

# Why Fund Tech for Nonprofits

by Bryan Breckenridge, ED of Box.org and  
Anne Maloney, Nonprofit Program Director



# Intro and Nonprofit Tech Benefits

In response to massive social need, nonprofits around the world are working to expand the reach and scope of their programs. Nonprofits are expanding their staff and volunteer capacity to meet the dire needs expressed by their global beneficiaries. At the same time, technology is transforming how we all live and work. Hardware affordability, mobile phone usage, cloud computing, expanding power and internet access, and lowering storage costs have transformed how commercial enterprises have served their customers for decades. It's now time for us as funders, technology providers and nonprofits to work together to assure the nonprofit sector experiences a similar impact enabling transformation.

In this whitepaper we'll explore the landscape of technology funding for nonprofits. We investigate the benefit tech has on nonprofits and the current state of the problem—nonprofits need funding for technology (core and program technology) to support their work. We'll attempt to understand the nonprofit funding landscape, and then identify five solution areas on which to focus. Finally, we'll explore core and program technology investment examples that illustrate the impact those investments can enable in the nonprofit sphere.

Sixteen leaders involved in the nonprofit sector sat down for interviews for this whitepaper. Links to their LinkedIn profiles can be found at the end. Like

the leadership here at Box.org, all are hopeful that funders, technology partners and nonprofits will work together to drive the funding, teamwork, technology and capacity needed for tech to enable the positive social impact we know is possible.

Holistically, the benefits associated with increased funding for technology are immeasurable. Tech isn't the solution to all problems, but fourteen years of building bridges between nonprofits and Silicon Valley at Box.org, LinkedIn for Good and Salesforce Foundation has shown the transformation that tech - cloud tech, specifically - can enable.

## The benefits of enabling technology in the nonprofit sector:

### **Increased efficiency**



For many organizational leaders, the technology that supports their work and engagement with the community can literally determine their impact. It's clear that properly implemented, back office and program-side technology helps organizations drive operational efficiency, enabling them to execute, measure, and scale their impact.

### **Scaled impact**



Technology helps some organizations appropriately scale the impact of their work. Jessica Ladd, CEO of Sexual Health Innovations, describes how even though there may be a higher initial investment, once systems are in place, the processes are scalable and can positively impact millions. In Ladd's case, "Access increases as technology is delivered to society at a

wider level. Technology can help eliminate the stigma associated with support for sexual health and well-being issues." The use of technology allows nonprofits to easily magnify the scope of their impact beyond what they were once contained to. According to Steve Wright, technologist and Bay Area nonprofit executive, smart use of technology "allows organizations to collect data while managing the work." Steve also reminds us that, "you don't just take organizations into the technology candy store and drop them off. You must team up with them to deliver operational solutions that alleviate pain."

Technology's ability to mobilize supporters or program teams and maximize their contributions toward mission is proven time and time again.



## Cost savings

Whether it be in removing traditional on-premise software or automating workflows and processes, moving to better technology can generate cost savings for some orgs. Cost savings were consistently cited as

a potential benefit of increased funding in technology for nonprofits already managing tight budgets.

Deploying Box (a cloud-based solution that enables content management, sharing and security), for example, can often replace the high-costs of maintaining on-premise file systems, storage, back-up and content collaboration tools requiring code. Ideally, dollars saved can then be redirected back into programs or other areas of tech enablement.

Unfortunately, many organizations struggle to meet their missions in a repeatable and scalable way due to funding challenges. Nonprofits' inability to generate or allocate sufficient funding toward successful technology implementation is especially acute. Very few nonprofits are able to develop, commit to and successfully implement a long-term tech strategy. Even fewer have succeeded in implementing technology in-house and in the field. Funders, nonprofits and technology providers have significant opportunities to affect positive, long-lasting change in this area.



# Chapter 1:

# Key Problems

1.

## Tech underinvestment

Many nonprofits are starving for technology that would help them achieve their mission. Research has shown that despite increasing buzz surrounding technology funding, the vast majority aren't actually funding it sufficiently. Nonprofits and funders are stuck in an unhealthy cycle in which they acknowledge that they need and want more tech funding, yet find it difficult to invest in it.

2.

## Low tech fluency for all

Funders report that philanthropic culture, in relation to technology, is heavily siloed. For many nonprofits, the fluency in technology resides with the IT staff and doesn't readily spread to the program staff or senior management. Not surprisingly, another dichotomy exists between younger and more veteran staff regarding familiarity with technology practices. As a result, organizational decision makers tend to not be the technologic evangelists within organizations, which translates to a lower prioritization of technology as an attractive funding line-item. The problem is not restricted to nonprofits not understanding technology. The difficulty of bridging the gap between the language of business and technology and the language of nonprofits prevents leadership from being able

to properly articulate its needs for technology. Ekta Chopra, Director of Technology at the James Irvine Foundation points out, "knowledge is a key barrier; even if nonprofits are given free technology products, if they don't know how to utilize the products, they're useless."

3.

## Competing funding priorities

According to the 2015 Digital Outlook report by NTEN, nearly 65% of respondents cite budget constraints as the primary restriction for planning new digital strategies. Currently, 10% of a budget is the maximum amount nonprofits are spending on tech. According to David Goodman, CIO in Residence at NetHope, "Many larger global NGO's are only able to allocate 1%-2.5% of annual income to technology." Nonprofits and funders often have countless areas that could benefit from additional funding. Monies set aside for technology is shrinking, and without a strong commitment to funding technology, it is easy to overlook the merits of funding new software and hardware. Given that many nonprofits are already struggling to break even, it is especially challenging for them to make a priority of funding new technology, especially something like the cloud, which seems like a huge R&D risk.

4.

## Link between technology and impact is missing

If nonprofits want funding for technology, they need to be able to fluently articulate the tangible benefits of these investments. Zeev Klein, General Partner at Landmark Ventures,

describes how “funders don’t want to invest in the means, they want to invest in the ends.” If nonprofits are unable to clearly articulate the purpose of their investments, they will never be able to get the funding for technology that will allow their nonprofits to achieve their missions. Dalila Wilson-Scott, Head of Global Philanthropy at JPMorgan Chase & Co., describes how many organizations struggle to trace technology to impact. “Development heads and EDs need to be able to speak with ease about technology capacity, and not many organizations can tell that story properly.” If nonprofit leadership is unable to clearly articulate the long-term vision and goals of funding technology, it will naturally inhibit their ability to persuade funders to fund their visions.

Despite the number of seemingly insurmountable barriers, nonprofits must find a way to gain more funding for technology. The potential benefits of stronger funding for technology are powerful and can significantly change nonprofits’ ability to affect change.

## 5.

### **Fear and avoidance of less “sexy” tech investments**

Many funders are simply afraid to make investments in technology because it’s something new for them. It’s not something they’ve done and they’re not excited to step into a new funding focus. For many organizations that do fund tech, they’ve limited it to the “sexiest” areas of program-side investment while ignoring an organization’s need to shore up its foundational data and content collection, management, analytics, and sharing layer... the “plumbing”: ERP (Enterprise Resource Planning), CRM (Constituent Relationship Management), ECM (Enterprise Content Management), Identity Management, communications systems, productivity and collaboration tools, grant management, etc. and the headcount and know-how to run them well. Underinvestment and lacking capacity in plumbing are two of the main reasons organizations struggle to scale overall and rise and crash in a highly turbulent project-to-project life cycle.



## Chapter 2:

# Solutions: Five Areas of Focus

If the nonprofit sector is going to realize the benefits of technology to achieve greater impact, some prevailing models and mindsets need to change. This chapter suggests new approaches for building healthier, more effective organizations that leverage funding, technology and technology provider partnerships to fulfill mission and scale programs.



### 1. Bridge the knowledge gaps

The leaders interviewed for this paper all highlighted a need for more cross-sector collaboration. Clearly, there is a widespread thirst for more meaningful multi-party conversations. These could take place in a variety of forums, from conferences and corporate-sponsored round tables to cross-sector affinity groups, networks, and online communities. To the benefit of the nonprofit sector, more and more nonprofit tech leaders are now attending industry events—often by way of scholarship or discounted access. For example, Box welcomed over 300 nonprofit registrants to their [BoxWorks 2015](#) customer event. Fewer than 40 nonprofit leaders attended in 2013, while over 7,500 nonprofit leaders attended salesforce.com's [Dreamforce 2015](#) conference, now known to be the largest gathering of nonprofit tech leaders in the world.

In addition to proactively convening parties across the divide, creating educational opportunities is crucial to bridging the knowledge and fluency gap. Nonprofits need much more access to affordable, understandable, and targeted information about technology and its role in fueling impact. Nonprofits currently rely on a small set of tech enablers like [TechSoup](#), a global nonprofit that provides discounted products and educates nonprofits about technology via online trainings, forums, how-to's, and webinars. [NTEN](#) is another long-time nonprofit tech enabler that's growing its impact year after year. More and more tech companies are also launching customer communities ([community.box.com/nonprofit](#), for example) to support the education and success of their nonprofit clients and partners.

Foundations are also ramping up their efforts to learn about, integrate, and leverage technology for impact—both internally and externally. The Irvine Foundation recently completed a process of re-architecting its technology ecosystem and strategy. Now, the foundation is ready to assess each of its grantees' "technology maturity level" to identify technology needs and a strategy that will allow them to leverage technology for greater mission impact. Once these early models are established, we need to make sure they're shared with the broader funding community.

To fully bridge the gap that hinders technology's role in nonprofits, tech companies and corporate funders will need to boost their knowledge of the social sector. A stated goal of many nonprofit leaders is that tech companies spend more time getting to know them to find out what drives them and what they really need. Michael White, Founder and CEO of [Social Inertia](#), explains, "When technologists

understand nonprofits' needs, they can help with discovery and develop products that are easy to use, integrate, or re-architect." He adds, "Then they will understand how their tech drives impact in an organization." To that end, [Box.org](#) recently hosted a round table with [Team Rubicon](#) and several cloud computing leaders (such as Okta, salesforce.com Foundation, DocuSign, Twilio and CodeScience) to build disaster response use-case fluency and help Team Rubicon build a plan to further innovate its disaster response system infrastructure. Box, their cloud peers, and Team Rubicon found the multi-vendor convening beneficial enough to attach the experience to a [CGI Commitment](#) to Action partnership.



## 2. Shift expectations and mindset to “do more with more”

Nonprofit funding is heavily influenced by a mindset of "doing more with less," pressure to keep overhead rates low, and narrow definitions of what constitutes nonprofit success. If nonprofits are going to increase funding for

technology, nonprofit leaders, boards of directors, and funders must realign expectations and rethink how they fund technology for impact.

An unhealthy emphasis on low overhead rates has been a challenge in the social sector for years. By and large, charity watchdog groups rate nonprofits on a small set of metrics, primarily financial ratios that assess financial efficiency. To earn top ratings, nonprofits must have strong accountability and transparency and keep their overhead costs below 10% of total expenditures. While many consider it a "myth" that financial ratios are a good indicator of performance, the ratings systems have persisted. In 2008, the CEOs of the country's three top charity watchdog groups—BBB Wise Giving Alliance, GuideStar, and Charity Navigator—issued a joint letter encouraging nonprofits to join forces and dispel the [Overhead Myth](#), recognizing that financial ratios are a poor indicator of a nonprofit's performance. Since 2012, over 3.5 million viewers have watched [Dan Pallotta's Ted Talk](#) decrying the dysfunctional views about low overhead. Despite these efforts,



countless articles on the subject, and ongoing conversations in the social sector, the “Overhead Myth” still persists, hampering nonprofits’ efforts to invest in long-term stability and reach their impact potential. In response to calls for more multi-dimensional views of nonprofit performance, Charity Navigator has begun the process of crafting **results reporting** metrics to amplify its rating system and better educate donors about nonprofit impact.

To interrupt the cycle and shift this skewed mindset, both nonprofits and their funders need to stand up to the pressure to skimp on overhead. Nonprofits need to provide real numbers to funders and engage in honest conversations about cost. Funders need to re-align their expectations and look deeper to discover how they can create more robust and sustainable organizations. They are in the best position to take the lead in redefining success. Rather than equating low overhead and efficiency with effectiveness, they can shift the focus to transparency and emphasize new metrics to evaluate impact and effectiveness. Nonprofit leaders can

work with them to recalibrate donor and funder expectations, giving careful explanations of how increased overhead and funding will lead to impact.

A “doing more with less” mentality doesn’t set the stage for nonprofit sustainability and meeting social challenges. A nonprofit with a skilled, fairly compensated staff that operates in a maintained physical space with appropriate equipment and some financial cushion is better positioned to innovate, adapt, and operate in ways that best serve its clients. Learn more from the source [here](#).

### 3. Provide nonprofits with “core support” and flexibility

Nonprofits need more funding—flexible funding for core and program tech progress. Ideally, funders will provide general unrestricted funding that will help nonprofits close the program delivery gap and offer them the latitude necessary to align resources with organizational priorities. Even though unrestricted funding has been considered



"king" for years, under 15% of foundation support in the U.S. is unrestricted. Flexible funding, increased "beyond the dollar" capacity-building support, along with a revised notion of success—organizational effectiveness and impact vs. low overhead—will build healthier organizations and give technology funding a chance. In their article, **Improving Corporate-**

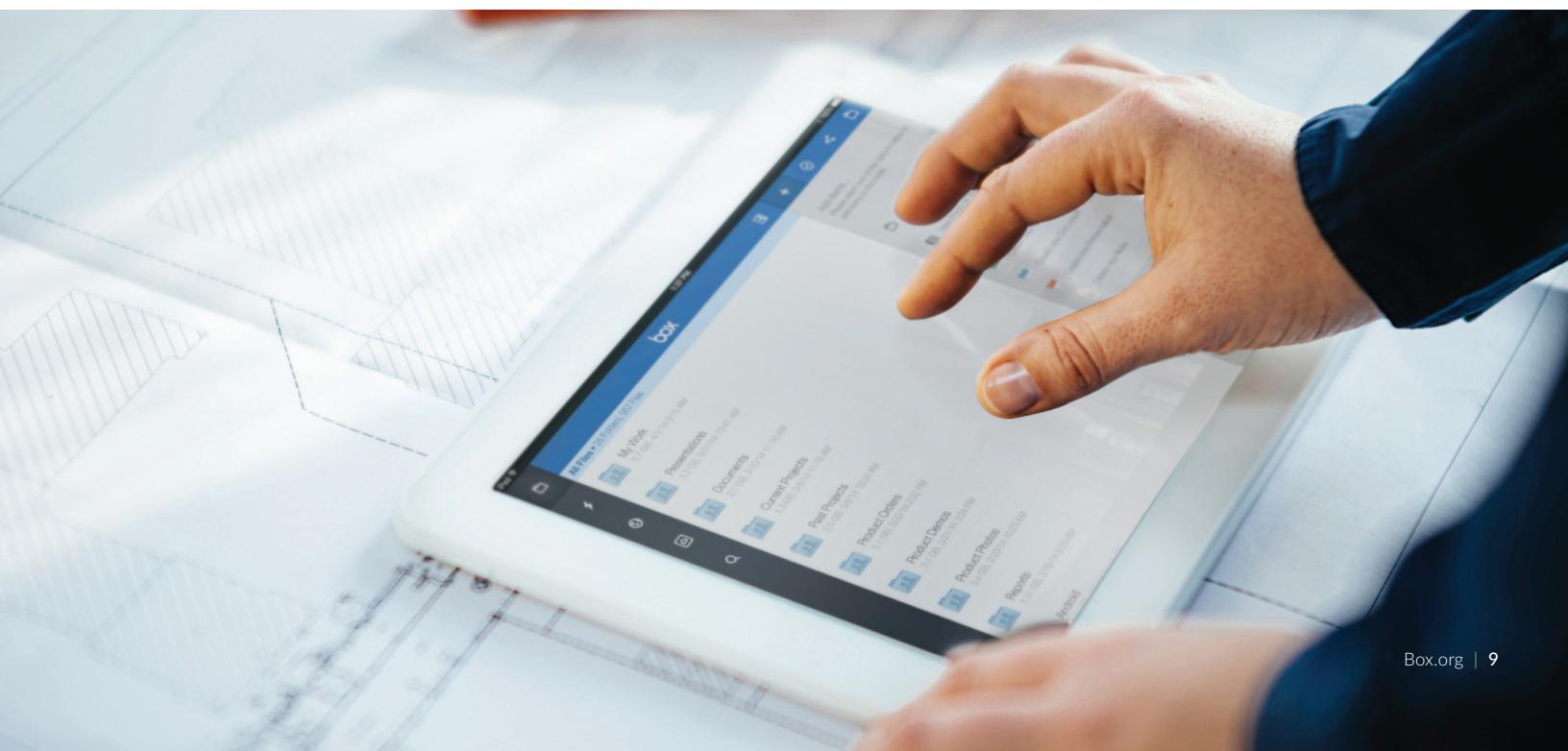
**Nonprofit Partnerships**, authors Antony Bugg-Levine and Kerry Sullivan describe the importance of more flexible support: new survey findings now suggest that giving nonprofit partners more freedom in how they use gifts is an important part of building the strength of the social sector.

Some funders take this approach further, asserting that the best way to strengthen nonprofits and free them from systemic funding challenges is to start applying more business principles to nonprofits. Daniel Lurie, CEO of Tipping Point Community Foundation shares his view that "funders need to treat nonprofits like we treat businesses and invest in the nonprofit sector just as we do in business." He adds, "First, we need to stop thinking so much about

overhead costs. Businesses have 25-50% overhead to generate profit and growth. Nonprofits can increase overhead to invest in technology and capacity building to generate a social return that's impressive. It should be celebrated."

According to Niki Jagpal and Kevin Laskowski in their SSIR piece Three Ways to Boost Core Support in early 2013, "Despite the positive trends around core support grants, the median foundation share of giving for this type of support is a paltry 7 percent. If philanthropy truly wants to equip grantees with the flexibility and funds they need to boost their impact and better serve the needs of their communities, foundations need to cut the strings where they can.

- See more of their article [here](#). Box.org works with, [growmyfuture.org](#) and [thinkof-us.org](#), to achieve admirable missions. If they're properly funded, they'll enable evidence-based success for a huge population of youth. Successfully earning less restricted core support for back-office tech "plumbing" and front office program expansion (online and off) will be a key ingredient for long-term success.





## 4. Invest in third-party nonprofit tech enablers and in-house IT capacity

Increasing investment in technology capacity for nonprofits is also part of the recipe for building healthier, more sustainable nonprofits. There are a host of ways that funders and technology companies can build tech expertise in the social sector. This includes investing in both infrastructure and leadership.

Funders can accelerate tech fluency across the sector by supporting existing third-party tech enablers that help nonprofits use technology to grow impact. Nonprofit tech enablement organizations to support include:

- [NTEN](#)
  - [TechSoup](#)
  - [NetHope](#)
  - [501cTech](#)
  - [TechBridge](#)
  - [CompassPoint](#)
  - [TechImpact](#)
  - [HandsOn Tech Silicon Valley](#)
  - [Idealware](#)
  - [ZeroDivide](#)
  - [Apparo](#)
  - [Fast Forward \(accelerating tech-centered nonprofits\)](#)
  - [Aspiration](#)
  - [ICT4D Conference by CRS](#)
  - [DataKind](#)
  - [Network for Good](#)
  - [501Commons](#)
- and many more.

Funders should also feel very comfortable investing in the now maturing ecosystem of system integrators who focus entirely on the needs of the nonprofit sector. Many of the cloud serving nonprofits have been around for over a decade. Here's a short-list of the ones we at Box.org are most excited to work with:

- [Exponent Partners](#)
- [Idealist Consulting](#)
- [Heller Consulting](#)
- [Yurgosky Consulting](#)
- [Cloud for Good](#)
- [Vera Solutions](#)
- [Accenture ADP](#)

Other cloud SI's that have completed lots of successful nonprofit projects like [CodeScience](#), [BlueWolf](#) and [Appirio](#) are also great to work with. Most of these organizations focus on [salesforce.com](#) cloud solutions, but they are starting to branch out to Box and other platforms as they scale. They can all assure that more sophisticated nonprofit projects finish on time and on budget and drive the impact and eventual outcome funders are looking for.

Corporate funders can also provide valuable support of technology by donating free or discounted products, services and training. Box.org has teamed up with TechSoup to offer donated access to its platform to nonprofits around the globe at no cost. Organizations can sign up at [www.box.org](http://www.box.org). Technology providers can also help build out the ecosystem by sponsoring or hosting tech-related events and discounting access for nonprofit leaders to their events (like BoxWorks and Dreamforce), involving their networks and partners, and promoting community collaboration.

The most direct way to advance technology's role in the nonprofit sphere is for both nonprofits and funders to bring technologists in-house. Building tech-savvy leadership in nonprofits is another important pathway to increasing tech funding. According to Amy Sample Ward, CEO of NTEN, "Technology leadership needs to be moved up the org chart to the strategic leadership level so nonprofit leaders can articulate the correlation between tools and mission." Shannon Farley, Executive Director of the nonprofit tech accelerator Fast Forward, believes that technology expertise is essential to organizational effectiveness. She asserts, "Having tech expertise in-house will help nonprofits move past outdated notions of IT to discover how technology can help address inefficiencies."



## 5. Share tech enabled impact stories

Perhaps the most effective way to convince funders to invest in technology is through effective impact storytelling. The key, according to the nonprofit leaders and funders we interviewed for this paper is making your case - telling compelling stories that show clear links between technology and helping people. According to Mindy Silverstein, Managing Director of the Milken Institute, "It's not sexy to fund a database." As a result, nonprofits must find ways to get donors to think differently about how their money can support the organization and its long-term success.

Dalila Wilson-Scott, Head of Global Philanthropy at JPMorgan Chase & Co., explains that nonprofits need to move beyond conversations about equipment and evolve to speaking with ease about how enterprise-level technology fits into their broader strategy. Wilson-Scott notes, "Executive Directors and Development teams need to be able to speak with clarity about the tech capacity needed for impact

to inspire funding. We are fortunate to have teams of technologists at JPMorgan willing to lend their time and efforts to advise nonprofits on optimizing their use of technology." Steve Hunt, CTO at Team Rubicon, acts on this approach, advising nonprofit leadership to "be very specific." He adds, "Tell funders, 'we were able to help many more people and measure outcomes'" In other words, Executive Directors, Development teams, and technologists in nonprofits need to get in front of funders and demonstrate to them how various tools and technologies directly enhance the scale of outcomes and impact.

David Goodman, CIO-in-Residence at NetHope, looks to foundations for leadership in this area. "We need more storytelling from the funding side about technology-fueled social impact," he posits. "Foundations are more likely have a change of heart and fund for capacity if they know the stories of how it can lead to impact. They need clean, simple examples of how technology has rung true to efficiency and impact."



# Impactful Tech Investments to Celebrate

Technology projects can serve the needs of all types of nonprofits and can range from simple and easy to integrate to complex and sophisticated. In this chapter, we offer examples from various parts of the spectrum. All have been successfully funded and are driving more impact for their implementers. The examples listed below reveal that tech projects deployed both within nonprofits and tech-centered nonprofit organizations have driven up operational efficiency, scale and/or cost savings.

A highly sophisticated example of technology deployment by a global NGO comes from Erik Arnold, CIO at **PATH**. PATH is a leader in global health innovation. They're an international NGO that saves lives and improves health, especially among women and children.

According to PATH's Arnold, "We don't generally get projects funded that are presented as stand-alone technology investments because the problems we're tackling can't be solved by the introduction of a new product in isolation. We're working to improve the health of individuals by strengthening health systems overall; that requires a broader approach that, in addition to products, encompasses people [customers, health workers, decision-makers, and others], policies, practices, and the packaging of solutions so that they can be scaled up in other settings."

Arnold adds, "We get technology investments included in health programs because we recognize the importance of delivering accurate, timely information and content into the hands of the people who need it." PATH often gets interwoven tech investments funded because the tech they deploy offers vital reporting, communication, and trending data on the progress and impact of their work, which enables evidence-based decisions and better health outcomes.

Arnold goes on to share, "There's an increasing recognition among funders that investment in technology is an important part of the broader agenda." Organizations like PATH can't just present a hardware, software, or IT solution as a one-off. Vendor offerings foster successful collaboration in a new way between governments and clinical stakeholders on the ground, making the technology more likely to get support for long-term funding, and thereby enabling a sustainable impact.

Getting vaccines into the hands of the people who need them in an efficient way from development to manufacture to delivery requires collaboration between national governments, companies, universities, nonprofits, local authorities and the ultimate beneficiaries. "Doing this well may be as magical as the vaccines themselves," says Arnold. Large-scale programs that are implemented with sound technology infrastructure are more measurable, repeatable and scalable.

To learn more about the "Better Immunization Data Initiative," a case in which PATH.org made a program case that included funding for enabling technology, please visit the following websites:

- [bidinitiative.org/](http://bidinitiative.org/)
- [path.org/publications/detail.php?i=2498](http://path.org/publications/detail.php?i=2498)
- [sites.path.org/hmis/what-we-do/projects/](http://sites.path.org/hmis/what-we-do/projects/)

Now let's turn to an example of a less complex tech investment that yielded high impact, brought to you by Oliver Hurst-Hiller and Katie Bisbee, CTO and CMO of [DonorsChoose](#). DonorsChoose.org is an online charity that makes it easy for anyone to help students in need. Public school teachers from every corner of America post classroom project requests on the site, and donors can give any amount to the project they find most inspiring.

IT leadership at DonorsChoose was able to successfully fund the replacement of their shared content servers with Box which is now their content management, collaboration and sharing infrastructure across all departments and external partnerships. According to Hurst-Hiller, "Tech is part of the foundation of what we do. And given the amount of social impact we have, it's critical to us that we

use the best tools to collaborate and connect." When Hurst-Hiller's team noticed that their onsite servers and traditional file sharing tools were slowing them down and draining resources, they decided to make the move to Box.

The case was easy to make because the impact generating, cost-reducing initiative was tied directly to their ability to increase impact and educators served. "Box is an example of the CMO and CTO coming together to solve a problem and getting something better out of it," Hurst-Hiller says of working with Chief Marketing Officer Katie Bisbee to vet Box and make sure it met organizational and staff users needs.

Before DonorsChoose implemented Box, the technical staff was inevitably getting saddled with the care and feeding of their onsite servers and VPN. Within the first twelve months of using Box, DonorsChoose.org has retired its servers and VPN, re-directing hundreds of hours of staff time to more impacting endeavors.



To learn more about this successfully funded infrastructure project that's increasing impact at DonorsChoose, see these sites:

- [www.box.com/customers/donors-choose-org/](http://www.box.com/customers/donors-choose-org/)
- [www.box.com/blog/day-life-katie-bisbee-cmo-donorschooseorg/](http://www.box.com/blog/day-life-katie-bisbee-cmo-donorschooseorg/)

Another example that spans the tech project sophistication spectrum is one that was referenced by many of our contributors: deployments of salesforce.com across the system requirement landscape.

Like the Robin Hood Foundation in New York, San Francisco's Tipping Point Community Foundation funds [salesforce.com](#) deployments with many of its grantees. Their projects span the spectrum of sophistication. Tipping Point CEO Daniel Lurie is bullish on this funding endeavor because, as he says, "salesforce.com deployments get all the important stakeholders on the same page." Lurie also appreciates how systems like salesforce.com enable critical accountability and tracking, streamline staff communication internally and externally, and drive up donor engagement. According to Steve Wright, technologist and Bay Area nonprofit executive, "salesforce is an extraordinary product that helps organizations manage their processes to increase efficiency and collect critical data that informs an organization about its efficacy." Mindy Silverstein, head of Milken Institute, shared with us that implementing salesforce helped them "improve the efficiency of their donor workflow which helped them share more timely communications with donors—lifting support."

See more salesforce.com Foundation client's success stories [here](#).

## Additional Info:

### Examples of impactful technology deployment

Shannon Farley is co-founder and Executive Director of Fast Forward, a nonprofit organization that unlocks the power of the tech community to tackle social issues. Fast Forward helps early stage tech-centered organizations get the funding and resources they need to generate impact. Here are just two of the organizations they are accelerating: [CareerVillage](#), an organization that uses LinkedIn to crowd-source career advice for 500,000 low-income youth.

[One Degree](#) ([www.1deg.org](http://www.1deg.org)), an organization that's like Yelp for social services, leverages Google for Nonprofits to reach underserved populations.

Suzanne DiBianca, President of Salesforce.com Foundation, felt that we should shine a light on Polaris' Project Data Analysis Program, a collaboration with Palantir to fight human trafficking. Learn more and see a piece CNN ran [here](#).

Dalila Wilson-Scott, Head of Global Philanthropy at JPMorgan Chase & Co., made us aware of The Financial Solutions Lab, a five-year \$30 million partnership with CFSI (Center for Financial Services Innovation). Tech-enabled solutions addressing today's most pressing financial challenges will be sourced from innovators across various disciplines.

For more innovation, click here:

- [www.cfsinnovation.com](http://www.cfsinnovation.com)

## Conclusion/Solution recap

We're facing a problem we can solve together to help unleash a positive social impact. Let's strive to bridge the knowledge gap and shift to a "do more with more" mindset. Let's urge funders to provide nonprofits with more general support and flexibility, support organizations whose mission is to increase nonprofit tech capacity and help nonprofits tell the most effective impact story involving tech enablement possible.

## Contributors

Many thanks to the following leaders, interviewed for this paper:

- **Amy Sample Ward**, CEO, NTEN  
@amyrward
- **Beth Kanter**, Author & nonprofit icon  
(Bryan's hero)  
@kanter
- **Dalila Wilson-Scott**, Head of Global Philanthropy, JPMorgan Chase & Co.  
@dalila\_says
- **Dan Lurie**, CEO, Tipping Point Community  
@daniellurie
- **David Goodman**, CIO in Residence, NetHope
- **Ekta Chopra**, Director of Technology, James Irvine Foundation  
@ektachopra5
- **Jessica Ladd**, Founder, Callisto  
@jessicahladd
- **Karae Lisle**, CEO, Peninsula Volunteers, Inc.
- **Lauren Woodman**, CEO, NetHope  
@laurenw\_at\_MS

- **Michael White**, Founder & CEO, Social Inertia
- **Mindy Silverstein**, Managing Director, Milken Institute
- **Shannon Farley**, E.D. Fast Forward, a nonprofit accelerator
- **Steve Hunt**, CIO & CTO, Team Rubicon
- **Steve Wright**, Technologist and Bay Area nonprofit executive  
@conches
- **Suzanne DiBianca**, President, Salesforce Foundation  
@suzannedibianca
- **Zeev Klein**, Founder & Producer of the Social Innovation Summit  
@zeevklein

## Your authors:



**Bryan Breckenridge**

ED of Box.org



**Anne Maloney**

Nonprofit Program Director

Thanks also to **Jasmine Xu**, Box.org summer intern 2015, for doing research, supporting the interview process and helping us structure this piece.

For more information, please visit [box.org](http://box.org)

