

# Good Scout Nonprofit Maturity Model



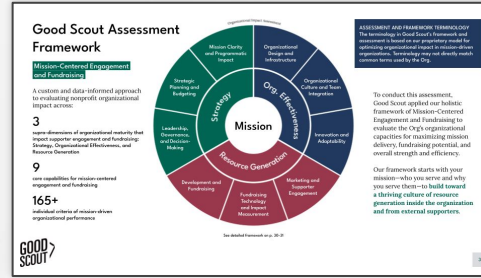
# Good Scout Organizational Impact Assessment

**Fundraising is an outcome** of numerous factors in mission-driven organizations.

Good Scout's **Mission-Centered Engagement and Fundraising** framework helps your organization understand and assess the dimensions of organizational performance and core capabilities that impact fundraising.

Our comprehensive evaluation of organizational impact involves a **maturity model assessment** customized for your enterprise.

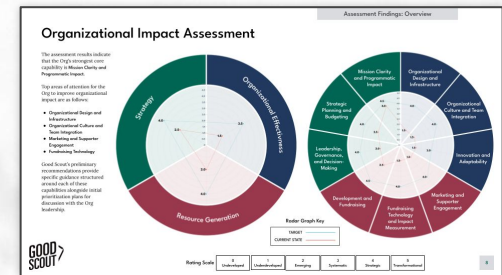
Once current-state performance is understood, the framework then identifies **strengths to leverage and areas of attention necessary to build your capacity for resource generation.**



Assessment Findings: Overview

Strategic Initiative	Strategy		Organizational Effectiveness				Resource Generation			
	Score	Target	Score	Target	Score	Target	Score	Target		
Mission Clarity and Program Impact	4	4.5	1.8	2.0	1.8	2.0	1.8	2.0		
Strategic program design and evaluation	3.5	4.0	2.0	2.5	2.0	2.5	2.0	2.5		
Operational effectiveness	3.5	4.0	2.0	2.5	2.0	2.5	2.0	2.5		
Leadership, Governance, and Resource Maturity	3.5	4.0	2.0	2.5	2.0	2.5	2.0	2.5		

Rating Scale: 1 (Lowest) to 5 (Highest)



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# Good Scout Assessment Framework

## Mission-Centered Engagement and Fundraising

A custom and data-informed approach to evaluating nonprofit organizational impact across:

3

supra-dimensions of organizational maturity that impact supporter engagement and fundraising: Strategy, Organizational Effectiveness, and Resource Generation

9

core capabilities for mission-centered engagement and fundraising

165+

individual criteria of mission-driven organizational performance



To conduct this assessment, Good Scout applied our holistic framework of Mission-Centered Engagement and Fundraising to evaluate organizational capacities for maximizing mission delivery, fundraising potential, and overall strength and efficiency.

Our framework starts with your mission—who you serve and why you serve them—to **build toward a thriving culture of resource generation inside the organization and from external supporters.**

Defined mission pillars and impact goals  
Strategic program design and evaluation  
Measurable and demonstrable impact

Annual and multi-year strategic planning processes  
Ongoing scenario plans and foresight methodologies  
Balanced budget and realistic revenue projections  
Strategic capacity of the governing board  
Financial resource allocations

Senior leadership roles and spans of care  
High-performing governing board  
Well-defined decision structures  
Ownership and understanding of operational processes

Diversification of supporter base  
Setting and aligning of fundraising goals  
Board fundraising engagement

Cohesive fundraising technology stack  
Supporter insights and analytics  
Impact tracking and measurement capabilities

Balanced organizational structure  
Relationship management structures  
Human and other non-financial resource allocations

Unified team culture  
Interdependencies and collaboration within and across units  
Link between development and program strategy/delivery  
Internal communication strategy and channels  
Clear roles and responsibilities

Adaptation to philanthropic landscape trends  
Pathways for programmatic evolution  
Experimentation and learning

Robust brand strategy and messaging  
Supporter segments and engagement strategies
 

- ↳ Recruitment and acquisition
- ↳ Mobilization and engagement
- ↳ Stewardship and growth

 Compelling impact storytelling



# Discovery Interviews and Surveys Documents and Data Request

## Theme 1 Challenging fundraising structures leading to transactions

**Subtheme 1** Peak-merge integral parts of a uniting service to the Org missing re-defined and continued

**Subtheme 2** Support same time, or crucial factor overall for an extended/ internal awaiting cover of technology, strongly tied

**Subtheme 3** The National is its infancy. With a relationships needs time

### Recap: What We Heard During Discovery Interviews

Central in the qualitative transcript data, the following eight themes were revealed individually and collectively by participants. They are charted here in ranked order by frequency of occurrence in the data.

Updated as of the week of June 12:  
 Discovery Interviews Participants: 29  
 Survey Discovery Interviews: 7  
 Satisfaction Survey Participants: 6  
 Total Participants to Date: 43

Theme	Frequency
1. Challenging fundraising structures leading to transactional relationships and loss of ownership	10
2. Organizational culture affects ability to collaborate, evolve, and achieve goals	8
3. Technology based short-sighted over long term, unclear future decision-making and resource allocation	7
4. Incompatible structural decisions, change processes based on current request, external relationships	6
5. Organizational technology and data reduce overall impacting fundraising	5
6. Reputation of brand transformation, important: questions about efficacy	4
7. The Org's mission/express an anchor for most of employees	3
8. Some concerns about event programming and sponsor market impact	2

## Emerging Findings Report

## Good Scout Assessment Framework

Mission-Centered Engagement and Foundation

A custom and data-informed approach to evaluating nonprofit organizational impact & score

3 core dimensions of organizational maturity that assess: Organizational and Leadership Strategy, Organizational Effectiveness, and Resource Generation

9 core capabilities for mission-centered engagement and fundraising

165+ individual metrics of mission-driven organizational performance

**Assessment and Maturity Methodology**

The framework of Good Scout Assessment and Maturity is based on our proprietary model for metrics, organizational maturity, and resource generation. Tailored to you, that directly maps to your needs and by the Org.

To conduct this assessment, Good Scout applied our holistic framework of Mission-Centered Engagement and Fundraising to evaluate the Org's organizational capacity for maximizing resource delivery, leading potential, and overall strength and efficiency.

Our framework starts with your mission—who you serve and why you serve them to build toward a thriving culture of resource generation inside the organization and from external supporters.

Set Model Score on: 28.9

Ranking Scale: 1 (Lowest) to 10 (Highest)

## Organizational Impact Assessment

### Executive Summary of Key Recommendations

Good Scout Finding	Preliminary Recommendation	Effect
<b>Resource Generation</b> The Network of Members provides a strong foundation to future brand expansion but requires further support to build. While the Network is a source of energy, it is not yet fully engaged. Some brand members are not fully aligned with the organization's vision and mission.	The strategic plan of the Network of Members should be continued with a focus on further enhancing and strengthening of staff resource allocation, including a targeted at HQ and recruiting the right future leaders.	A focus on enhancing the Network of Members should be continued with a focus on further enhancing and strengthening of staff resource allocation, including a targeted at HQ and recruiting the right future leaders.
<b>Organizational Effectiveness</b> The Org's current branding and marketing strategy is not fully aligned with the organization's vision and mission. The Org's current branding and marketing strategy is not fully aligned with the organization's vision and mission.	Realign Development Functions across the organization.	A shift in development resources to build the foundation, right systems, and align the program and organizational structure.

## Preliminary Recommendations

Set clear roles, responsibilities for Regional Board seats on the national Board of Directors. Regions are responsible to ensure HQ only use effective strategic teams.

Optimize the professional conduct of Regional Board Seats. Ensure that the National Board has that support for their organizational goals and brand.

## Preliminary Recommendations

### Recommendation: Strategic Planning & Governance

## Preliminary Recommendations on Strategic Planning

Develop an ambitious and measurable strategic plan that motivates and pushes the Org to achieve unprecedented success.

**Recommended Tuning**

- Continue to use the brand strategy guide (2018-20) during the interim phase, pending the interim assessment work.

**Rationale Based on Assessment Findings**

Corrected. On the organizational level, the strategic plan is not fully aligned with the organization's vision and mission. The organization's current strategic plan is not fully aligned with the organization's vision and mission.

This approach will be shared with the board and leadership.

## Preliminary Recommendations on D

**Good Scout Recommendations**

Restructure reporting lines so that both the Director of Brand Transformation and the Director of Communications report to the Vice President of Marketing.

**Recommended Tuning**

Q4 FY23

Alignment to be of FY23. All board reports to be of FY23.

## Final Recommendations

## Final Recommendations



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# Maximizing Fundraising Potential

Since 2006, Good Scout has worked with some of the world's most recognizable nonprofit and corporate brands. Our strategists have held executive roles in category-leading nonprofits.

Our Mission-Centered Engagement and Fundraising framework emerged from our **deep knowledge of revenue growth and diversification.**

While our agency has evolved over 17 years to offer a broad range of management consulting services, **Good Scout is especially known for our extensive expertise in corporate fundraising**, an area of practice that requires us to evaluate the entire enterprise for strengths and readiness to undertake large-scale, integrated fundraising initiatives.



## Fundraising Capacities We Assess

- Alignment of fundraising goals and objectives
- Board fundraising engagement at all levels
- Corporate partnerships
- Fundraising technology and operations
- Revenue model and funding sources
- Team integration

## Supporter Engagement Capacities We Assess

- Diversification of supporter base
- Impact storytelling and reach
- Marketing capabilities
- Supporter segments and engagement strategies:
  - Recruitment and acquisition
  - Mobilization and engagement
  - Stewardship and growth
- Transformational (versus transactional) engagement

### Select client work:



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# Organizational Design and Assessment

Good Scout's mission-centered approach means every client engagement entails assessment and organizational design—whether we are designing a multi-year strategic plan to move organizations to their next goal beyond \$100M, \$150M, or \$200M or we are creating a first-of-its-kind campaign.

We bring **assessment experts and organizational strategists** to collaboratively shape your path forward.

Most importantly, we go further than dropping a well-designed organizational plan in your hands. Good Scout's executive coaches guide you in **facilitating sustainable transformation and change management**.



## Capacities We Assess to Inform Organizational Design

- Annual and multi-year strategic planning
- Cross-departmental interdependencies and collaboration
- Operational processes and decision structures
- Organizational structure and infrastructure
- Relationship management structures and processes
- Resource allocation
- Roles and responsibilities
- Team culture of resource generation

## Outcome of Mission-Centered Organizational Design

Good Scout's Mission-Centered Engagement and Fundraising framework leverages your organizational strengths in fostering deeper connections to programmatic outcomes for staff, supporters, and beneficiaries. The outcome is a clearly articulated purpose for generating revenue and resources to support the mission and footprint for impact.

### Select client work:

