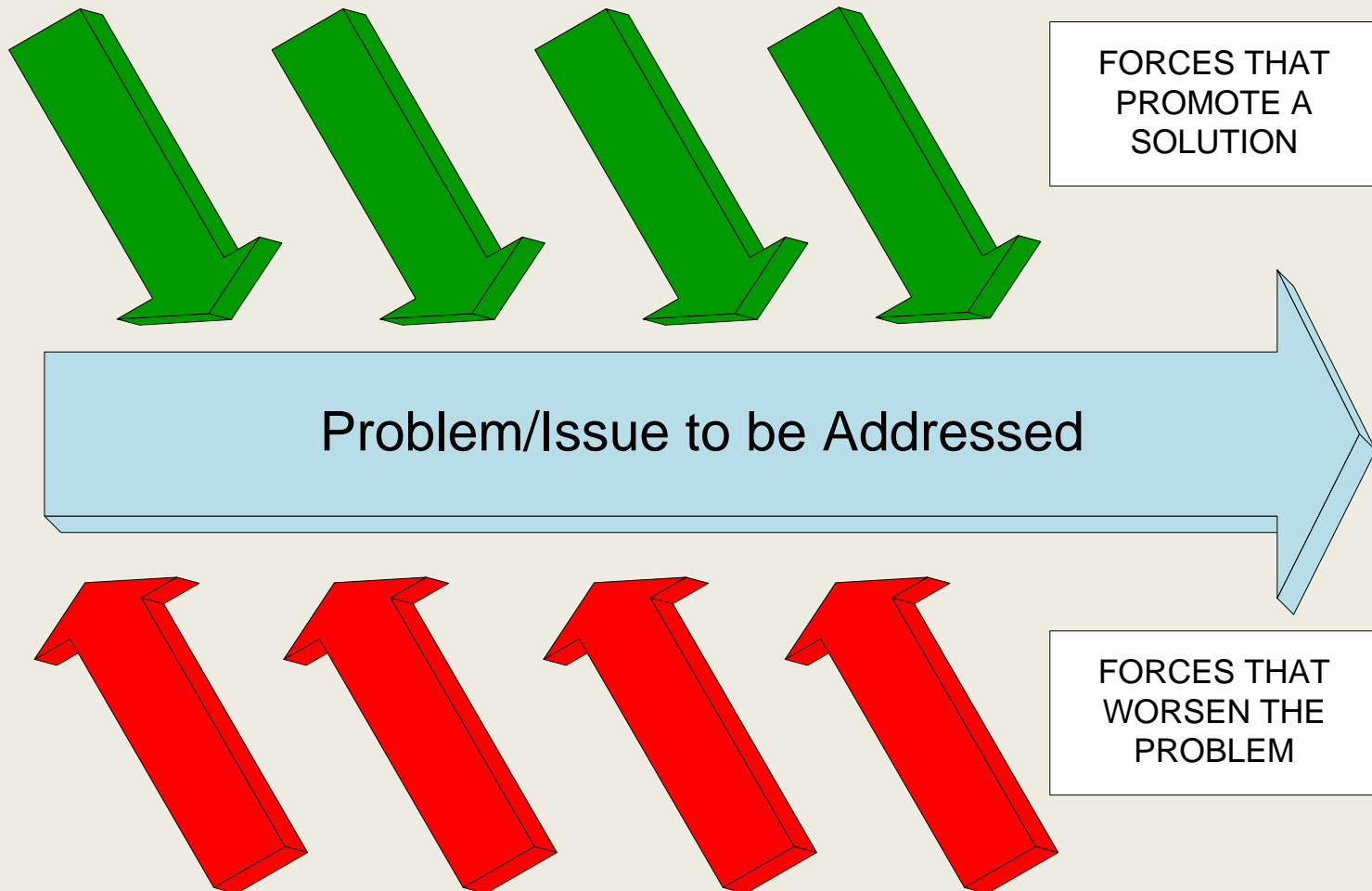
GETTING TO ROOT CAUSES

- At what systems level do we focus?
 - Service delivery systems/increasing access to services
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TOOLS FOR UNCOVERING ROOT CAUSES

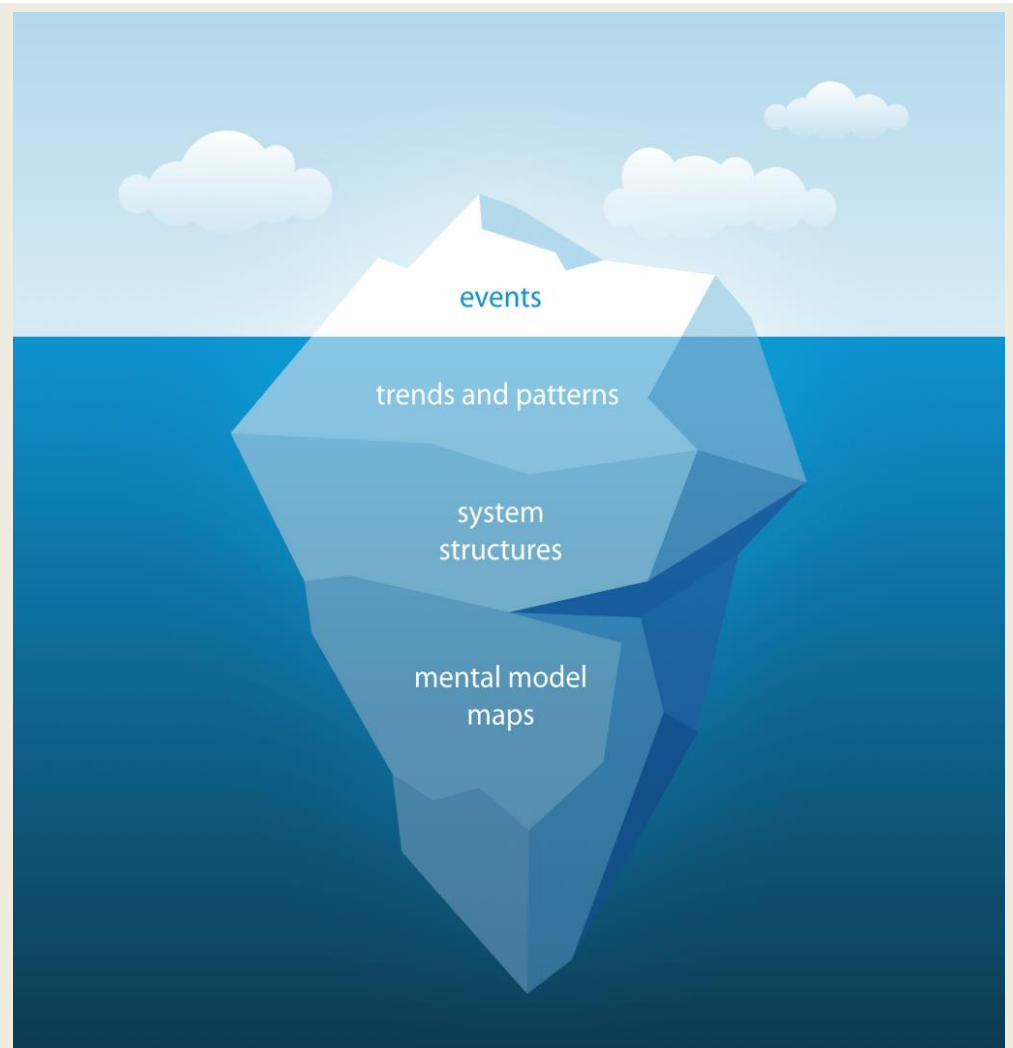
- Accessible tools for uncovering and analyzing root causes
 - Force field analysis
 - Iceberg worksheet
 - Keep asking why worksheet

FORCE FIELD ANALYSIS



ICEBERG WORKSHEET

- **What's happening? What can we see right now?**
- **What patterns and trends have been there over time?**
- **What has influenced or shaped the patterns/trends?**
- **What assumptions, beliefs and values keep the system (problem) in place?**



ICEBERG WORKSHEET

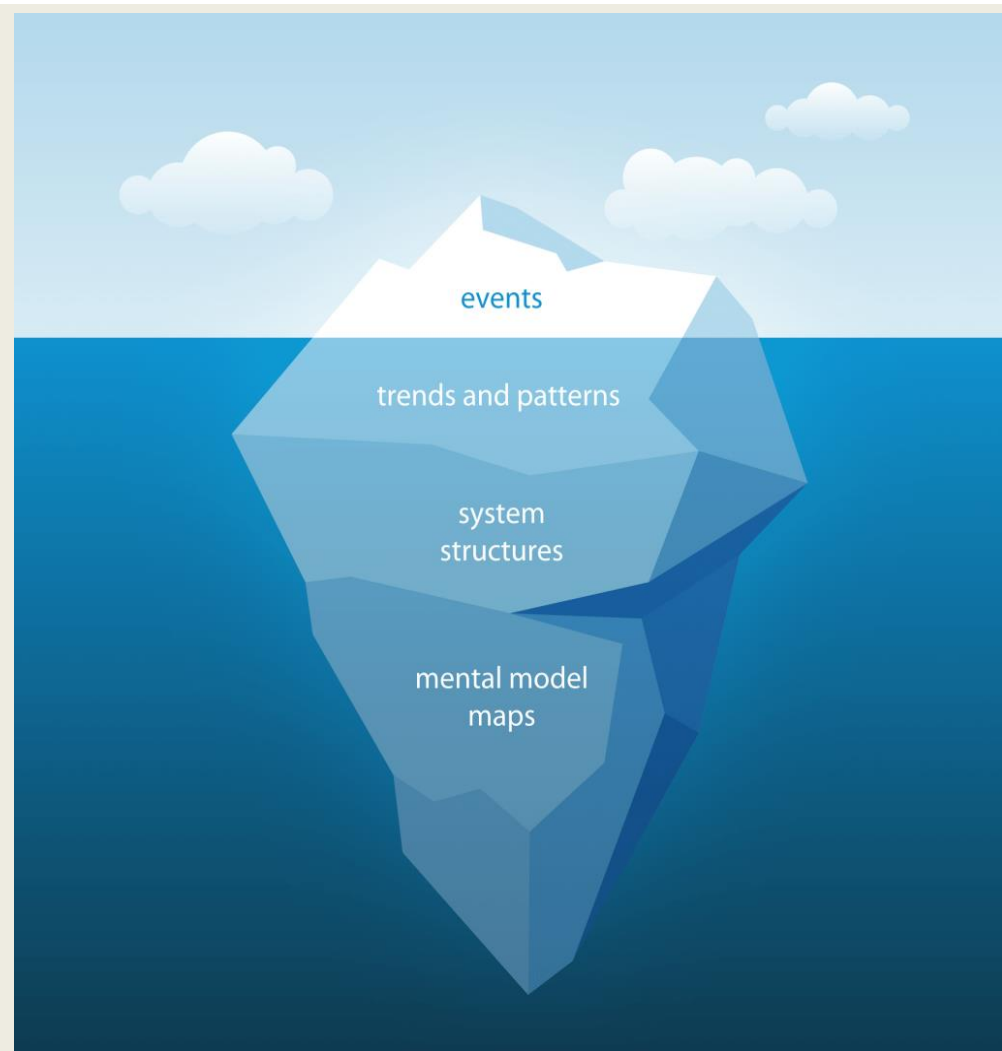
Symptoms



Trends and Patterns



Underlying Root Causes



ICEBERG WORKSHEET

Poor Health Outcomes

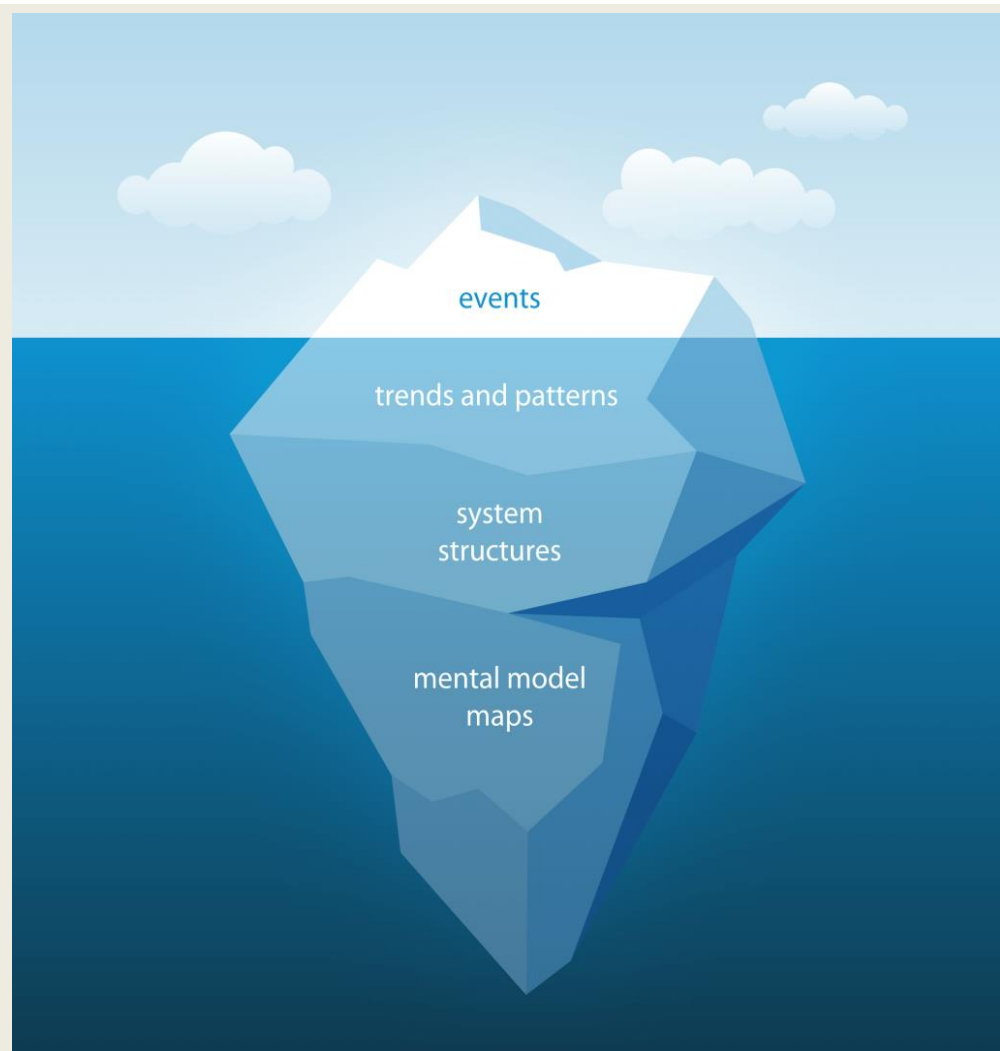


Social Determinants



Underlying Root Causes

- **Systemic Racism & Sexism**
- **Income/Wealth Inequality**
- **Low Wage/No Wage Economy**



ICEBERG WORKSHEET

Trauma

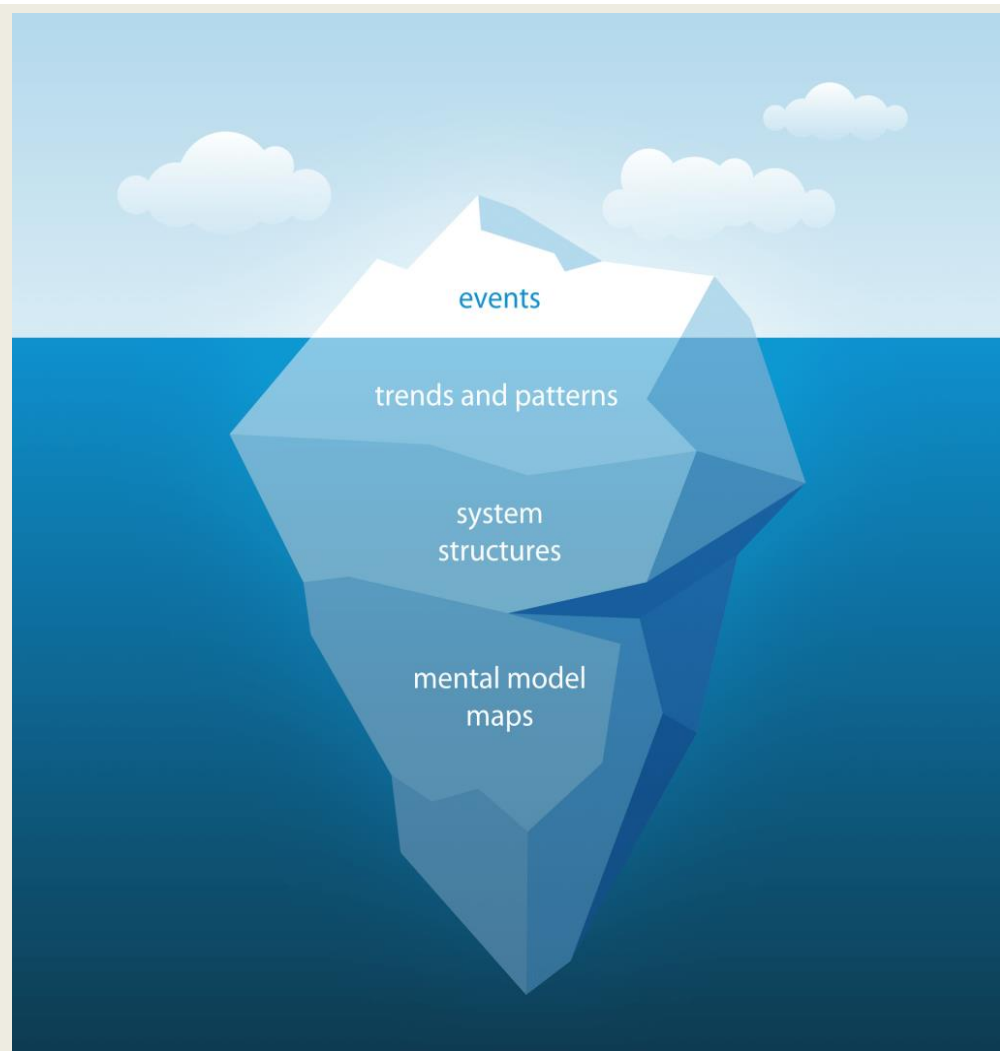


Social Determinants

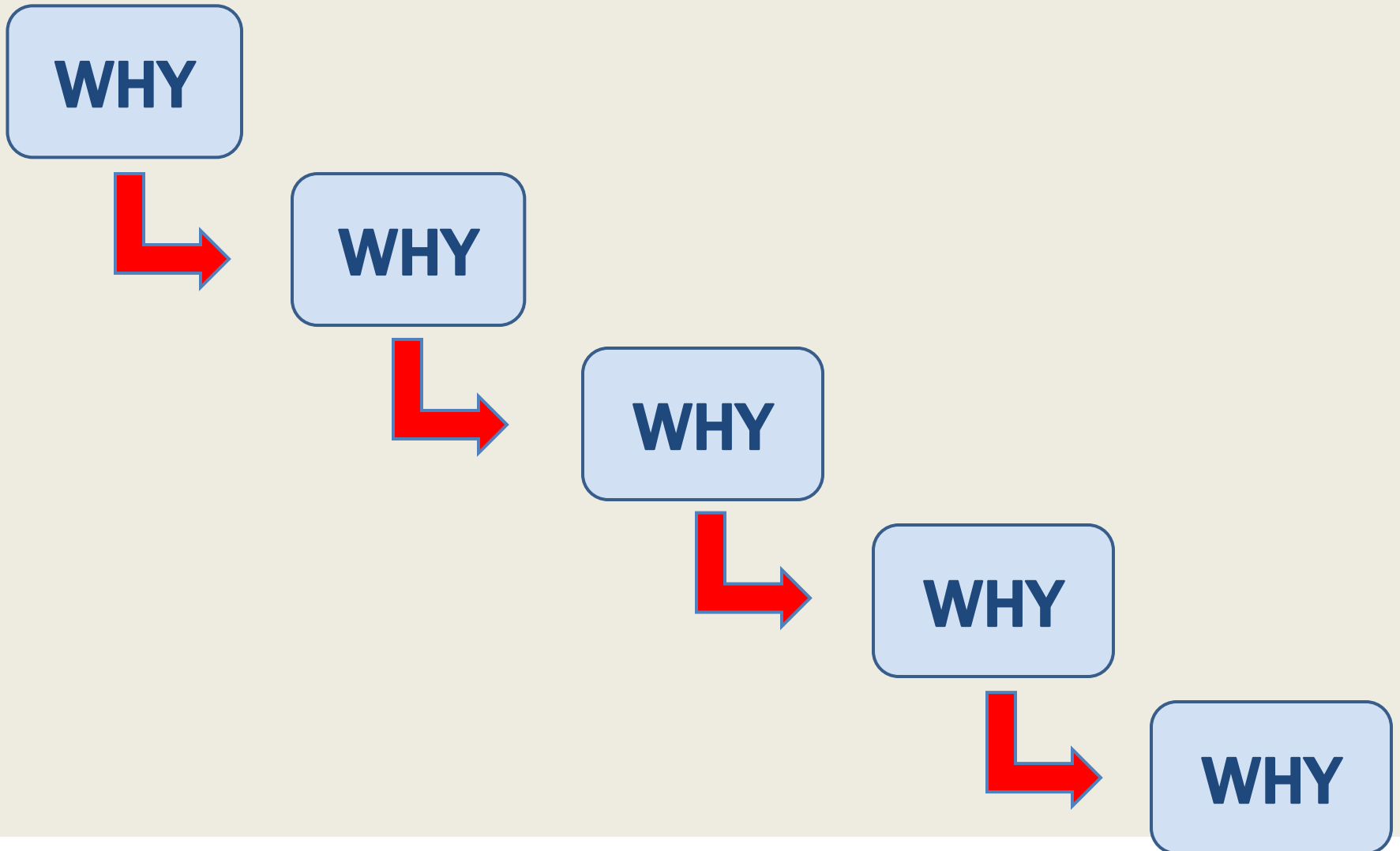


Underlying Root Causes

- **Systemic Racism & Sexism**
- **Income/Wealth Inequality**
- **Low Wage/No Wage Economy**

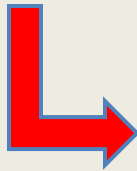


KEEP ASKING WHY WORKSHEET

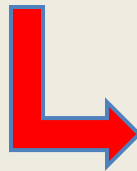


PROBLEM: HIGH SCHOOL DROPOUT RATE

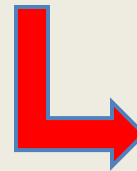
Youth making bad choices;
schools can't keep student
interest



Disenfranchised
communities; schools
under-resourced

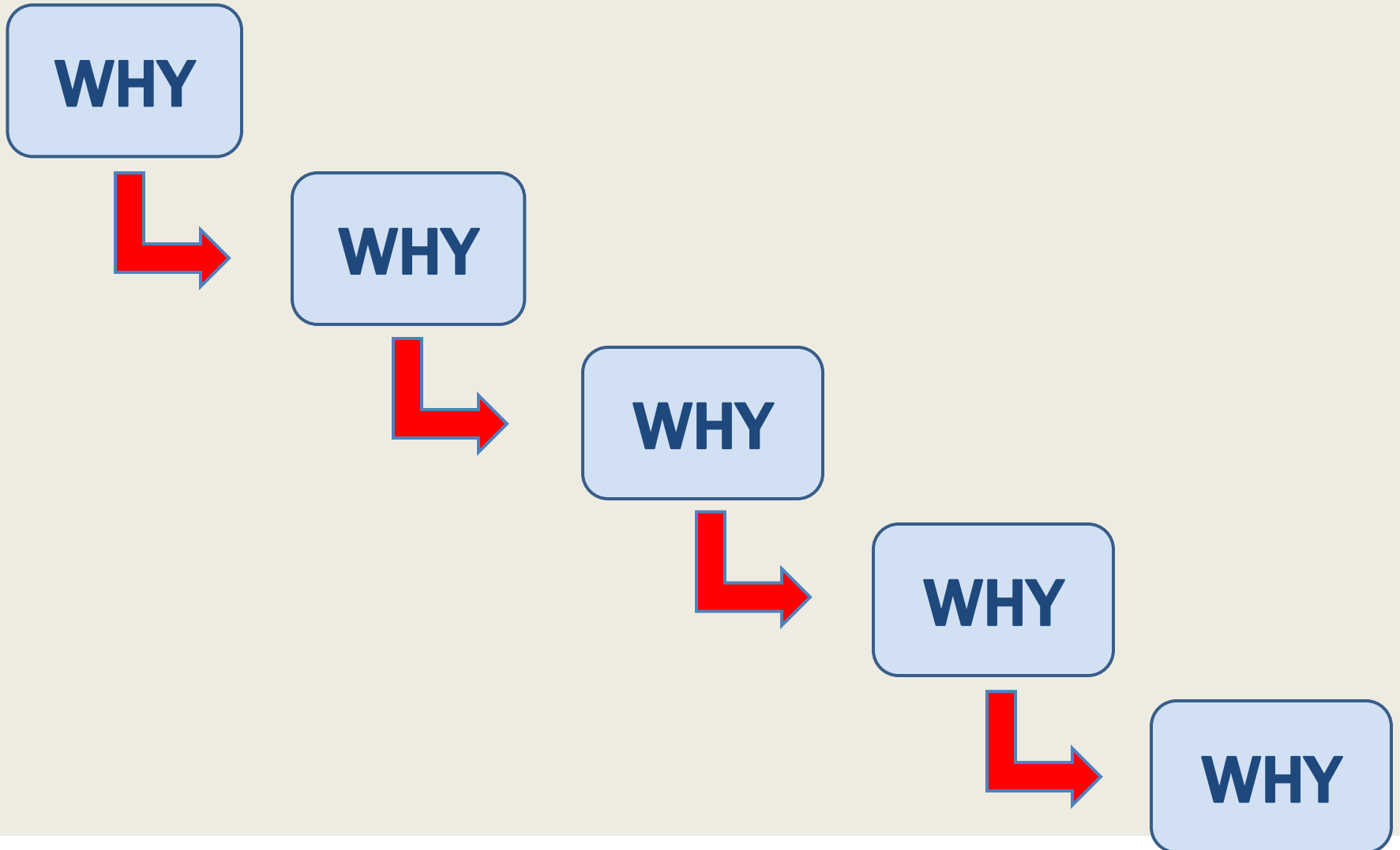


Lack of equitable school
funding in poor
communities

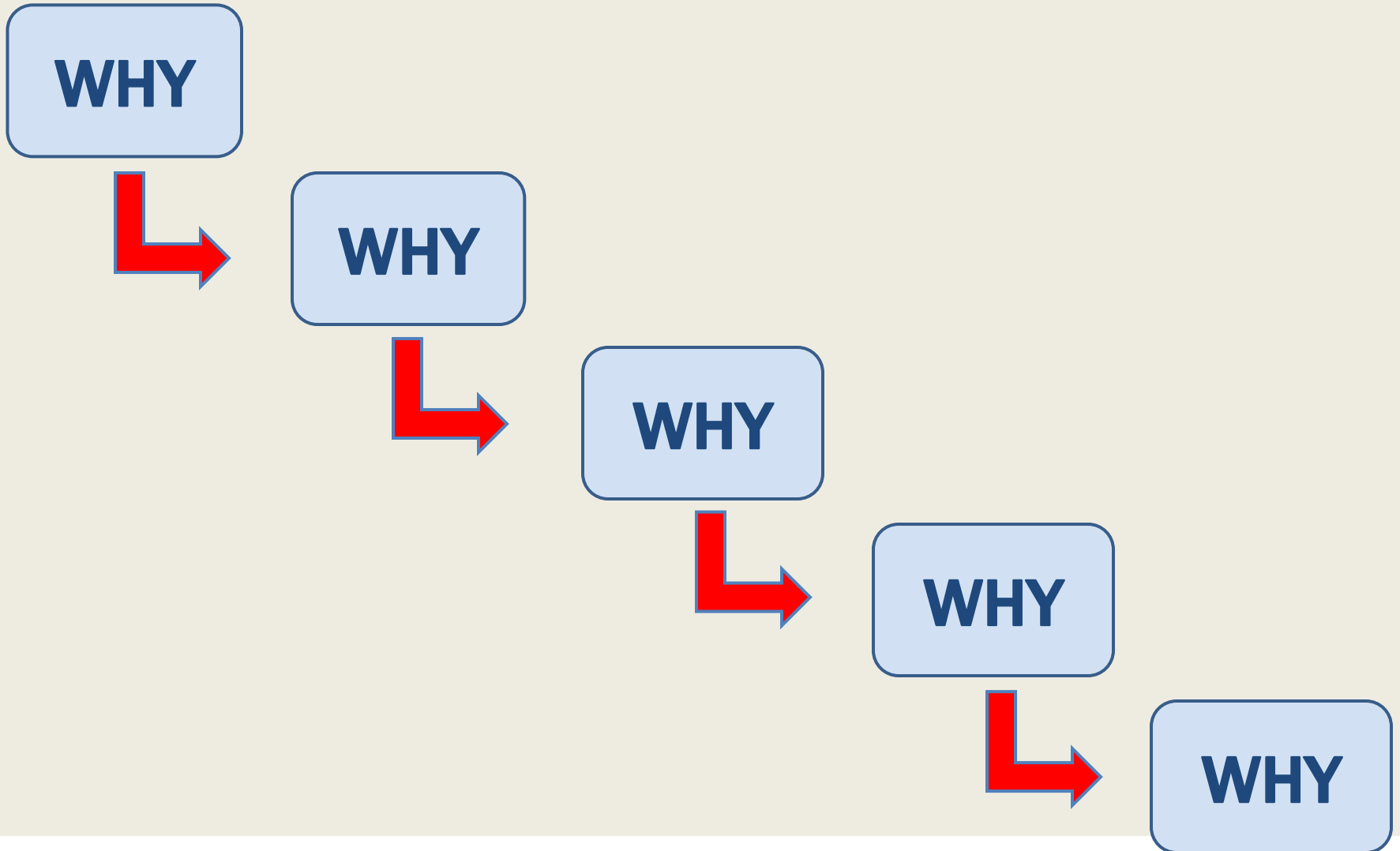


Poor lack
political power

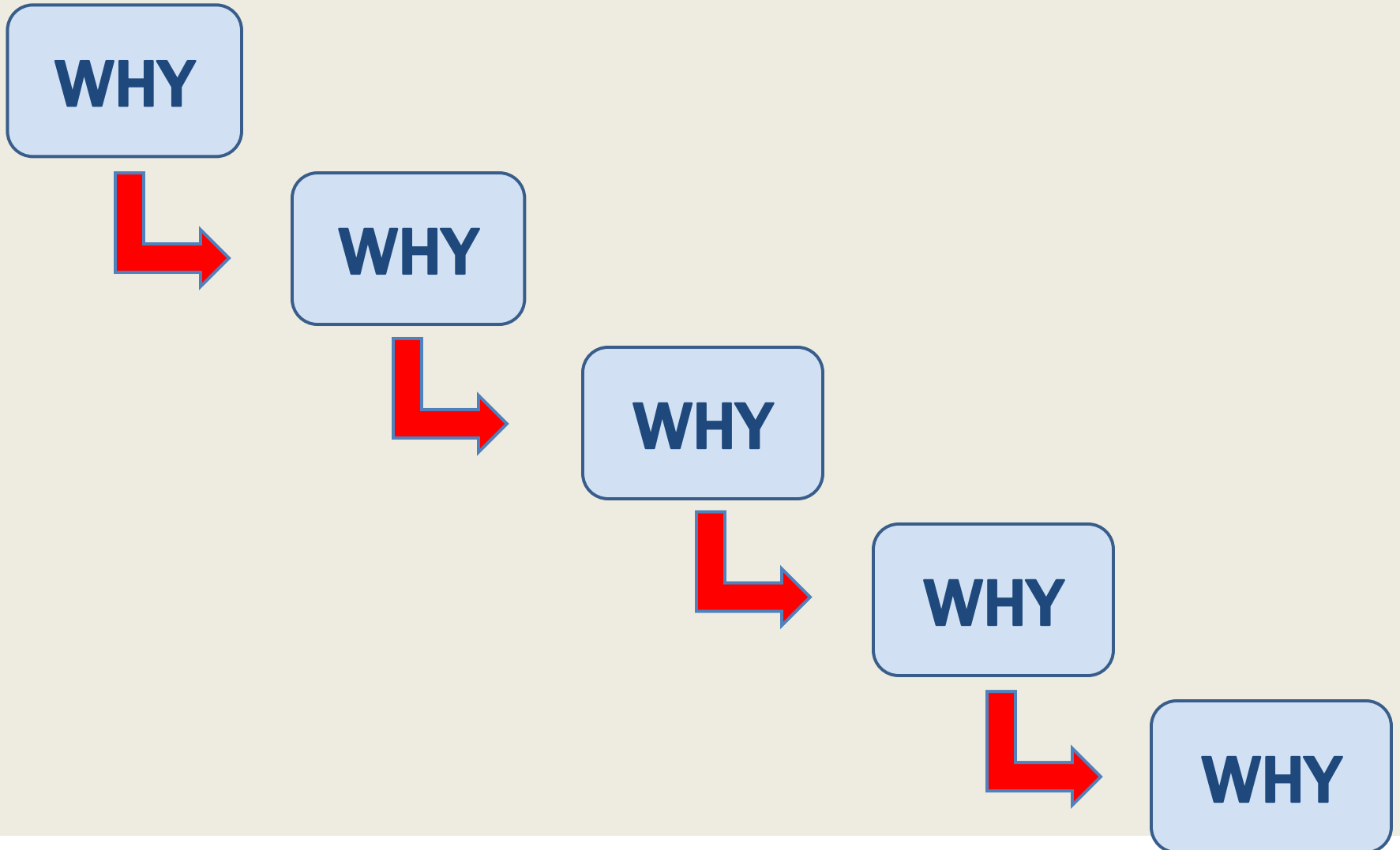
HUNGER



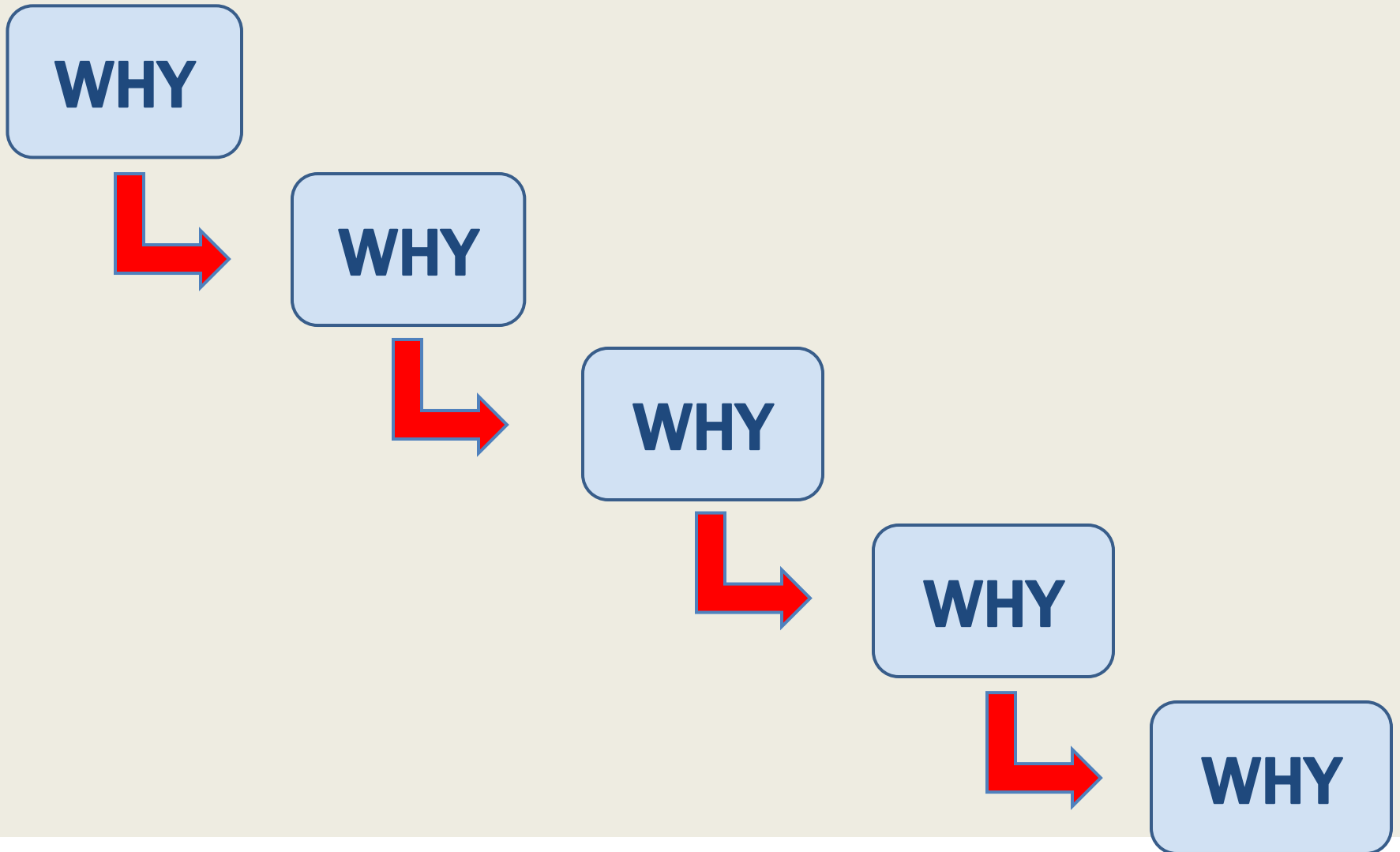
HOMELESSNESS



POOR HEALTH

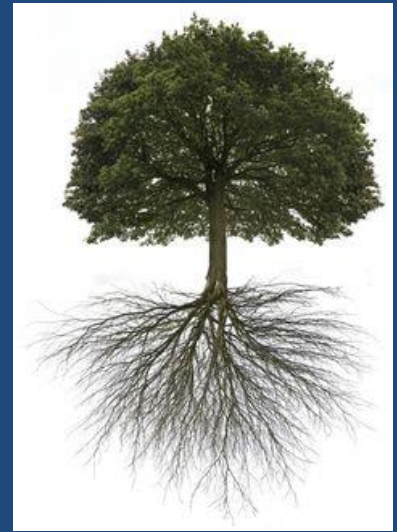


TRAUMA



Nonprofit Repositioning Initiative

Repositioning the community based nonprofit sector as a powerful collective force for social change at the underlying systems level



PURPOSE

- Provide resources and network building opportunities to increase capacity of nonprofits to deepen their impact at the underlying systems level and provide more permanent solutions to community problems.

Repositioning the Nonprofit Sector: Core Strategies



CORE STRATEGIES

- 1. Redesign programs and initiatives to address deep root causes of problems**
- 2. Increase advocacy and public policy work by nonprofits**
- 3. Engage in ongoing nonpartisan voter registration and education efforts at the community/neighborhood level**
- 4. Connect community-based nonprofits to mission-aligned issue campaigns already underway**

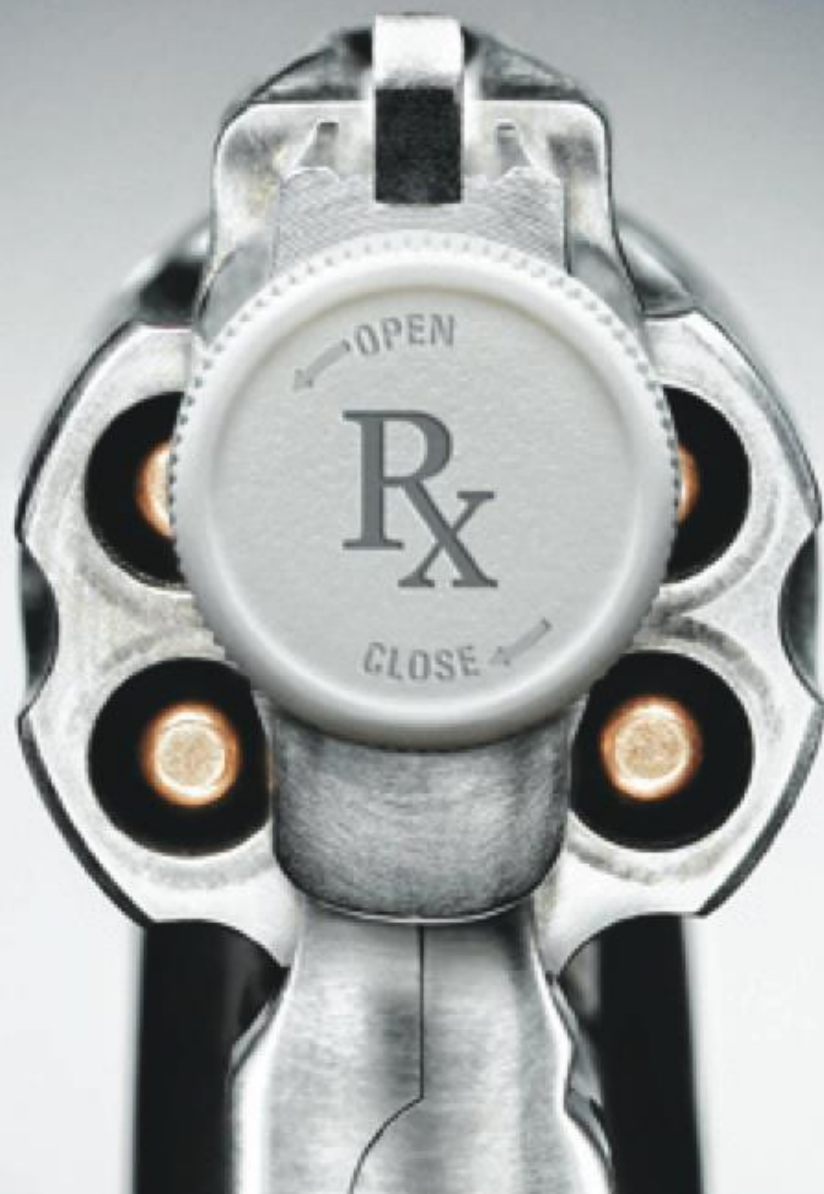
Rethinking Programs & Services



RETHINKING PROGRAMS & SERVICES

- Redesign current offerings
- New partnerships & alliances
- Launch new initiatives
- Divest
- Reframe

LOOKING DOWN THE BARREL AT PUBLIC HEALTH PREVENTION
◀ ONE COMMUNITY AT A TIME ▶



Advocacy & Lobbying



ENTER
EXIT

Children with
Special Needs
say Have a 

Devel

Cut Funding
Kills People
with Disabilit



What is advocacy?

Advocacy is often used as an umbrella term for many different types of policy and political engagement. That can make things a little confusing. So here's a quick cheat sheet about the types of advocacy that are a part of the Stand for Your Mission campaign.

Broad Advocacy

All types of nonprofits are allowed to educate policymakers, the media, and the public about issues that are important to their mission, as long as it doesn't include information about specific candidates or pieces of legislation.

It's this type of advocacy that is the primary focus of the Stand for Your Mission Campaign.

Legislative Lobbying

Lobbying means working for or against a specific piece of legislation or ballot measure. Most nonprofits are allowed to engage in a limited amount of legislative lobbying, which can be a very important way to advance - or protect - your organization's mission and impact.

When there's a big decision being made that will affect your mission, you have a right and responsibility to weigh in. Don't waste it!

Election-Related Activities

Nonprofit organizations may engage in nonpartisan voter registration, education and turnout activities.

However, supporting or opposing a specific candidate (or set of candidates or a political party) is never allowed for 501(c)(3) organizations,* and is **not what we're describing as advocacy in the Stand for Your Mission campaign.**

* 501(c)(4), (c)(5) or (c)(6) organizations are allowed to participate in electioneering activities, but only as a secondary activity.

Nonpartisan Voter Registration & Education



Stand up for your rights!

Vote April 5

August 9

November 8

Register to

VOTE

here

Ask a YWCA staff member today.



Supporting Issue Campaigns





**YOUTH JUSTICE
MILWAUKEE**

Our Community Our Youth



TMJ4

Thomas Leonard

Communities
Families



12 TEUTONIA

5207

BLUE TO GREENFIELD 68TH

305

5349





15

 McDonald's: **\$15 & UNION RIGHTS, NOT FOOD STAMPS!**
#FIGHTFOR15

STRIKE \$15

HUELGA \$15

HUELGA \$15

STRIKE \$15

McJOBS COST US ALL!

HUELGA \$15

McJOBS COST US ALL!

STRIKE \$15

STRIKE \$15

McDonald's

William Castellanos
South Williamsburg

KUJICHA
-GULIA



SELF-
DETERMINATIO

UJIMA



COOPERATIVE
K&
ABILITY

UJAMAA



COOPER
ECONOM

N I A



PURPOSE

KUUM



CREATIVI



SHUT DOWN
MSDF



2007  HARRIS
BRADLEY CENTER

BLACK

LIVES

MATTER

BLACK
LIVES



Barriers and Obstacles

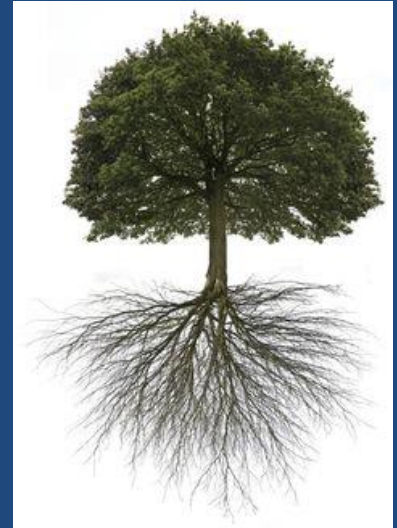


PAIR/SHARE

- **Think about:** *Given what you heard so far, what are the major obstacles you see for your organization in being able to move forward in this direction?*
- **In 2's and 3's:** *Talk to each other*
- **Share** *your reflections*

THE PROBLEM . . .

Most nonprofits are
not organized for
systems change work



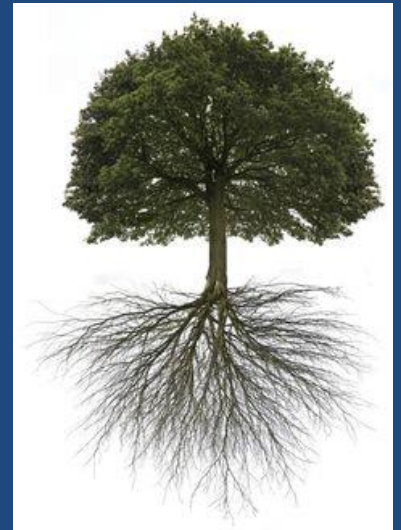
Fostering the Leadership Commitment for Systems Change



CHALLENGES

- Yes, but my board . . .
- Where do we start?
- Who can help us do this work?
- Who will fund it?

Addressing Barriers to Board Involvement



Board Barrier:

Belief that the law doesn't allow them to engage in issue advocacy; that their exempt status would be imperiled.

Response:

Provide information to demonstrate that issue advocacy is allowable and that their exempt status will not be at risk

Board Barrier:

Fear donor/funder/board backlash because of their belief that issue advocacy is not allowable and/or donor/funder/board interests conflict with advocacy issue positions.

Response:

Meet with donors, funders & board members to provide information that advocacy is allowable activity and that such advocacy will advance the mission that donors funders and board support; Surface conflicts of interest

Board Barrier:

Belief that issue advocacy is "mission drift" and that such advocacy doesn't fit with their mission.

Response:

Demonstrate that issue advocacy is not mission drift if it advances the nonprofit's mission.
Clarify that such advocacy would be on issues that align with their mission.

GETTING BOARD BUY-IN

**STAND
FOR YOUR
MISSION**

Creating Positive Change
Through Board Advocacy

DOWNLOAD THE DISCUSSION GUIDE

<https://tinyurl.com/ydgun9ae>

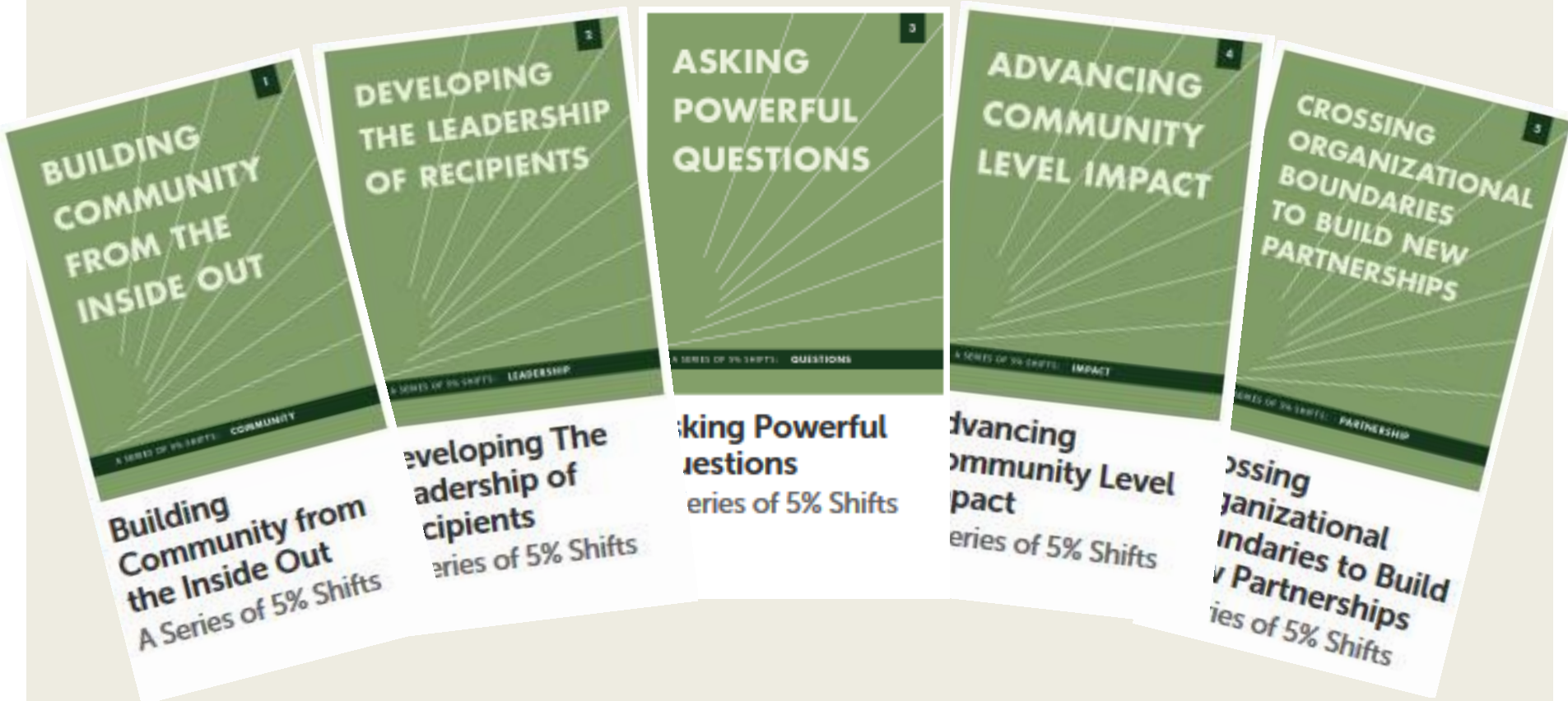
Where Do We Start?



ENTRY POINTS FOR SYSTEMS CHANGE

- Strategic planning
- Review and revision of mission statements
- Program review, assessment and evaluation
- Review of theories of change and program logic models
- Board development
- Executive transitions
- New funding opportunities

SERIES OF 5% SHIFTS



Who Can Help?





Unleashing the Power of Boards to Create Positive Impact



Building Movement Project



eliminating racism
empowering women
ywca



Resource Bibliography



Who Will Fund It?



FUNDING FOR SYSTEMS CHANGE?

- The Self-Help Myth: Why Philanthropy Fails to Alleviate Poverty by Erica Kohl-Arenas
- Winners Take All: The Elite Charade of Changing the World by Anand Giridharadas
- The Givers: Wealth, Power, and Philanthropy in a New Gilded Age by David Callahan
- The Revolution Will Not Be Funded: Beyond the Nonprofit Industrial Complex by Incite!

UPCOMING EVENTS

Winter TBD – **1/2 Day Workshop: Starting the Board Conversation about Advocacy (in Milwaukee and Madison)**

- Featuring a panel of nonprofit leaders whose organizations are service providers that engage in advocacy and involve their boards in this important work

Beginning the Journey with Your Board of Directors:

Practical Ways to Start the Board Conversation about Advocacy

Access the On-Demand Recording

<http://tinyurl.com/y3fo8g69>



VIEW THE TED^x TALK

TED^x UWMilwaukee

x = independently organized TED event

<https://www.youtube.com/watch?v=6JqUkGj4IFQ>



NEXT STEPS

- Review the resources and share with others
- Meet with your leadership
 - Executive director
 - Board chair
- Schedule board and staff presentations
- Implement the Stand for Your Mission discussion process with your board
- Complete a board barriers assessment
- View the TEDx Talk together

BACK HOME PLANNING: YOUR NEXT STEPS

- 1. Think about the ground we covered during this briefing. Review your notes.**
- 2. Review next steps on the previous slide.**
- 3. Begin to think about ways you can start the conversation with your board and staff about repositioning your nonprofit as a force for systems change.**

SYSTEMS CHANGE WORK AS ...

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