

Index

- “\$100 million problems”
as focus of this book, xxiii,
xxix, 27, 33
as representation of cost, 20
as shorthand for level of effort,
21
characteristics of, 28–29, 58
intolerability of, 70
mid caps and, 24, 27, 33, 176,
242
Moore’s growth model and,
107, 113
necessity of third-stage
funding, 97, 104, 169
Abbot Labs, 225
achievement gap, 2
accounting. *See* Capital, growth,
accounting
Acumen Fund, 241
Adams, James Truslow, 46, 84 n.
administrative overhead. *See*
Overhead
adoption complexity, 115
adoption risk, 147, 175–176
African–American(s), 57, 60
after-school program(s). *See*
Out-of-school time
(OST)
Agree, James, 47
alignment
complementary organizations,
20, 75–84, 104
corporate, 76, 77, 89 n.
cross-sector, 20, 29, 33, 67,
78–79, 88 n., 119, 272
“all children.” *See* One day, all
children
Allen, Woody, 241
Alliance for a Green Revolution
in Africa, 21, 63, 87 n.

- Alter, Jonathan, 273, 277 n.
 Alter, Kim, 38 n.
 Amazon.com, 122, 139, 149, 153
 America Forward, 272
 American Dream
 arrives, 46, 48
 consequences of not believing
 in, 61
 defined, 46, 55
 figment of collective
 imagination, 59
 foreclosure, xviii, 25, 28, 29, 58
 out of reach, 62
 recedes, 52, 132
 restoration of, 34, 70, 98, 101
 144, 173
 Scorecard, 55, 56, 86, 178
 viability of, 69
 American Enterprise Institute,
 61
 American underclass. *See*
 Underclass, American
 analysts. *See* Market(s), analysts
 Anderson, Beth Battle, 177,
 188 n.
 Anderson, Chris, 137–145, 148,
 151, 165 n., 166 n.
 Ankenbrand, Bernd H., 258 n.
 Apple, 122, 266, 267, 277 n.
 Arcelor Mittal, 225
 Aristotle, 91, 259
 Ask Markets, 225, 226

 Baby Boomers, 65, 88 n., 102
 Bacall, Aaron, 276, 277 n.
 Baumann, Heiner, xxx n., 38 n.,
 39 n., 123, 130 n.
 Baumgartner, Frank R., xxix,
 xxxi n.
 BELL (Building Educated Leaders
 for Life), 12, 27, 151
 Bell, T.H., 52, 82
 bell curve, 160
 Berg, Joyce E., 237 n.
 Berger, Ken, 263–265
 Bernanke, Ben, 85 n.
 Best Buy, 225, 230, 238 n.
 Bet 2 Give, 225
 Betdaq, 225
 BetFair, 225
 Better Business Bureau, 16
 bird flu, 245
 Bishop, Matthew, 19, 40 n., 129
 n., 166 n., 212 n., 257 n.,
 258 n., 277 n.
 blacks. *See* African–American(s)
 Blau, Andrew, xxxi n., 1, 25, 26,
 82, 89 n., 202, 213 n., 238
 n., 277 n.
 Bloom, Paul N., 178, 188 n.
 Bogle, John C., 195, 209, 213 n.,
 214 n.
 Bonbright, David, 238 n.
 Bordo, Michael D., 129 n.
 Boschee, Jerr, xxv, xxx n.
 Boston College Center on Wealth
 and Philanthropy, 65
 Boston College Social Welfare
 Research Institute, 172
 “Boston Miracle, The,” 28
 bowling alley. *See* Market(s),
 segments
 Boys and Girls Clubs, 17
 Bradach, Jeffrey L., 88 n.

- Bradbury, Katherine, 85
- Breakthrough Collaborative, 27
- Breakwell, Marie Glynis, 239 n.
- break–even, 171
- Brest, Paul, 275
- Bridgespan Group, The, 123, 141, 176, 177
- Bridgestar, 127
- Brin, Sergey, 239 n.
- British Columbia Centre for Excellence in HIV/AIDS, 79
- Bronfman, Charles, xxi n., 167 n.
- Bronfman Philanthropies, Andrea and Charles, xxi, 164
- Brookings Institution, 61
- Brooks, David, xvii, 61, 87 n., 163, 167 n.
- Brown, Larry, J. 41 n.
- Buffet, Warren, 24, 207, 246
- burn rate, 183
- Burns, Ken, 47
- California Institute for Regenerative Medicine, 79
- capacity, nonprofit, 75
- capital
- allocation of, xviii, xx, 131
 - campaign, 184
 - distribution of, 29, 92
 - equity, 29, 38 n., 41 n., 42 n., 213 n.
 - growth, xviii, xxiv, 19, 21, 169–189, 242
 - accounting, 170, 179–188
 - commingling, 181, 184, 186
 - defined, 171, 181, 182
 - dependence upon impact information, 263
 - potential impact of, 175
 - step function, 186
- market. *See* Market, nonprofit capital
- mystery of, 200, 209
- third–stage. *See* Third–stage capital (*or* funding)
- venture. *See* Funding, venture capital (VC)
- See also* Fragmentation
- Capital One, 128
- Carnegie, Andrew, 231, 238 n.
- Causes, 268
- Cenimar, 225
- Center for the Advancement of Social Entrepreneurship (CASE), xxx n., 177–178, 271
- Center for Accelerating Medical Solutions, The, 79
- Center for High Impact Philanthropy, 274
- Center for American Progress, xix
- Center for What Works, 273, 277 n. Charity Navigator, 263–265, 272
- charity ratings. *See* Ratings, charity
- charter schools, 216, 243, 260
- chasm. *See* *Crossing the Chasm*, Market(s), segments, Moore, Geoffrey
- Chasm Companion, The*, 110, 276 n.

- Chatterji, Aaron K., 178, 188 n.
 Chau, Michelle, 39 n.
 Chen, Kay-Yut, 237 n.
 Children's Investment Fund
 Foundation, 19
 Chou, Tzu-Chuan, 237 n.
 Christensen, Clayton M., xxvi,
 xxx n., 101–102, 105,
 130 n.
Christian Science Monitor, xviii
Chronicle of Philanthropy 40 n.
 economic downturn,
 xvii–xviii, xxii n.
 Citizen Schools, 23, 27, 55, 81,
 82, 151, 178
 civic engagement, xxiv, 133
 Civic Ventures, 102
 climate change, 21, 41 n., 86 n.,
 226, 237 n., 246, 277 n.
 Clinton, Bill, 62, 69
 CNN Political Market, 225
Colbert Report, The, 3, 38 n.
 Colbert, Stephen, 38 n.
 college access, 12, 82, 101
 college rankings, 235–236
 College Summit, 10, 12, 39 n., 82
 collective intelligence. *See*
 wisdom of crowds
 Collins, Jim, 133, 165 n.
 Commodity Futures Trading
 Commission (CFTC),
 227, 238 n.
 Community Wealth Ventures, 18,
 25, 40 n.
 Complementors. *See* Platform
 leadership,
 complementors.
- Conneighton, Cliff, 120, 121
 Consensus Point, Inc., 225, 229,
 268
 Cooper-Hahn, Jamie, 19
 Corning, 225
 Cosby, Bill, 43, 57, 86 n., 87 n.
 Cradles to Crayons, 204–206
Crossing the Chasm, 105, 116,
 130 n. *See also* Market(s)
Chasm Companion, The, 130 n.,
 188 n.
 cross(ing) the chasm, 111, 115,
 116, 119–120, 146,
 175
 funding chasm, 173–176,
 259–277, 268
 cross-sector initiatives. *See*
 Alignment, cross-sector
 Crutchfield, Leslie R., 169, 241,
 270, 277 n.
 Cuban, Larry, 177
 Cusumano, Michael A., 265,
 277 n.
- Data, performance, 16, 93–97,
 173
 actionable investment
 information, 97, 261,
 261
 Catch-22 and, 263, 265
 difficulty of measurement, 94,
 134–135
 difficulty of access, 134–135
 measurement, 261–265
 adoption of, 262
 prerequisite for nonprofit
 growth capital, 261

- production of, 134, 174,
 268–273
 unavailability of, 193
 Dawson, Stephen, 144
 de Soto, Hernando, 200
 Dearing, Carla, 268, 270
 democratization. *See* Philanthropy,
 democratization of
 Dees, J. Gregory, xxv, xxx n.,
 177, 188 n.
 defragmentation. *See*
 Fragmentation
 Dell, 122
 Dentsu, 230
 disconnected youth, 12
 discontinuity analysis, 113
 disintermediation. *See*
 Intermediation,
 disintermediation
 DonorsChoose, 102
 Doris Duke Charitable
 Foundation, 21, 41 n.
 drop(s) in the bucket, 11, 30–32,
 34, 92, 119
 drop outs, 13, 36, 58, 101, 217
 Douglas–Hall, Ayana, 39 n.

 EA, 225
 earned income, xxv, xxvi
 eBay, 122, 145–146, 154–155,
 234, 254, 275
 economic mobility. *See*, Mobility,
 social and economic
 Economic Mobility Project,
 55
 Edna McConnell Clark
 Foundation (EMCF), 20,
 23, 34, 40 n., 42 n., 109,
 175, 178
 educational inequity, 2, 3, 12, 52,
 99. *See also* Achievement
 gap
 Efficacy Institute, The, 61
 Eggers, William D., 64, 67, 76, 87
 n., 89 n., 229
 Eisenhower, Dwight D., 49
 Eldridge, Niles, xxix
 Eli Lilly, 225, 242
 Ellison Research, 166 n.
 Emerson, Jed, 38 n.
 enterprise synergy. *See* Alignment,
 corporate
 equity capital. *See* Capital, equity
 Eurex, 225
 expenses. *See* Revenue, ordinary
 expenses and

 Facebook, 268
Fast Company, 102, 130, 243,
 252–253
 Faster Cures, 79
 Federal Reserve Bank of Boston,
 53
 Fife–Schaw, Chris, 239 n.
 Finance Project, The, 116, 117,
 118
 financial returns, 37, 158
 financial management. *See*
 Capital, growth,
 accounting
 financial management agents,
 173
 Financial Times Predict, 225
 Fine, Gail, 166 n., 188 n.

- Ford Foundation, 21
 Foresight Exchange, 225
 Forrester, 271
 Forrester, Jay W., 71, 89 n.
 Foster, William, 166 n., 176–177, 188 n.
 Foundation Center, xix
 Foundation Source, 95
 foundations
 grants, xxviii
 funding, 24. *See also* Overhead infrastructure, 89 n.
 risk tolerance of, 111
 Fox, James Alan, 57
 fragmentation 120
 capital, xiv, 125, 137, 155, 171, 266
 defragmentation, 24, 155, 176, 194
 democratization and, 144
 distinguished from third-stage funding, 95
 impediment to transformative impact, 92, 119, 185, 231
 nonprofit proliferation
 contributing to, xviii, 142, 174
 reducing, 133
 risk management and, 92
 See also, Defragmentation, grants
 France Telecom, 225
 Friedman, Thomas L., xx, xxi n., 213 n.
 Frito Lay, 225
 Frumkin, Peter, 11, 40 n.
 Fulton, Katherine, xxxi n., 1, 25, 26, 82, 89 n., 238 n., 277 n.
 Funders Together to End Homelessness, 20, 41 n.
 fund(s), donor–advised, 271, 277 n.
 funding
 “angel” investors, 120
 as focus of this book, xxvi
 consolidated versus fragmented, 173
 disconnection from performance, 14–18, 24, 33, 91, 262. *See also* Philanthropy, performance–based distribution of, xxiii first-stage, 25, 122, 173, 175 foundations, xxiv, 6–9, 25 “friends and family,” 120 government, 14 late-stage, 180 multistage, 120–123, 173 risk, 170 second-stage, 25, 123, 173–174 strategic co–, 8, 22, 24, 41 n., 97, 268, 269, 276, 277 n. third-stage. *See* Third-stage capital (*or* funding) venture capital (VC), 122
 fundraising
 based on relationships and storytelling, 91, 94, 174, 262
 bilateral, 174
 burnout, 7

- cost, time and effort of, 33, 34, 35, 37, 94, 125, 179, 262
distraction, 7, 30
job titles, 126
mismatch of resources and growth needs, 150
treadmill, 181, 184
turnover, 7
Fuse Networks, 225
- Gair, Cynthia, 8, 39 n., 41 n., 42 n., 164, 167 n., 268, 269, 276, 277 n.
- Galebach, Brian, 257 n.
- gangs, 57, 60
- Gates, Bill, 24, 277 n.
- Gates, Bill, Sr., 48, 84 n.
- Gates Foundation, Bill and Melinda, 21, 22, 63, 207, 244
- Gawer, Annabelle, 265, 277 n.
- GE, 225, 229
- Gebert, Carol, 237 n., 242–250, 257 n.
- generally accepted accounting principles (GAAP), 187
- Gergen, David, 254, 258 n.
- Gertner, Nancy, 42 n., 86 n.
- GI Bill, 47, 48, 84 n.
- Gibson, Cynthia, 89 n.
- Giles, Lee C., 237
- Giving USA Foundation
charitable giving during recessions, xviii, xix
record amount of donations, 42 n.
- Global Betting Exchange, 225
- Global Business Network, 202
- GlobalGiving, 142, 166 n., 272
- Global Water Challenge, 79
- Golden Age of Philanthropy. *See* philanthropy, Golden Age of
- Goldman Sachs, 128
- Goldsmith, Stephen, 64, 67, 76, 87 n., 89 n., 229
- Goldstein, Hank, xviii
- Goodwill Industries International, Inc., 141, 203–204, 213 n.
- Google, 122, 224, 233–234, 235, 247, 257 n., 272
- Google.org, 272, 277 n.
- Goolsbee, Austan, 41 n.
- Gore, Al, xxi, 59
- Gould, Stephen Jay, xxix, xxxi n.
- government
as integrator, 76, 78
(in)effectiveness, 58, 131
networked, 64, 67, 76, 87 n., 89 n., 229
partisanship, 64
response mechanisms, 63
- Government Accountability Office (GAO), 272
- Graham, Benjamin, 210
- Grant, Heather McLeod, 169, 241, 270, 277 n.
- grants
capacity–building, 174
duration, 6–7
growth capital, 21
restrictions, 7–8
size, 6
transaction costs, 8

- GreatNonprofits, 272
 “Great Recession, The,” *See*
 recession, “The Great”
 “Great Society,” 50
 Greater Kansas City Community
 Foundation, 79
 Green, Michael, 19, 40 n., 129 n.,
 166 n., 212 n., 257 n., 258
 n., 277 n.
 Green Dot Schools, 27
 Gronjberg, Kirsten, 67, 88 n.
 Grossman, Allen, 15, 38 n., 40 n.,
 188 n., 231, 238 n., 242,
 257 n.
 growth
 exponential, 98, 169, 187
 incremental, 99
 models, 103, 176
 planning, 177–179
 proliferation of nonprofits, xiv,
 24, 231, 232
 –readiness, 170, 173, 187, 191,
 261, 261, 267, 268
 stages of social program, 104
 strategic, 179, 180
 growth capital. *See* Capital
 Growth Capital Aggregation
 Pilot, 20, 23, 34, 40 n.,
 178
 Growth Philanthropy Network,
 104–105
 Guidestar, 272

 Hall, Jeremiah, xxi n.
 Hall, Holly, xxi n.
 Hammond, Sean, 239 n.
 Hannaway, Jane, 37 n.

 Hanson, Robin, 228, 238 n., 242
 Harold, Jacob, 275
 Harris, Chuck, 128, 155, 167 n.
 Harris, Douglas, 2, 37 n.
 Harris, Sidney, 40 n.
 Havens, John J., 42 n., 88 n., 166
 n., 172, 188 n.
 Hawaii Department of Health,
 79
 Hayek, Freidrich, 131, 136,
 165 n.
 Head Start, 50–51, 85 n.
 health insurance, 64
 Heifer International, 102
 Herbert, Bob, 37 n., 60, 86 n.,
 177, 188 n., 191
 Heritage Foundation, The, 61,
 272
 Hertzberg, Hendrick, 64, 87 n.
 Herzlinger, Regina E., 181
 Hewlett–Packard (HP), 122, 225
 Hewlett Foundation. *See* William
 and Flora Hewlett
 Foundation
 High–engagement philanthropy.
 See Philanthropy,
 high–engagement
 High net–worth individuals, xxiv
 high school graduation. *See* Drop
 outs
 Hollywood Stock Exchange, 225
 Holstein, William J., 41 n.
 homeless, 58
 homicide, 57, 58
 Hopman, Jay W., 237 n.
 Howard, Jeff, 61, 62, 86 n.
 HSX Virtual Markets, 226

- Hubbard, Douglas W., 232, 238 n.
- HubDub, 225
- Humes, Edward, 84 n.
- hunger, 22, 87 n.
- IEM Influenza Prediction
Markets, 250–251
- Impact Index xxi, 241–258
designing, 242–251
development of, 36, 252, 256, 259
eligibility, 251–253, 255
IMPEX, xxi, 35
IMPEX.org, 252, 254–256
platform leadership and, 268
responsibilities, 255–256, 259, 267–268
rankings
as probability estimates, 36
nonprofits, 241, 253–254
ordinal, 208
use by social impact
investors, 261
- immobility. *See* mobility, immobility
- IMPEX. *See* Impact Index
- incarceration. *See* prison
- income inequality. *See* inequality, income
- Industry Standard*, 226, 237 n.
- inequality, income, 53, 57, 61, 86 n., 132
- information gap, nonprofit, 135
- information market(s). *See* Prediction market(s)
- Inkling Markets, 215, 218, 225, 226, 268
- innovation
catalytic, 102, 108
diffusion of, 105, 106
discontinuous, 105, 115
disruptive, 101–102, 104, 108, 130 n.
limits of, 101
social, xxvi
sustaining, 101
- Innovator's Solution, The*, 101, 130 n.
- Institute for the Future, 225
- “institution and field building,” 110
- Intel, 225
- InterContinental Hotels, 225
- intermediaries
financial, xvii, 127
nonprofit, 154
private placement, 155, 157, 173, 175–176
- intermediation 131–167
disintermediation, 143, 156.
See also Long-tail, economics
- examples of, 145–146
long-tail, 156
market-driven, xx
nonprofit, 156–157, 169, 173
online giving as, 142
organizational capacity and, 147–153, 173–174, 180
growth-capital, 171
risk mitigation and, 97, 153–154
- Internal Revenue Service (IRS), 141, 165 n., 265

- International Fertilizer
Development Center, 63
- Interstate Highway System,
49–50, 85 n.
- InTrade, 225, 247
- investment
consumption versus, 202
risk, 97, 153
selection error, 153–154
execution, 154
rounds, 121
- investors
social impact, xxiii, xxiv, 34,
134, 147, 174, 175, 180,
261
See also Third-stage capital (*or*
funding), social impact
investors and
- Iowa Electronic Markets (IEM),
224–225, 227, 244, 247
- Iowa Health Prediction Market,
244, 257 n., 258 n.
- Iversen, Lindsay, 238 n.
- Jank, W., 257 n.
- Johnson, Lyndon B. 50, 51
- Johnson, Steven, 241, 257 n.
- Jones, Bryan D., xxix, xxxi n.
- Jospin, Deb, 38 n.
- Jumpstart, 10, 12, 15, 39 n., 40 n.,
80, 81, 89 n., 98–99, 130
n., 151, 243
- Kambil, Ajit, 238 n., 257 n.
- Kane, Parsons & Associates, 37 n.
- Kane, Thomas, 177
- Kanter, Rosabeth Moss, 89 n.
- Kaplan, Robert S., 10, 38 n., 39
n., 76, 89 n.
- Karnoff, Peter, 89 n.
- Katz, Jane, 85 n.
- Keller, Dawn, 238 n.
- Kilmer, Derek, 39 n., 212 n.
- King, Martin Luther, Jr., 43
- KIPP. *See* Knowledge is Power
Program
- Kiryttopoulou, Natalia, 238 n.
- Klein, Joel, 52
- Klein, Mark, 237 n.
- Kleiner Perkins Caufield &
Beyers, 266
- Knowledge is Power Program
(KIPP), 27, 42 n., 243
- Kopp, Wendy, 1, 3, 37 n., 38 n.,
70
- Kotter, John P., 70, 89 n.
- Kramer, Mark R., 38 n., 89 n.
- Kreitz, Kelley, 178
- Kresge Foundation, 23
- Kuhn, Thomas S., xxix, xxxi n.
- Kulla, Mia, 258 n.
- Kurtzman, Joel, 165 n., 198–200,
209–211, 213 n., 214 n.,
259–260, 276 n.
- Lancet Global Mental Health
Group, 79
- Large caps. *See* social enterprises,
large-cap
- Lawrence, Steve, 237 n.
- Leonard, Sister Margaret, 70
- Leonhardt, David, 85 n.
- Letts, Christine W., 38 n., 39 n.,
188 n.

- Lieb, Amy, 258 n.
 life expectancy, 55, 57, 86
 LinkedIn, 268, 270
 Lionsgate Studios, 225
Long Tail, The, 138–139, 165 n.,
 166 n.
 long tail
 economics
 examples of, 146
 three forces of, 143, 152
 of nonprofit funding, 122,
 139–140, 144, 164
 small caps of, 123
 Lumina Foundation for
 Education, 79
- MacArthur Foundation, 20
 Malone, Thomas W., 237 n.
 Mann, Thomas E., 87 n.
 March of Dimes, 49
 Marino, Mario, 18, 25, 40 n.,
 42 n.
- Market(s)
 adoption, 105
 aggregation and, 210
 analysts, 93, 135–136, 195,
 211, 260
 capital, defined, 125
 comparison of financial and
 nonprofit, 93–95
 development strategies, 111,
 115
 differentiating performance,
 132
 dynamics, 192, 197–200
 failure, 203
 financial, 92–94
 growth–capital, 170
 information and, 192
 magic of, 200
 mainstream. *See* Market(s),
 segments
 nonprofit capital, 32, 33, 34,
 37, 43, 73, 95, 125, 260.
 See also Long tail, of
 nonprofit funding
 online, 231–232, 238 n.
 penetration, 23, 98, 105, 110
 prediction. *See* Prediction
 market(s).
 segments
 bowling alley, 111–113, 114
 early adopters, 107–109,
 119, 146, 175, 260
 early majority, 107–109,
 175, 180, 260, 271
 enthusiasts, 107
 innovators, 175
 mainstream, 103, 104, 109,
 111, 114, 115, 116, 119,
 146, 260
 pragmatists, 110, 175, 180
 tornado, 111–113
 visionaries, 110, 260
 third–stage funding and, 191
 See also, Stock market,
 prediction market(s)
- Martin, Maximillian, 129 n., 166
 n.
 Martin, Roger L., xxv, xxx n.
 Martin, Timothy, 41 n.
 Marx, Anthony M., 61
 Masterfoods, 225
 Mathematica, 272

- McCambridge, Ruth, 89 n.
 McClurg, Jim, xxv, xxx n.
 McKinsey & Company, 8, 75, 166 n., 174, 275
- measurement
 levels of, 233
 interval, 233
 nominal, 233
 ordinal, 233
 ratio, 233
 statistical significance, 233, 238 n.
 uncertainty reduction, 232
- Media Predict, 225
- Meehan, William F., 39 n., 40 n., 212 n.
- MGM, 225
- Microsoft, 223, 225, 230
- Microsoft PredictionPoint, 226
- mid cap. *See* social enterprises, mid-cap
- middle class, 48, 69
- Miller, Clara, 7, 21, 38 n., 39 n., 40 n., 42 n., 213 n.
- Miller, Matt, xix, xx n.
- Miracky, Tammy Hobbs, 258 n.
- MIT Center for Coordination Science, 226
- mobility
 downward, 62
 immobility, 54, 58, 59
 social and economic, 52–53, 55, 59, 61, 69, 132
- Monitor Group, xxxi, 25, 82, 89 n., 123, 130 n., 202, 252, 272, 277 n.
- Moore, Geoffrey, 105–120, 115, 116, 117, 130 n., 146, 175, 260. *See also* *Crossing the Chasm*
- Morgenson, Gretchen, 213
- Morton, John E., 85
- Motorola, 225, 229
- Motwani, Rajeev, 239 n.
- murder. *See* homicide
- Myrdal, Gunnar, 136
- Nation at Risk, A*, 52
- “Nation Still at Risk, A,” 52
- National Anti-Hunger Organizations, 22, 42 n.
- National Center on Education and the Economy, 88 n.
- National Commission on Excellence in Education, 52, 85 n.
- National Foundation for Infantile Paralysis, 49
- national service. *See* Volunteers.
- Nature Conservancy, 127
- Neckerman, Kathryn, 86 n.
- Nelson, Forrest D., 237 n.
- NetFlix, 139
- Network for Good, 232
- Neumann, George R., 237 n.
- New Deal, 64, 84 n.
- New Commission on the Skills of the American Workforce, 80, 82, 88 n.
- New Leaders for New Schools, 81
- New Philanthropy Capital, 271, 273–274, 277 n.

- New Profit, Inc. (NPI), 5, 38 n., 39 n., 80, 89 n., 123, 124, 272
 evaluation criteria, 75
 funding model, 10
 portfolio growth, 9
NewsFutures, 225, 226
NewSchools Venture Fund, 4, 38 n., 123
NFF Capital Partners, 34, 42 n., 127, 154, 158, 167 n., 175, 177, 181
Nitterhouse, Denise, 181
noise. *See* Price, as
 communication
 mechanism
Nokia, 225
nonprofit finance agent(s), 154–157, 174
Nonprofit Finance Fund, 7, 42 n., 167 n., 181
Nonprofit Overhead Cost Project, 147, 166 n.
nonprofit stock market. *See* Impact Index, Stock market
Noonan, Kathleen, 274
normal distribution, 160–161, 163
Norton, David P., 39 n., 76, 89 n.
NPI. *See* New Profit, Inc.
Notz, William, 257 n.
Nurse–Family Partnership (NFP), 22–23
O’Flanagan, Maisie, 38 n., 212 n., 275
O’Herlihy, Mary A., 166 n., 172, 188 n.
Obama, Barack, xiii, 247
Omidyar Network, 21
Omidyar, Pierre, 254
“one day, all children,” 2, 3, 9, 11, 14, 24, 33–34, 37 n., 70, 109, 197
one hundred million dollar problems. *See* “\$100 million problems”
online giving, 231
opportunity cost, 30, 68, 153–154
ordinal. *See* Impact Index, rankings, ordinal, and Measurement, levels of, ordinal
Orszag, Peter, 67
Orwart, John, 41 n.
Osberg, Sally, xxv, xxx n.
Ottinger, Randall, 100, 130 n.
out-of-school time (OST), 12, 27, 82, 83, 114–115, 116–117
overhead, 7, 89 n., 111, 147–150
 defined, 147–148
Overholser, George, 128, 154, 181–183, 185–186, 189 n.
Page, Lawrence, 239 n.
PageRank, 233–234, 239 n.
PATH, 102
Pathways Mapping Initiative, 79
Patterson, Orlando, 60, 86 n.
payout rule, xxiv
Pennock, Philip M., 237 n., 257 n.

- performance data. *See* Data, performance
- performance-based philanthropy. *See* Philanthropy, performance-based. *See also* Data, performance
- Pew Charitable Trusts, The, 55, 85 n., 87 n.
- Pfizer, 225
- philanthrocapitalism, 19, 40 n., 129 n., 165 n., 194, 212, 257 n., 258 n., 277 n.
- philanthropy
 agent-animated, 172
 checkbook, 96
 collaborative. *See* Funding, strategic-co
 democratization of, 142, 144, 145. *See also* Fragmentation
 Golden Age of, xvii, 24, 42 n., 88 n., 232
 high-engagement, xviii, 18, 25, 27, 40 n., 42 n., 154, 172, 176, 184
 performance-based, xx, xxi, 23, 29, 93, 97, 133, 159, 179, 180, 184, 185, 192–193, 231, 238 n., 242, 248, 255, 257 n., 259, 260, 262, 263, 267, 270, 272, 275. *See also* Funding, disconnection from performance
 “smart,” 97
 venture (*see* venture philanthropy)
- Picower Foundation, 23
- Platform leadership 265–268, 277 n.
 complementary innovation, 265, 266
 complementors, 260
- Plott, Charles R., 237
- polio, 49, 84 n., 85 n.
- Polls, 270
- Pop Sci Prediction Exchange, 225
- Porter, Michael, 38 n., 73–74, 89 n., 93–94
- Poussaint, Alvin F., M.D., 43, 57, 86 n.
- poverty
 elderly, 47, 48
- power law(s), 162, 167 n.
- Prager, Dennis, 39 n.
- Pratt, Jon, 257 n.
- prediction market(s) 215–239, 259
 accuracy of, 228–229
 barriers to success, 242
 creating community of traders, 248–249
 defining “stocks,” 243–248
 providing incentives to participate, 249–251, 255
 comparison to polls and beauty contests, 235
 conditions for, 231, 242
 corporate, 36, 225, 246
 defined, 215–216
 decision-support, for, 228–229
 consumer trends, 230

- market demand, 229
- product development, 229
- resource allocation, 229
- schedule delays, 229
- determinate, 227, 244
- events, for, 228
- forecasting, 215, 228–229
- indeterminate, 227–229, 244, 246
- nonprofit stock market and, 35
- money, “play” versus real, 243, 249, 257 n.
- “thick,” 255
- “thin,” 248
- traders, 36
 - critical mass of, 231
 - incentives for, 231
 - informed, 231
 - social network of, 261
- See also* Ranking(s)
- Prediction Xchange, 225
- preferential attachments, 163–164
- pregnancy, 36
- preschool, 12, 66, 82, 98
- price
 - as allocation mechanism, 198
 - as approximations, 197
 - as communication mechanism, 136–137, 192, 199, 209
 - discovery of, 209
 - illusion of stock, 195
 - manipulation, 196
 - markets and, 197
 - movements of, 199
 - perceptions and, 206
 - social capital and, 197
 - value and. *See* Value, price and
- prison, 57, 58, 60
- private placement intermediaries. *See* Intermediaries, private placement
- Proebsting, Todd, 237
- punctuated equilibrium, xxix
- Public Education Leadership Project, 79
- Qualcomm, 225
- Raising a Reader, 12, 82
- ranking(s). *See* Impex Index, rankings
- ratings, charity, 147
- Reach Out and Read, 102
- Reagan, Ronald W., 52
- Reality Markets, 225
- recession
 - “The Great,” xvii, 24
 - charitable giving during, xv
- Recklies, Dagmar, 74
- Red Cross, 17, 124, 162, 250
- Red Monitor, 225
- REDF (formerly Roberts Enterprise Development Fund), 8, 21, 164, 167 n., 268, 276, 277 n.
- returns. *See* financial returns
- revenue
 - defined, 170, 181
 - distinguished from capital, 170
 - ordinary expenses and, 181, 184, 185
- Rhodes, Hilary J., 274
- Rietz, Thomas A., 237 n.

- risk. *See* Fragmentation, risk
 management and;
 Investment, risk;
 Adoption risk
- Rivera, Ron, 19, 40 n.
- Robert Wood Johnson
 Foundation, 23
- Rockefeller Foundation, 63
- Rogers, Everett M., 105, 106
- Roosevelt, Franklin D., 47, 49
- Root Cause, 178, 203. *See also*
 Social Impact Research
- Rosenbloom, E.S., 257
- Rosqueta, Katherina, 274
- Rossides, Alex, 105
- Rudzinski, Caroline, 258 n.
- Ruggles, Rudy, xxx n.
- Ryan, William P., 38 n., 188 n.
- Sadtler, Thomas M., xxx n.
- Safire, William, 46, 84 n.
- Sagan, Carl, 233
- Sagawa, Shirley, 38 n., 46, 84 n.
- Salamon, Lester, 67, 88 n.
- Samuelson, Robert J., 65, 88 n.
- Sarbanes–Oxley Act, 187, 196
- Sawhill, Isabel, 85
- scale, xxvi, 1, 4, 14, 33, 104, 169,
 175, 178
- SCALERS, 178
- Schervish, Paul G., 42 n., 88 n.,
 166 n., 172, 188 n.
- Schorr, Lisbeth B., 177, 188
- Schwab Charitable, 271
- Swartz, Barry, 211–212, 214 n.
- Schwarz, Eric, 55, 86, 178
- Schwarzenegger, Arnold, 165 n.
- Scott, Janny, 85 n.
- SeaChange Capital Partners, 34,
 42 n., 127, 130 n., 155,
 158, 167 n., 175, 177, 212
 n.
- Seager, Henry Roger, 44, 69, 84
 n.
- seat belts, 51
- self-sufficiency, 29, 33, 53, 69,
 98, 131, 169
- Sellers, Patricia, 38 n.
- Shepard, Donald, 41 n.
- Servan–Schreiber, Emile, 257 n.,
 258 n.
- Shields, Mark, 61
- Shirky, Clay, 162–163, 167 n.
- Shoemaker, Paul, 38 n.
- Shore, Bill, 18, 25, 40 n.
- Siahpush, Mohammad, 86
- Siegel, Adam, 215
- Siemens, 225, 229
- signals. *See* Price, as
 communication
 mechanism
- Sim Exchange, The, 225
- Singh, Gopal K., 86
- single-parent families, 57, 60
- Skiera, B., 257
- Skloot, Edward, 169, 177, 188 n.
- Slamka, C., 257
- Small caps. *See* social enterprises,
 small-cap
- “smart money,” xxi, 33, 35, 93,
 208, 272
- “smart philanthropy.” *See*
 Philanthropy, smart
- Smith, David K., xxvi, xxx n.

- Smith, Jonathan A., 239 n.
smoking, 50, 85 n.
Snibbe, Alana Conner, 40 n.
Social Capitalist Awards, 102,
130, 243, 252–253
social entrepreneurs
 definitions, xxv, 4
 trap, 194
 rise of performance
 measurement, 262
social enterprises
 effectiveness, 25, 27
 large-cap, 16–17, 28, 141, 161,
 252
 mid-cap, xxiii, xxix, 18, 20,
 24, 27, 34, 43, 76, 141,
 150, 155, 162, 176, 191,
 242, 252
 small-cap, xxiv, 16–17, 141,
 148, 162, 252
social impact
 demand for and supply of, 133
 maximizing, xxiv, 34, 94, 142,
 145, 155, 172, 197, 207,
 208, 263
 transformative (*see*
 Transformative social
 impact)
social impact investors. *See*
 Investors, social impact
Social Impact Research, 134, 165
 n., 271
social innovation. *See* innovation,
 social
SocialMarkets, 272
social mobility. *See* mobility, social
social progress, 44
Social Security Act, 45, 47, 48, 84
 n.
social stock market. *See* Impact
 Index
Sodexo Foundation, 22
Solomon, Jeffrey, xxi n.
SpreadFair, 225
Stanton, Gregory M., 38 n.
Starwood Hotels, 225
statistical significance. *See*
 Measurement, statistical
 significance
Stein, Ben, 61, 87 n.
stem cell research, 71, 73, 79
Stanzler, Colette, 134
Stern, Donald K., 42 n., 86 n.
Stevens, Stanley Smith, 233, 236,
 239 n.
stock market
 financial
 differences from Impact
 Index, 36
 nonprofit
 criteria for stocks, 230
 development of, 36
 information gathering and,
 222–224
 price, 217–220
 probabilities, 217–219
 profits, 217–218
 purpose of, 35–37
 revelation of beliefs and, 222
 trading, 218, 222–223
 virtual, xx, 217, 241, 259,
 261, 266
See also Prediction market(s),
 Impact Index (IMPEX)

- stock price. *See* price, stock
 Stone, Nan, 88 n.
 Strong American Schools, 87 n.
 suicide, 58
 Surdna Foundation, 177
 systemic change, xxii, 29, 70, 73,
 80, 98, 104, 110, 119,
 264, 268
 Sum, Andrew, 2
 Surowiecki, James, 35, 42 n., 210,
 211, 214 n., 215
 Swatt, Marc, 57
- TagTrade, 230
 take-off, 186
 Tasiopoulos, Ilias, 227, 237 n.
 tax deductions, charitable, 68,
 270
 Taylor, Colin, 37 n.
 Teach For America (TFA), 1–4,
 12, 14, 21, 37 n., 81, 85
 n., 99, 151, 177
 TechSoup, 177
 Technology Adoption Life Cycle,
 The Revised, 107
 Tennessee Valley Authority
 (TVA), 46, 84 n.
 third-stage capital (*or* funding)
 as focus of this book, xxxiii, 27,
 43
 as requirement for social
 progress, 95, 97
 comparison of, 173
 conditions for, 129, 137, 179,
 185, 260, 268
 defined, 26
 experiments with, 173
 (in)eligibility for, 169–170,
 180–181
 moving towards, 119–125
 new fundraising paradigm, 34
 social impact investors and,
 147, 169
 step function, 119
 timeliness for, xxix
 transformative impact and, 103,
 191
 Tierney, Thomas, 88 n., 212 n.
 TNT, 225
 tornado, the. *See* Market(s),
 segments
 Tough, Paul, 85 n.
 TradeFair, 225
 TradeSports, 225
 transformative social impact
 as focus of this book, xxiii
 challenge of producing, 69–84,
 98
 collaboration and, 76
 conditions for, 191
 compared to “scale,” 4, 33,
 104, 260
 cost of, 20, 113–120
 growth implications, 12–14,
 103
 meaning, 19
 need for defragmented capital
 market, 36, 119, 170
 prospects for, 175
 systemic change and, 29, 70,
 119, 242
 transparency, 173–174, 179, 187,
 202
 Trelstad, Brian, 241

- Tuan, Melinda, 38 n.
- Tziralis, Georgios, 227, 237 n.
- underclass, American 43–89, 98,
131, 169
mid caps and, 18
not too strong a word, 57
permanent, 29, 58
See also Self-sufficiency
- unemployment, 58
- United Way, 8, 17, 19, 28, 40 n.,
42 n., 124
- University of Iowa, 224
- University of Michigan, 127
- unsustainability, 58
- Urban Institute, The, 61, 141,
165 n., 238 n., 272, 273,
277 n.
- U.S. Centers for Disease Control
and Prevention, 225
- US Futures Exchange, 225
- U.S. News & World Report*,
235–236, 239 n.
- value
cash versus in-kind, 203–206
difficulty of measurement, 201
financial versus social, 200, 202
price and, 198
social impact and, 201
- value chain, 74
- van Heck, Eric, 238 n., 257 n.
- venture philanthropy
as multi-stage funding, 122,
174
as transformative innovation,
123
- model(s), 5, 9–10, 96, 176
- rise of performance
measurement, 262
- second-stage funding and, 25,
173
- social entrepreneurs and, 4, 28,
103
- See also*, New Profit, Inc.,
Venture Philanthropy
Partners
- Venture Philanthropy Partners
(VPP), 5, 10, 18, 25, 39
n., 40 n., 75, 123, 129 n.,
153, 166 n.
- virtual stock market. *See* Stock
market, nonprofit
- Voltaire, 191
- volunteers, 232
- Waldron, Rob, 80, 81, 84, 89 n.
- Wall Street Journal Political
Market, 225
- Wallace Foundation, 83
- Wanner, Eric, 86 n.
- Web 2.0, 157
- Weiss, Marcus, 38 n.
- welfare, 62, 87 n.
- Whitman, Glen, 233, 238 n.
- whole product(s), 112, 115, 117,
175, 242
defined, 115
Impact Index, 273
intermediation and, 146
model, 117, 119
nonprofit infrastructure and,
150, 260
- whole value system, 74

- Wiefels, Paul, 110, 130 n., 188 n., 276 n.
- Wikipedia, 146, 166 n.
- William J. Clinton Foundation, 89 n.
- William and Flora Hewlett Foundation, 109, 275
- Winfrey, Oprah, 24
- Winograd, Terry, 239 n.
- wisdom of crowds xx, 209–212, 214, 224, 241, 249, 268
- Wisdom of Crowds, The*, 35, 42 n., 211, 214 n.
- Wise Giving Alliance, 16, 272
- Wolfers, Justin, 257 n.
- Wolk, Andrew, 134, 178, 203, 213 n.
- Wood, Arthur, 129 n., 166 n.
- workforce development, 82, 116, 118
- Wright–Violich, Kim, 277 n.
- Xpree, 226
- X Prize Foundation, 244
- Xu, Zeyu, 37 n.
- Yahoo, 122
- Yankelovich, Daniel, 201
- Year Up, 12, 82, 151
- Youth Villages, 23
- Zabel, William, 270
- Zangrando, Joanna Schneider, 46
- Zangrando, Robert L., 46, 84 n.
- Zocalo, 226

