



**Fund the  
People Toolkit**

Resource Listings  
**Collection**





# Resource Listings Collection

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**Reading List**





# Reading List

## Purpose of Guide

The following reading list offers a concrete set of resources that will orient you to Fund the People's ideas and advocacy efforts for talent-development and talent-investing.

## How to Use

We recommend that your foundation carry out these discussions over the course of three to four months to allow for time to discuss this topic, reflect and consider opportunities to build the talent of nonprofit grantees, and take action on your grantmaking strategy. It is essential that you involve several groups in driving this process: representatives from your foundation's leadership, program, grants management (if applicable), board of trustees, and other key staff. The guide can be used with the foundation's full team or sub-groups (executive leadership, program staff, program teams, grants committees, board, etc.).

## Where this comes from

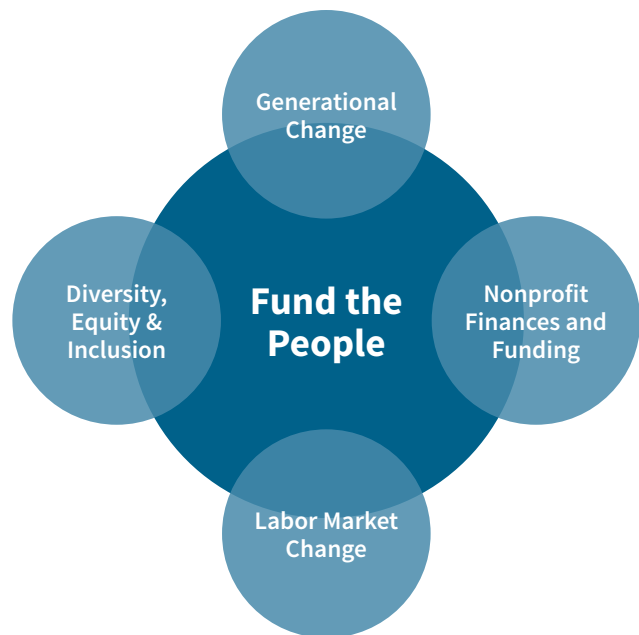
This list was created based in part on the citations in the Fund the People (formerly Talent Philanthropy Project) article published in *The Foundation Review* in October 2013. The result of a year of intensive study and research and development, the article offers a straightforward, intellectual grounding for Fund the People, which launched a year later.

## A recent history of thinking

These materials also offer a window into the evolution of thought on nonprofit talent during the last 15 years or so. Some of the publications are influential and offer phrases and frameworks that have resonated powerfully across the field. Other useful ideas encompassed herein are less prominent and remain on the margins. Fund the People informed some of these ideas and have folded into our campaign's framework; others we are challenging.

## Themes across the readings

Overall, this reading list addresses four inter-locking themes that, taken together, inform the Fund the People framework.



- Generational change in nonprofit workplace
- Employment, career, and labor market trends
- Diversity, equity, and inclusion in nonprofits
- Nonprofit finances and funding

For each reading, we have provided a link.



## Reading List

McKinsey & Company (2001).

*The War for Talent: Organization and Leadership Practice.*

Cryer, S. (2004).

*Recruiting and Retaining the Next Generation of Nonprofit Sector Leadership: A Study of the (Missed) Connections Among Nonprofit Organizations, College Seniors, and Offices of Career Services.*

The Initiative for Nonprofit Sector Careers [which was later housed at American Humanics (the Nonprofit Leadership Alliance) and publicly referred to as the Nonprofit Workforce Coalition].

Kunreuther, F. (2005).

*Up Next: Generation Change and the Leadership of Nonprofit Organizations.* Annie E. Casey Foundation.

Hubbard, B. (2005).

*Investing in Leadership, Volume 1: Inspiration and Ideas from Philanthropy's Latest Frontier.* Grantmakers for Effective Organizations.

Teirney, T. (2006).

*The Nonprofit Sector's Leadership Deficit* (Executive Summary). The Bridgespan Group.

Enright, K. (2006).

*Investing in Leadership, Volume 2: Inspiration and Ideas from Philanthropy's Latest Frontier.* Grantmakers for Effective Organizations.

Overholser, G. (2006).

*Buying is Not Building.* Nonprofit Finance Fund Capital Partners.

Dan Pallota, (2006).

*Why the Way We Think About Charity is Dead Wrong.* TED Talks.

Halpern, R. (2007)

*Workforce Issues in the Nonprofit Sector: Generational Leadership Change and Diversity.* American Humanics Initiative for Nonprofit Sector Careers.

Solomon, J. & Sandahl, Y. (2007).

*Stepping Up or Stepping Out: A Report on the Readiness of Next Generation Nonprofit Leaders.* Young Nonprofit Professionals Network.

Goggins-Gregory, A. & Howard, D. (2009).

*The Nonprofit Starvation Cycle.* Stanford Social Innovation Review.

McGonagill, G. & Reinelt, C. (2011).

*Leadership Development in the Social Sector: a Framework for Supporting Strategic Investments.* The Foundation Review, 2(4), 57-72.

Schwartz, R., Weinberg, J., Hagenbuch, D. &

Scott, A. (2011). *The Voice of Nonprofit Talent: Perceptions of Diversity in the Workplace.* Commongood Careers and Level Playing Field Institute.

Dobkin, D. & Tchume, T. (2011).

*Good in Theory, Problems in Practice: Young Professionals' Views on Popular Leadership Development Strategies.* Young Nonprofit Professionals Network

Kunreuther, F., Segal, S., & Clohesy, S. (2012).

*The New Life Cycle of Work: Long-Term Nonprofit Leaders Prepare for Their Future.*

Solomon, L., Sokolowski, S. & Geller, S. (2012).

*Holding the Fort: Nonprofit Employment During a Decade of Turmoil.* Johns Hopkins University.

Chandler, A., Russell, E., & Putnam-Walkerly, K. (2012).

*Generating Change: Investing in a New Era of Nonprofit Talent and Leadership.* Emerging Practitioners in Philanthropy.

Note: This is the "framing paper" for EPIP's (Emerging Practitioners in Philanthropy) Generating Change Initiative, which was the predecessor of Talent Philanthropy Project / Fund the People. The paper and case study series with which it was paired were conceptualized, commissioned, informed, and edited by Rusty Stahl.



Hoffman, R., Casnocha, B., & Yeh, C. (2013).  
*Tours of Duty: The New Employer-Employee Compact.*  
Harvard Business Review, 91(6), 49.

Taylor, A., Harold, J., & Berger, K. (2013).  
*The Overhead Myth: Open Letter to the Donors of America.* BBB Wise Giving Alliance, GuideStar and Charity Navigator.

Upholt, G. & Stahl, R. (2013).  
*The Nonprofit Talent Ratio: Final Report on a Pilot Study.*

Note: This paper was self-published by Talent Philanthropy Project. The research and writing was done primarily by Gretchen Upholt, an NYU graduate student and Graduate Fellow at Talent Philanthropy Project.

Stahl, R. (2013).  
*Talent Philanthropy: Investing in Nonprofit People to Advance Nonprofit Performance.* The Foundation Review.

Note: This article is the culmination of nearly a year of research, writing, and reflection by Rusty Stahl, with funding from Tides and Public Welfare Foundation, with support from NYU Wagner School of Public Service. It was written to offer a conceptual framework on which to build Talent Philanthropy Project.

Canales, J. (2014).  
*What is a Leadership Funder?* Stanford Social Innovation Review Blog, (“Talent Matters” blog series).

Hirshfield, I. (2014).  
*Investing in Leadership to Accelerate Philanthropic Impact.* Stanford Social Innovation Review Blog, (“Talent Matters” blog series).

Callanan, L., et al. (2014).  
*What Social-Sector Leaders Need to Succeed.* McKinsey & Company.

Stahl, R. “Talent Investing: Raising and Granting Funds to Develop Social Change Leadership” in Carpenter, H. & Qualls T. (2015). *The Talent Development Platform: Putting People First in Social Change Organizations.*

Landles-Cobb, L., Kramer, K., & Smith Milway, K. (2015).  
*The Nonprofit Leadership Development Deficit.* Stanford Social Innovation Review and Bridgespan.

Ono, E. (2016).  
*Moving Arts Leadership Forward: A Changing Landscape.* The William and Flora Hewlett Foundation.

Note: Written by Fund the People (formerly Talent Philanthropy Project) Advisory Council member Emiko Ono. Rusty Stahl was a reviewer of the report, and the report utilizes and cites our work.



## About Fund the People



Fund the People is the national campaign to maximize investment in the nonprofit workforce. To achieve this goal, we make the case, equip for action, and build a movement to change the attitudes and behaviors of funders, fundraising nonprofits, and the intermediaries that support them. There is a long-standing, sector-wide deficit of investment in the nonprofit workforce. Nonprofit professionals work in environments typified by high burnout and stretched resources. So there is a real demand for equitable salaries and benefits; more and better professional development; improved

human resources functions; and healthy organizational culture. Together, we can address these challenges by reshaping existing resources to prioritize nonprofit people as the central asset of nonprofit performance. Now more than ever, we can ensure that America's civic leadership is diverse, well-supported, high-performing, and sustainable for the long haul. Launched in 2014 and headquartered in Beacon, NY, Fund the People (originally known as Talent Philanthropy Project) is a project of Community Partners. Our work is informed by an Advisory Council of diverse leaders and a team of skilled staff and consultants, and is supported by a coalition of regional and national foundations.

**To learn more about Fund the People visit:**  
[fundthepeople.org](http://fundthepeople.org)

## Acknowledgments

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# Glossary of Terms

## Human Capital:

The intangible collective resources possessed by individuals and groups within a given population. These resources include all the knowledge, talents, skills, abilities, experience, intelligence, training, judgment, and wisdom possessed individually and collectively, the cumulative total of which represents a form of wealth available to nations and organizations to accomplish their goals.<sup>1</sup>

## Nonprofit Workforce:

Millions of Americans are employed by nonprofit organizations and professionally engaged in nonprofit careers. Nonprofits employ more than 14.4 million people (estimated), accounting for more than 10 percent of total private employment. During 2003 to 2013, nonprofits outpaced businesses and the public sector in their percentage growth in employment. Total nonprofit wages are at least \$634 billion a year. In addition to their own work, nonprofit employees offer essential support for unpaid volunteers (including board members) and, in turn, volunteers supply billions of hours of time annually. Volunteer labor is worth \$167.2 billion a year. The nonprofit workforce contributes incalculable value to society through delivery of goods and services to communities that the public sector and the marketplace cannot or will not offer. (Note: all figures from 2013.)<sup>2</sup>

## People Systems:

The array of organizational practices, policies, habits, and structures that support and strengthen the morale, ability, and advancement of employees and volunteers so that they perform at the highest levels of excellence.<sup>3</sup>

## Talent-Investing:

Intentional deployment of resources to support and develop professionals and leaders in the nonprofit workforce. These resources may include financial capital, political capital, time, attention, skill, etc. Investments may be made internally (by the board, by an executive or by executives) or externally (by foundations, donors, government funders, or corporate funders). Talent-investing may support various types of interventions, depending on context, need, interest, and level of intervention. For more specifics, see the Fund the People [Guide to Investing in Grantee Talent](#).<sup>4</sup>

## Talent Philanthropy:

Talent philanthropy is the intentional philanthropic investment in grantee and nonprofit talent in order to increase performance and impact. The phrase “philanthropic investment” may refer to individual giving, institutional grantmaking, nonprofit fundraising, or other types of philanthropy. In other words, talent philanthropy may be deployed from all directions and positions in the nonprofit sector. In the past, Fund the People initially used the term “talent philanthropy” but has shifted to using the more descriptive, action-oriented phrase “talent-investing.”<sup>5</sup>

<sup>1</sup> Huff, R. (2015). [Human Capital](#). *Encyclopedia Britannica*.

<sup>2</sup> These statistics in this entry are from McKeever, B. & Gaddy, M. (2016). [“The Nonprofit Workforce: By the Numbers.”](#) Nonprofit Quarterly.

<sup>3</sup> This definition was written by Rusty Stahl for this publication.

<sup>4</sup> This definition was written by Rusty Stahl for this publication.

<sup>5</sup> Stahl, R. (2013). “Talent Philanthropy: Investing in Nonprofit People To Advance Nonprofit Performance.” *The Foundation Review*, 5(3), 35-38. Available at [fundthepeople.org](#).



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human resources functions, and healthy organizational culture. Together, we can address these challenges by reshaping existing resources to prioritize nonprofit people as the central asset of nonprofit performance. Now more than ever, we can ensure that America's civic leadership is diverse, well-supported, high-performing, and sustainable for the long haul. Launched in 2014 and headquartered in Beacon, NY, Fund the People (originally known as Talent Philanthropy Project) is a project of Community Partners. Our work is informed by an Advisory Council of diverse leaders and a team of skilled staff and consultants, and is supported by a coalition of regional and national foundations.

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## Acknowledgments

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