

In this report, each of our strategic goals and related indicators of progress for 2010 are stated. They are followed by a brief narrative about whether those indicators were met, along with our reflections on our accomplishments, unanticipated results, and lessons learned.

1. EXPANSION GOAL: Establish the Council as a national force with a distinctive voice for advancing the public's trust in charities.

Indicators:

- Working agreement completed with a national partner
- Two positive national media exposures
- Dakotas expansion business plan completed and initial implementation funds raised

Progress toward goal:

- We are near completion of a partnership agreement with a major national resource provider for nonprofits and donors. This reflects the respect, credibility, and positioning the Council has earned over the last several years. Implications will be fully realized in 2011 and beyond, but at minimum this gives us a strong credential in building additional partnerships that strengthen our national presence. It will also only strengthen our credibility with local and regional funders/partners.
- We've also moved forward with our partnership with GiveMN, which is leading to greater exposure with both donors and nonprofits.
- The launch of the new Accountability Standards and revised Wizard received national exposure with the Philanthropy Journal, Ken Berger's blog (President and CEO of Charity Navigator), and the Associated Press.
- The Council's releases regarding the earthquake in Chile received national exposure from Reuters and Forbes.
- The business plan for establishing service to nonprofits and donors in the Dakotas is completed, and positive meetings have been held with potential partners in both states.
- We have heard strong interest from various United Way organizations, community foundations, and other private foundations regarding our regional and national expansion.

Unanticipated results and key learnings:

While we received funding to complete the business plan for our expansion, after thoughtful strategic discussion at the board level, we made the informed decision to hold off until we have more resources secured to ensure the success of our presence in the Dakotas. We will be carefully analyzing our revenue model in 2011 to move forward with plans for responsible fundraising and more robust earned income streams.

2. CULTURAL COMPETENCY GOAL: Leverage cultural competence approach to standards revision, including development of Inclusivity and Diversity Standard, toward national and regional positioning.

Indicators:

- Strengthen staff and board cultural competence through 2 skill-building training events or webinars.
- 10 immigrant/refugee nonprofit leaders participate in educational groups to prepare for Wizard participation.

Progress toward goal:

- We shared our learnings in becoming a more culturally competent organization by presenting at the Minnesota Council of Nonprofits Leadership Conference. We also partnered with the YWCA of Minneapolis to develop a template diversity and inclusivity assessment tool that nonprofits could use as part of the Accountability Wizard review process.
- Our staff completed the Intercultural Development Inventory (IDI) and participated in facilitated discussion to explore the results. Board and staff attended a workshop on Somali culture and philanthropy by Neighborhood House. Board and staff also participated in the YWCA's It's Time to Talk Forums on Race luncheon in October, which will be followed by further facilitated conversation in 2011.
- Fifteen immigrant-led nonprofits either completed the Accountability Wizard or began the process of preparing for a review. We also began relationships with five additional immigrant-led nonprofits that are considering partnering with us to prepare for the Accountability Wizard.
- While we continue to pursue a national voice, we are reinvigorated to expand and improve our services locally and regionally as well. We are gratified to be recognized by national partners as a credible expert for our information about nonprofits. This year we have clarified that the unique niche we offer is our capacity building services for nonprofits.

Unanticipated results and key learnings:

Our work with immigrant-led nonprofits exceeded our expectations in terms of the number of nonprofits interested in partnering with us through a pilot technical assistance project. The key learning is that intentional relationship building and providing assistance before a nonprofit begins the Accountability Wizard leads to a more trusting relationship and greater sharing between the Council and the immigrant-led nonprofits.

3. NONPROFITS GOAL: Champion nonprofit accountability by identifying and defining sound practices and vigorously engaging the nonprofit sector in those practices.

Indicators:

- 100 participants to webinars
- 140 (of 157) renewing nonprofit reviews
- 60 new nonprofit reviews
- Re-engineered Accountability Wizard launched by April 15, including technical assistance relating to new standards

Progress toward goal:

- The re-engineered Accountability Wizard review process was successfully launched in April. We surpassed our webinar participation goal for 2010, with 127 nonprofit leaders attending these opportunities to learn more about the revised Accountability Standards.

- Eighty-six percent of nonprofits whose reviews were up for renewal last year chose to participate again. While this fell just short of our goal of 89%, we were pleased at the slightly increased percentage from 2009.
- We came close to meeting our goal of 60 new nonprofit reviews, with a total of 52.

Unanticipated results and key learnings: We did fall short of our intended goal for reviews, both new and renewal. This was an ambitious goal; since we launched the new Accountability Wizard in April 2010, we didn't take into account that we wouldn't have a full year to meet the goal. This combined with our work with immigrant-led nonprofits has led to productive conversations about the way we work with nonprofits, what barriers there are to participation in the Accountability Wizard, and how we can be a stronger capacity building organization to the nonprofit sector. In 2011 we intend to focus on our role as a capacity building organization to the nonprofit sector. The first way is through partnerships with grantmakers to work with selected grantees to strengthen their capacity to pursue their missions.

4. DONORS GOAL: Stimulate charitable giving by motivating and educating each generation of donors to be smart givers.

Indicators:

- 15 funders added as new "Accountability Partners."
- Partner with at least one philanthropic sector organization in an activity where the Council adds value and gains positive public exposure.
- New website launched by May 31.

Progress toward goal:

- We have added 11 new Accountability Partners, and hosted two focus groups with grantmakers in September to probe their interest in additional services.
- We partnered with GiveMN on Give to the Max Day, November 16th, as well as on the enclosed co-authored article in the Star Tribune's Business Forum.
- Our refreshed website was successfully launched in April, hand-in hand with the new review process and Accountability Standards.

Unanticipated results and key learnings:

We have been pleased to hear from donors and funders that they are able to quickly navigate our new website to find information about reviewed charities, as well as articles and tips for informed giving. As we take a comprehensive look at the many ways we can strengthen the impact of our programs moving forward, we will develop and implement an evaluation tool to better understand the needs of the donor public and the outcomes resulting from our programs.

5. LEAD BY EXAMPLE: Earn public and nonprofit trust by modeling excellence in our recommended practices.

Indicators:

- 12% increase in leadership giving (from \$32,000 to \$35,800)
- Survey donor users to gain deeper understanding of demographics, motivations, and informational needs.
- Measure donor and nonprofit agreement with value proposition.
- Measure the impact of the Accountability Standards and the Accountability Wizard

Progress toward goal:

- We devoted more focused attention on our strongest supporters last year, and were pleased to exceed our leadership giving goal with a 25% increase in support from individuals giving at the \$200 level or above. We received over \$40,000 from this group of 58 generous supporters in 2010.
- A survey of donors who receive our bi-annual Giving Guide newsletter showed that 79.3% of respondents always read the listing of reviewed nonprofits and 74.4% of respondents consulted our reviews before deciding to give.
- In partnership with Wilder Research, we conducted a nonprofit focus group and developed a survey tool to evaluate the impact of our work with nonprofit organizations. The initial findings indicate that nonprofits value the review process and see it as having a positive impact on their organization.
- One survey was sent to non-enrollee leads to better understand why they chose to not go through a review. Another survey was sent to reviewed nonprofits, to better understand the impact not meeting all standards would have on renewals.
- We will be posting a series of blogs on the focus group report. We will be seeking funds to develop and implement longitudinal evaluation starting April 2011.

Unanticipated results and key learnings: We are currently seeking funding to implement the evaluation of our impact with nonprofit organizations. We are approaching possible funders and are looking forward to launching the evaluation on time in April 2011. As mentioned previously, we will also begin to develop a means to further evaluate our services for donors.

After careful board and committee consideration, we have decided to add the following to our strategic goals moving forward to explicitly highlight the importance of a healthy revenue model to strengthen the impact of our programs:

FINANCIAL STRENGTH

Ensure the Council's viability through thoughtful revenue growth and responsible fund development from diverse philanthropic and earned income sources.

Population Served

The Charities Review Council served more than 8,000 individuals and nonprofits in 2010. Donors are served through our semi-annual newsletters, web services found at SmartGivers.org, social media sites including Facebook and Twitter (@SmartGivers) and telephone inquiries. We continue to be a leader in strengthening nonprofits' capacity to carry out their missions by encouraging organizational transparency and accountability, achieved through the Accountability Wizard review process and Council staff assistance. We are continually developing our own organizational culture to reflect our values of inclusivity, and building a culturally affirming climate both internally and in our work with nonprofits and donors.