

Balanced Scorecard For Nonprofits Organizations

John Zietlow, Jo Ann Hankin, Alan Seidner, Tim O'Brien

Balanced Scorecard Paul R. Niven,2011-01-04 This book provides an easy-to-follow roadmap for successfully implementing the Balanced Scorecard methodology in small- and medium-sized companies. Building on the success of the first edition, the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies. It is a must-read for any organization interested in achieving breakthrough results.

Balanced Scorecard Paul R. Niven,2008-04-11 This book provides an easy-to-follow roadmap for successfully implementing the Balanced Scorecard methodology in small- and medium-sized companies. Building on the success of the first edition, the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies. It is a must-read for any organization interested in achieving breakthrough results.

Performance and Productivity in Public and Nonprofit Organizations Evan M. Berman,2014-12-18 The revised edition of this accessible text provides a balanced assessment and overview of state-of-the-art organizational and performance productivity strategies. Public and nonprofit organizations face demands for increased productivity and responsiveness, and this practical guide offers strategies based on current research and scholarship that respond to these challenges. The book's comprehensive coverage includes: rationale for productivity and performance improvement; evolution of productivity improvement; the quality paradigm; customer service; information technology; traditional approaches to productivity improvement; re-engineering and restructuring; partnering and

privatization; psychological contracts; and community based strategies. In addition to updating the examples of the first edition, this new edition also highlights the growing use of enterprise funds, partnership models of privatization, and web-based service delivery. Each chapter concludes with a useful summary and all-new application exercises.

The Balanced Scorecard Robert S. Kaplan,David P. Norton,1996-08-02 The Balanced Scorecard translates a company's vision and strategy into a coherent set of performance measures. The four perspectives of the scorecard--financial measures, customer knowledge, internal business processes, and learning and growth--offer a balance between short-term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and, finally, they discuss how the Balanced Scorecard can be used as a driver of change.

The Nonprofit Outcomes Toolbox Robert M. Penna,2011-05-03 An invaluable guide to the outcome-based tools needed to help nonprofit organizations increase their effectiveness The Nonprofit Outcomes Toolbox identifies stages in the use of outcomes and shows you how to use specific facets of existing outcome models to improve performance and achieve meaningful results. Going beyond the familiar limits of the sector, this volume also illustrates how tools and approaches long in use in the corporate sector can be of great analytical and practical use to nonprofit, philanthropic, and governmental organizations . An outstanding resource for organizational and program leaders interested

in improving performance, there is nothing else like this work currently available. Shows how to identify and set meaningful, sustainable outcomes Illustrates how to track and manage with outcomes Offers guidance in assessing capacity, and using outcome-based communications Features a companion Web site with the tools found in this book Providing the tools and explanations needed to achieve program success, this book is a complete resource for the nonprofit, governmental, or philanthropic professional striving for greater effectiveness in programs or organizations.

Key Performance Indicators for Government and Non Profit Agencies David Parmenter, 2012-03-28 Winning techniques and strategies for nonprofits and government agencies in creating successful and critical key performance indicators By exploring measures that have transformed businesses, David Parmenter has developed a methodology that is breathtaking in its simplicity and yet profound in its impact. Key Performance Indicators for Government and Nonprofit Agencies: Implementing Winning KPIs is a proactive guide representing a significant shift in the way KPIs are developed and used, with an abundance of implementation tools for government agencies and nonprofit groups. Implementation variations and short cuts for government and not-for-profit organizations How to brainstorm performance measures Templates for reporting performance measures A resource kit for a consultant who is acting as a coach / facilitator to the in-house project team Also by David Parmenter: Key Performance Indicators: Developing, Implementing, and Using Winning KPIs, Second Edition Filled with numerous case studies and checklists to help readers develop their KPIs, this book shows government agencies and nonprofits how to select and implement winning key performance indicators to ensure that their

performance management initiatives are successful.

Balanced Scorecard in Non-Profit-Organisationen Christian

May,2005-03-21 Diplomarbeit aus dem Jahr 2005 im Fachbereich
BWL - Controlling, Note: 1,7, Hochschule Merseburg, 49 Quellen im
Literaturverzeichnis, Sprache: Deutsch, Abstract: Einleitung Non-
Profit-Organisationen (NPOs) spielen eine wichtige gesellschaftliche,
kulturelle und wirtschaftliche Rolle.¹ Es dürfte nur wenige
Menschen in Deutschland geben, die in ihrem Leben nicht über
kürzere oder längere Zeit einer NPO angehört haben – denke man
allein an die Mitgliedschaft in verschiedenen Vereinen. Diese
Organisationen sind damit für viele ein allgegenwärtiges Phänomen.²
NPOs bewegen sich zunehmend in einem dynamischen und
komplexen Umfeld. Dieses ist geprägt von veränderten
Konkurrenzbeziehungen und tief greifenden staatlichen
Sparmaßnahmen. Die veränderten Rahmenbedingungen zwingen
auch NPOs, ihre betriebswirtschaftlichen Aktivitäten zu verstärken.
Sie erkennen zunehmend die Notwendigkeit, mess und
kontrollierbare Strategien und Ziele zu formulieren. Die Messung von
Zielen erfolgt in erwerbswirtschaftlichen Unternehmen auf Basis
monetärer Größen. In NPOs stehen keine finanzwirtschaftlichen Ziele
im Vordergrund. Sie müssen zwar mit einem festgelegten Budget
arbeiten, ihr Erfolg wird jedoch nicht an der Einhaltung der
finanziellen Vorgaben gemessen. Viel wichtiger ist, dass NPOs ihre
Aufgabe bzw. Mission effektiv erfüllen.³ An diesen Überlegungen
knüpft das Konzept der Balanced Scorecard (BSC) an. Sie ist ein
Instrument zur strategischen Führung von Organisationen. Im
Gegensatz zu traditionellen Kennzahlensystemen kompensiert die
BSC die Dominanz der reinen Finanzbetrachtung durch Hinzuziehen
qualitativer Dimensionen. Somit wird die Leistung der Organisation

im Ganzen als Gleichgewicht zwischen den verschiedenen Perspektiven abgebildet. Des Weiteren dient die BSC als Bindeglied zwischen der Entwicklung einer Strategie und ihrer Umsetzung. Gerade diese Vielschichtigkeit macht sie auch für NPOs interessant.⁴ Diese Diplomarbeit beschäftigt sich mit der Entwicklung einer BSC in einer Einrichtung der Sozialen Arbeit. Damit leistet sie einen Beitrag zur gegenwärtigen Diskussion über die Möglichkeit der Anwendung betriebswirtschaftlicher Steuerungsinstrumente in NPOs. ----- 1 Vgl. Badelt, C. [1999c], S. 517 2 Vgl. Schwarz, P. [2001], S. 13 3 Vgl. Tiebel, C. [1998], S. 2 ff. 4 Vgl. Lange W./Lampe, S. [2002], S. 101

Financial Management for Nonprofit Organizations John

Zietlow, Jo Ann Hankin, Alan Seidner, Tim O'Brien, 2018-04-06

Essential tools and guidance for effective nonprofit financial management Financial Management for Nonprofit Organizations provides students, professionals, and board members with a comprehensive reference for the field. Identifying key objectives and exploring current practices, this book offers practical guidance on all major aspects of nonprofit financial management. As nonprofit organizations fall under ever-increasing scrutiny and accountability, this book provides the essential knowledge and tools professional need to maintain a strong financial management system while serving the organization's stated mission. Financial management, cash flow, and financial sustainability are perennial issues, and this book highlights the concepts, skills, and tools that help organizations address those issues. Clear guidance on analytics, reporting, investing, risk management, and more comprise a singular reference that nonprofit finance and accounting professionals and board members should keep within arm's reach. Updated to reflect the post-recession reality and outlook for nonprofits, this new edition includes new examples,

expanded tax-exempt financing material, and recession analysis that informs strategy going forward. Articulate the proper primary financial objective, target liquidity, and how it ensures financial health and sustainability Understand nonprofit financial practices, processes, and objectives Manage your organization's resources in the context of its mission Delve into smart investing and risk management best practices Manage liquidity, reporting, cash and operating budgets, debt and other liabilities, IP, legal risk, internal controls and more Craft appropriate financial policies Although the U.S. economy has recovered, recovery has not addressed the systemic and perpetual funding challenges nonprofits face year after year. Despite positive indicators, many organizations remain hampered by pursuit of the wrong primary financial objective, insufficient funding and a lack of investment in long-term sustainability; in this climate, financial managers must stay up-to-date with the latest tools, practices, and regulations in order to serve their organization's interests. Financial Management for Nonprofit Organizations provides clear, in-depth reference and strategy for navigating the expanding financial management function.

Accountability and Effectiveness Evaluation in Nonprofit Organizations James Cutt, Vic Murray, 2002-09-11 This unique volume provides new perspectives on assessing the performance of nonprofit organizations whilst meeting the information needs of decision-makers, both internal (such as resource-providers, regulators and clients), and external (including boards, managers, staff and volunteers). Whilst most discussions of accountability focus exclusively on financial accountability, this title offers a significant contribution to a relatively untouched area by combining the treatment of both evaluation and accountability from a managerial perspective. With

increased interest in the concept that nonprofit organizations must be accountable, this topical volume fills a gap in the literature that postgraduates and scholars of business studies and management will find invaluable.

Performance Management in Nonprofit Organizations Zahirul Hoque,Lee Parker,2014-10-10 With increased competition for external funding, technological advancement, and public expectations for transparency, not-for-profit and non-governmental organizations are facing new challenges and pressures. While research has explored the roles of accounting, accountability, and performance management in nonprofit organizations, we still lack evidence on the best practices these organizations implement in the areas of accountability and performance management. This book collects and presents that evidence for the first time, offering insights to help nonprofits face these new challenges head-on. Performance Management in Nonprofit Organizations focuses on both conventional and contemporary issues facing nonprofits, presenting evidence-based insights from leading scholars in the field. Chapters examine the design, implementation, and working of accounting, accountability, governance, and performance management measures, providing both retrospective and contemporary views, as well as critical commentaries on accounting and performance related issues in nonprofit organizations. The book's contributors also offer critical commentaries on the changing role of accounting and performance management in this sector. This research-based collection is an interesting and useful read for academics, practitioners, students, and consultants in nonprofit organizations, and is highly accessible to accounting and non-accounting audiences alike.

Managing and Measuring Performance in Public and Nonprofit

Organizations Theodore H. Poister,Maria P. Aristigueta,Jeremy L. Hall,2014-10-13 New edition of a classic guide to ensuring effective organizational performance Thoroughly revised and updated, the second edition of Managing and Measuring Performance in Public and Nonprofit Organizations is a comprehensive resource for designing and implementing effective performance management and measurement systems in public and nonprofit organizations. The ideas, tools, and processes in this vital resource are designed to help organizations develop measurement systems to support such effective management approaches as strategic management, results-based budgeting, performance management, process improvement, performance contracting, and much more. The book will help readers identify outcomes and other performance criteria to be measured, tie measures to goals and objectives, define and evaluate the worth of desired performance measures, and analyze, process, report, and utilize data effectively. Includes significant updates that offer a more integrated approach to performance management and measurement Offers a detailed framework and instructions for developing and implementing performance management systems Shows how to apply the most effective performance management principles Reveals how to overcome the barriers to effective performance management Managing and Measuring Performance in Public and Nonprofit Organizations identifies common methodological and managerial problems that often confront managers in developing performance measurement systems, and presents a number of targeted strategies for the successful implementation of such systems in public and nonprofit organizations. This must-have resource will help leaders reach their organizational goals and objectives.

Balanced Scorecard Step-by-Step Paul R. Niven,2002-10-15 This

book explains how an organization can measure and manage performance with the Balanced Scorecard methodology. It provides extensive background on performance management and the Balanced Scorecard, and focuses on guiding a team through the step-by-step development and ongoing implementation of a Balanced Scorecard system. Corporations, public sector agencies, and not for profit organizations have all reaped success from the Balanced Scorecard. This book supplies detailed implementation advice that is readily applied to any and all of these organization types. Additionally, it will benefit organizations at any stage of Balanced Scorecard development. Regardless of whether you are just contemplating a Balanced Scorecard, require assistance in linking their current Scorecard to management processes, or need a review of their past measurement efforts, Balanced Scorecard Step by Step provides detailed advice and proven solutions.

The Strategy-focused Organization Robert S. Kaplan, David P. Norton, 2001 A Powerful New Approach to Performance Management from the Creators of the Balanced Scorecard In Today's business environment, strategy has never been more important. Yet research shows that most companies fail to execute strategy successfully. Behind this abysmal track record lies an undeniable fact: many companies continue to use management processes-top-down, financially driven, and tactical-that were designed to run yesterday's organizations. Now, the creators of the revolutionary performance management tool called the Balanced Scorecard introduce a new approach that makes strategy a continuous process owned not just by top management, but by everyone. In The Strategy-Focused Organization, Robert Kaplan and David Norton share the results of ten years of learning and research into more than 200 companies that have

implemented the Balanced Scorecard. Drawing from more than twenty in-depth case studies-including Mobil, CIGNA, Nova Scotia Power, and AT and T Canada-Kaplan and Norton illustrate how Balanced Scorecard adopters have taken their ground-breaking tool to the next level. These organizations have used the scorecard to create an entirely new performance management framework that puts strategy at the center of key management processes and systems. Kaplan and Norton articulate the five key principles required for building Strategy-Focused Organizations: (1) translate the strategy to operational terms, (2) align the organization to the strategy, (3) make strategy everyone's everyday job, (4) make strategy a continual process, and (5) mobilize change through strong, effective leadership. The authors provide a detailed account of how a range of organizations in the private, public, and nonprofit sectors have deployed these principles to achieve breakthrough, sustainable performance improvements. Presenting a practical, proven framework steeped in rich case study experience, The Strategy-Focused Organization helps solve a universal management problem-not just how to formulate strategy, but how to make it work. Building on one of the most revolutionary business ideas of our time, this important book shows how today's leaders can shape their own companies to meet the challenges and reap the rewards of a new competitive era.

Strategic Planning Made Easy for Nonprofit Organizations

Howard W. Olsen,2005-05

Measuring the Impact of Volunteers Christine Burych, Alison Caird, Joanne Fine Schwebel, Michael Fliess, Heather Hardie, 2016-02-02
Measuring the Impact of Volunteers: A Balanced and Strategic Approach focuses on the long-accepted principle that simply counting “heads” and hours served does NOT give a full picture of the value of

volunteer engagement in an organization. The authors adapt the concepts of the “balanced scorecard” performance measurement tool (developed by Kaplan and Norton in the 1990s) to the needs and challenges of volunteer resources management, creating a unique Volunteer Resources Balanced Scorecard (VRBSc). What results is a method for evaluating and planning a volunteer engagement strategy that aligns with the priorities and goals of the organization and the needs of its clients. As a planning tool, the VRBSc helps leaders of volunteers ensure that volunteer service is in sync with the overall goals of the organization. As an evaluation tool, the VRBSc allows decision makers to take an honest look at all aspects of volunteer involvement, balancing four different perspectives that, together, lead to success. Directors of volunteer resources can assess where volunteers are having the most impact and what they should be doing next. As a reporting tool, the VRBSc shows progress and achievements to stakeholders in concrete ways that are meaningful to them. Using illustrations, worksheets, and a comprehensive appendix including survey tools, this book takes readers step by step through the process of creating and using their own VRBSc. Readers will:

- See how traditional measurement tools for volunteer engagement do not effectively demonstrate the value and extent of volunteer service
- Follow the evolution of the balanced scorecard concept from businesses, to nonprofits, and now to volunteer resources
- Develop their own Volunteer Resources Balanced Scorecard
- Write meaningful reports that spark action from organization leaders

Measuring the Impact of Volunteers Christine Burych, Alison Caird, Joanne Fine Schwebel, Michael Fliess, Heather Hardie, 2016 A framework for nonprofit organizations, government agencies, and other volunteer-involving groups to measure the effectiveness of

volunteer involvement and ensure volunteer activities are aligned with the organization's strategic goals. The authors adapt the balanced scorecard theory for performance measurement and strategic organizational planning (developed by Robert Kaplan and David Norton in the early 1990s) to the world of volunteer engagement. They describe how volunteer management professionals can put in place the Volunteer Resources Balanced Scorecard (VRBSc) to meet the following objectives:

- Ensure that the contribution of volunteers is aligned with the goals of the organization
- Identify a meaningful approach to measuring outcomes of volunteer participation
- Establish relevant reporting methods
- Promote greater understanding and support within organizations for professional management of volunteers based on recognized standards and best practices

Balanced Scorecard Step-by-Step Paul R. Niven, 2010-06-15

PRAISE FOR *Balanced Scorecard Step-By-Step: Maximizing Performance and Maintaining Results*, Second Edition As a practitioner and thought leader, Paul Niven is superbly bridging the gulf between BSC theory and application through hands-on experiences and real-world case studies. The book provides a practical road map, step-by-step, to plan, execute, and sustain a winning scorecard campaign. Easy to read . . . tells a powerful story with lessons learned/best practices from global customer implementations. Must-read for anyone interested in BSC or grappling with how to create a strategically aligned organization. —Vik Torpunuri, President and CEO, e2e Analytix In *Balanced Scorecard Step-by-Step*, Second Edition, Paul Niven provides an intuitive and incredibly effective blueprint for transitioning strategic ambition to execution. Paul's pragmatic approach provides leaders with a tool for managing a company's journey from strategic ideas to world-class performance.

The Balanced Scorecard is a masterful tool for guiding companies through transformation, and I speak from personal experience when I say Paul's blueprint works! It is the most effective guide I have seen. Balanced Scorecard Step-by-Step will serve any leader well if their ambition is to efficiently engage their teams in achieving a set of strategic goals. —Allan A. MacDonald, Vice President, Sales and Customer Solutions Bell Canada National Markets Paul Niven has done it again!!! With this book, he has further operationalized the enlightened Balanced Scorecard concept into a fully functional system that optimizes business execution and performance! —Barton Johnson, President, Financial Freedom Senior Funding Corporation, The Reverse Mortgage Specialist

Performance Analysis for Public and Nonprofit Organizations

XiaoHu Wang,2010 The book focuses on application of performance analysis tools, not the theory of performance management. This text is an effective learning tool for students in analytical technique courses in public administration and policy programs. With other texts, students may learn about a statistical concept and calculation, but still don't understand the managerial context where the statistical tool applies. Consequently, they often fail to understand the managerial importance of statistical tools they learn, and worse, fail to recognize the correct tool to use when a managerial issue rises. This book corrects this problem by providing a managerial context that bridges statistical concepts and the managerial reality. The managerial context is performance management, in which performance data are presented, monitored, and analyzed. It is in this performance management context that the usefulness and applicability of statistical tools are illuminated for the learner.--BOOK JACKET.

Balanced Scorecard Step-by-Step for Government and Nonprofit

Agencies Paul R. Niven,2003-06-17 The Balanced Scorecard is the leading methodology for implementing performance management systems and improving efficiency. Focusing directly on the public and not-for-profit sectors, this book helps these organizations overcome the unique challenges they face when implementing a Balanced Scorecard. Guides government and nonprofit organizations through the implementation of a performance management system using the Balanced Scorecard. Authors bring a wealth of implementation knowledge and experience to this book, leading to hands-on, practical guidance and tips to ensure success. Identifies and tackles head-on the serious obstacles unique to the world of government and nonprofits in implementing the balanced scorecard methodology. Includes action plans to walk the reader through specific implementation challenges.

Strategic Management for Public and Nonprofit Organizations

Alan W. Steiss,2003-01-29 The central resource for process improvement and innovation, this book includes valuable techniques to identify and improve organizational processes, as well as manage the change that accompanies implementation. Strategic Management for Public and Nonprofit Organizations discusses SWOT analysis, TQM, systematic innovation, Six Sigma, quality function deployment, process mapping, gap analysis, and activity based costing. With helpful references to secondary sources and a comprehensive glossary, this text will benefit public administrators, financial managers, public planners, investment managers, policy analysts, and public policy specialists, and upper-level undergraduate and graduate students in these disciplines.

Immerse yourself in heartwarming tales of love and emotion with is

touching creation, Experience Loveis Journey in **Balanced Scorecard For Nonprofits Organizations**. This emotionally charged ebook, available for download in a PDF format (Download in PDF: *), is a celebration of love in all its forms. Download now and let the warmth of these stories envelop your heart.

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Balanced Scorecard For Nonprofits Organizations Introduction

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