The impact of advocacy and social justice work on nonprofit funding and support

Brittany Appleton

University of Northern Iowa
The impact of advocacy and social justice work on nonprofit funding and support

Abstract

Advocacy and social justice work has become a widely discussed topic over the past year, especially in the nonprofit world. As organizations work to move their mission forward and address critical issues in their community, they must balance the delicate relationships they have with their clients, their supporters, other organizations, and the community as a whole. This includes navigating their mission, vision, and values and the values and beliefs of supporters and community members. Taking an active role in advocacy and social justice work can impact these relationships, but little research has been done that shows what that impact could be. The following paper will examine the current literature that is available on nonprofit advocacy and social justice work, including the importance of an organization's mission, vision, and values and organizational identity. Because the current research is limited, the paper argues for additional research to be conducted on the impact of nonprofit advocacy and social justice work on funding and support. The paper will also propose opportunities for future research that could effectively support nonprofit organizations in pursuing advocacy and social justice work.
The Impact of Advocacy and Social Justice Work on Nonprofit Funding and Support

Brittany Appleton

University of Northern Iowa
ABSTRACT

Advocacy and social justice work has become a widely discussed topic over the past year, especially in the nonprofit world. As organizations work to move their mission forward and address critical issues in their community, they must balance the delicate relationships they have with their clients, their supporters, other organizations, and the community as a whole. This includes navigating their mission, vision, and values and the values and beliefs of supporters and community members. Taking an active role in advocacy and social justice work can impact these relationships, but little research has been done that shows what that impact could be.

The following paper will examine the current literature that is available on nonprofit advocacy and social justice work, including the importance of an organization’s mission, vision, and values and organizational identity. Because the current research is limited, the paper argues for additional research to be conducted on the impact of nonprofit advocacy and social justice work on funding and support. The paper will also propose opportunities for future research that could effectively support nonprofit organizations in pursuing advocacy and social justice work.
TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION 4
   Statement of the Problem 5
   Purpose of the Study 8
   Research Questions 8
   Significance of the Study 9

CHAPTER TWO: INTRODUCTION TO LITERATURE REVIEW 13
   Literature Review Table 13
   Organizational Identity 14
   Nonprofit Mission Statements & Mission Drift 16
   Nonprofit Advocacy & Social Justice 19
   Summary 27

CHAPTER THREE 29
   Synthesis & Key Findings 29
   Implications for Practice 32
   Suggestions for Future Research 35
   Concluding Comments 38

REFERENCES 39
CHAPTER ONE

Introduction

As nonprofits work to provide critical resources and services to their communities, they are pulled in several different directions by those impacted by their work—their clients, staff, volunteers, donors, and community leaders, just to name a few. When the wants and needs of these groups do not align, how can a nonprofit organization ensure they are continuing to make an impact while serving the interests of all their stakeholders? In order to make effective, unbiased decisions, nonprofits must return to their founding purpose to ensure that the work they are doing continues to align with their mission, vision, and values and what they have identified as their organizational identity.

A mission statement defines the purpose of a nonprofit organization. The mission statement “is a guide to every action taken by the organization and is the principal standard against which its performance should be measured” (Worth, 2019, p. 64). This, combined with an organization’s vision statement (the long-term goals and direction of the organization) and values (guidelines for the organization’s practices), should guide all decisions made and any new ventures the organization pursues (BoardSource, 2016).

While the concepts of mission, vision, and values are important for a nonprofit, they are just a small part of what comprises an organization’s identity. Not only is organizational identity impacted by members of the organization, such as employees, but external stakeholders, such as donors and volunteers, also play a role in its definition. According to Hatch & Schultz (2002), organizational identity is created from the combination of internal and external definitions of the organization. The beliefs and viewpoints held about the organization by outsiders combined with those held about the organization by insiders create the full organizational identity.
For example, research by Lecy & Ashley (2019) found that nonprofit missions are impacted by the overall political ideology of the community where they operate. This relationship occurs because as organizations attempt to develop personal relationships with stakeholders, they are allowed access to information that at one time was only available to internal stakeholders, such as staff. This information could include the strategic plan, big changes to programs, or other important updates. Stakeholders will combine this new knowledge with previous information to create a new belief about the organization, which will affect the further development of the relationship.

As external stakeholders become more knowledgeable of the inner workings of an organization, they are likely to become more critical. As they voice these opinions, organizations may find it more difficult to maintain what they define as their organizational identity (Hatch & Schultz, 2002). While Kreiner et al. (2015) argues that this identity can be elastic, meaning it can shift and change when the predominant identity is challenged, either internally or externally, too much flexibility can leave organizations at risk for mission drift.

**Statement of the Problem**

Despite having a mission statement and their organizational identity to guide them, nonprofits are often pulled in different directions by individual donors, funders, and governments to make certain decisions or support certain causes that may not align directly with the work. The demands of different supporters can cause conflict for the organization and its staff as they try to please everyone, but also stay true to their mission. If a single funder is the main source of income for a nonprofit or if an organization does not have diverse revenue sources, the organization can be described as being resource dependent, or constrained by dependencies on supporters due to the resources they provide to the organization (Worth, 2019). This financial
support, and the risk of losing it, provides funders with power over the organization and the decisions it makes (Balser & McClusky, 2004; Gooding, 2004; Ma et. al, 2018; Samimi, 2010). This can make it challenging for the organization to pursue all aspects of its mission in the ways it sees fit.

The issue of resource dependency can lead to tough conversations and decisions for leadership within nonprofit organizations because choices that could have a huge impact on their mission and work may not necessarily be the wisest choice financially (Young, 2005). For example, resource dependency can make it difficult for an organization to participate in advocacy work, which Worth (2019) defines as “action taken in support of a cause or an idea,” (p. 305) if the issue the organization is advocating for goes against the views and beliefs of the organization’s funders.

If a nonprofit cannot address this resource dependency, they are at risk of experiencing mission drift. According to Jones (2007), a nonprofit will experience mission drift when efforts begin to focus on increasing revenue in ways that do not directly align with the organization’s mission, values, and beliefs. This behavior is becoming more common as nonprofits begin to adapt business-like practices with the intent to increase revenue and rely less on traditional fundraising sources, such as grants and fundraising appeals (Worth, 2019).

Mission drift can also occur if nonprofits refrain from participating in work that would support their mission for fear of financial losses. Nonprofits often stray away from advocacy work because they fear legal and social repercussions. However, advocacy is not the same as lobbying or getting involved in political activity. As a 501(c)(3) nonprofit, organizations are allowed to participate in lobbying as long as it is not a substantial part of the work they do, but getting involved in political activities is strictly prohibited (Worth, 2019). Because this definition
is so vague and there is often a fine line between political activities and lobbying, many organizations think they must refrain from advocacy work altogether.

Nonprofits may also avoid advocacy activities for fear of losing support of major donors. While nonprofits are often viewed as vehicles for addressing social issues, they can also be viewed as a way for donors to get involved in social issues and feel they are making an impact (Moulton & Eckerd, 2012). With this view, the donor may see their values and beliefs as more important than those of the nonprofit’s because their resources are the ones allowing the nonprofit to do its work. If the nonprofit engages in work the donor deems inappropriate or advocates for an issue they do not believe in, they can easily terminate their financial support (Neumayer et. al, 2015).

Fyall (2017) argues, however, that nonprofits cannot separate the work they do from advocacy work. Specifically, when an organization is supported through public funds, the work they do impacts public policy. In an interview with Leading Well, Judy Reckelhoff, Chief of Staff for Boardsource, argued that “without advocacy from nonprofit leaders, policymakers [are] making decisions without all of the information they [need]” (Levinger, 2020b, para. 3). Reckelhoff also argued that the decisions being made by the government and policy makers impact those served by nonprofit organizations and the way nonprofit organizations can operate, which is why they should be more active in advocacy (Levinger, 2020b).

While organizations may not be actively participating in advocacy work, advocacy is intertwined with their mission and the services they provide to the community. Advocacy work involves many aspects of a nonprofit organization’s work, including any communication the organization shares about their mission, their work, and the social issues they are working to address (Boardsource, 2016). Nonprofits can fill the roles of service providers and policy
advocates simultaneously (Fyall, 2017). In many cases, nonprofit organizations may not even realize they are participating in advocacy work. Many common functions of a nonprofit, such as sharing their mission or research related to their programs, are considered advocacy work and are easy ways for nonprofits to advance their mission (BoardSource, 2016).

**Purpose of the Study**

The purpose of this study is to examine the effects of advocacy and social justice involvement on 501(c)3 nonprofit organizations. If an organization does not have diverse funding sources and has become resource dependent, its leadership may struggle to make decisions that will ultimately move the mission forward while staying in line with the organization’s vision and values. How can nonprofits balance the need to steward their donors, especially long-time supporters, while taking a stand on social issues that may not align with its donors’ beliefs? This paper will examine the challenges nonprofit organizations face when attempting to advance their mission while also considering their supporters beliefs and preferences.

**Research Questions**

In today’s climate, it is imperative that nonprofits evaluate their roles as advocates, both for their clients and for the community at-large. The mission, vision, and values of an organization should guide and shape the organizational identity, which in turn can inform all major decision-making within the organization. The following research questions can help nonprofit organizations examine their part in social justice movements impacting those they serve and communities of people across the United States:

1. How do supporters impact a nonprofit’s organizational identity?
2. What factors can lead to mission drift and how can nonprofit organizations combat it?
3. How does advocacy and social justice work impact funding for 501(c)(3) nonprofits?

Significance of the Study

In order to make the biggest impact, nonprofits must recruit donors whose values and beliefs align with those of the organization and will help pursue the organization’s goals and purpose. When these values and beliefs are in conflict, it can have serious social and financial impacts on the organization.

Real life examples of this conflict can be found across the United States and throughout the world at both small and large nonprofits. In 2019, a small public library in Marion, Iowa received negative feedback from its community when it decided to host events in conjunction with Pride Month, a celebration of the LGBTQI+ community. The main issue some community members expressed with the celebration was the inclusion of a Drag Queen Story Time and the fact that an LGBTQI+ event was being hosted in a facility funded through taxpayer money (Jette, 2019). The library also hosted a resource fair for the LGBTQI+ community, bringing in organizations to talk about their services that may be beneficial to that community. While many community members believed the library should not have taken part in Pride Month activities, the events they hosted did align with their mission, vision, and values. The resource fair in particular aligns with the part of their vision statement that says “... We facilitate access to the resources our patrons want when they want them. We are where our community chooses to gather and connect” (Carman, 2018). While the resource fair was a separate event from the Drag Queen Story Time, several organizations who participated in the resource fair also received negative feedback from community members and lost support from some of their donors (Jette, 2019).
While nonprofit organizations need to be concerned about the decisions they make and how those decisions are viewed by their supporters, they must also be aware of decisions and behaviors of their donors and how those can impact their organization. If an organization or individual is advocating for something that directly opposes the mission, vision, and values of the nonprofit they are supporting, does this constitute a new form of mission drift if they continue to accept their financial support?

In 2019, the Metropolitan Museum of Art (the Met) was facing this exact issue. One of the museum’s largest supporters, the Sacklers, were closely involved with a pharmaceutical company that was being accused of contributing to the opioid crisis across the United States. This connection to the Sackler family led to protests calling for the museum, along with other organizations across the country, to cut ties with the family and stop accepting their financial support (Rendon, 2019). When asked about the decision, Daniel Wright, President of the Met, stated that “‘The museum takes a position of gratitude and respect to those who support us, but on occasion, we feel it’s necessary to step away from gifts that are not in the public interest, or in our institution’s interest’” (Harris, 2019, para. 4). Because the Sackler’s were involved in something that did not align with the mission of the Met, leadership determined it best to sever ties, despite the loss of funding from the family. This was a difficult decision to make as art and culture organizations often struggle to maintain a large network of financial supporters, and a decision to cut ties with a large donor could be financially devastating for smaller organizations (Harris, 2019).

As nonprofits work to move their mission forward, they are forced to navigate the delicate relationship between the needs of the organization, the people the organization serves, and those who support the nonprofit organization financially. When advocacy is a priority for a
nonprofit organization, this relationship can become much more complicated. If a nonprofit organization is heavily reliant on one specific funder or a certain type of funding resource (i.e. resource dependency), the organization may feel obligated to behave in a way that aligns with the values and beliefs of those supporting the mission. If a funder’s values and beliefs differ from those of the nonprofit organization, yet the nonprofit continues to accept support, they become at risk of experiencing mission drift (Jones, 2007).

By not addressing mission drift, nonprofit organizations risk alienating other supporters whose values and beliefs do align with the mission of the organization. “Potential donors may think twice before giving to an organization that seems to have other ways of raising money. People may feel that such activities taint a nonprofit’s commitment to its announced purposes” (Jones, 2007, p. 300). Overall, nonprofit organizations have to carefully navigate the relationship between its mission and the values, beliefs, and opinions of major supporters.

Not all researchers agree, however, on the impact resource dependency can have on an organization. According to Moulton & Eckerd (2012), “resource dependence—particularly dependence on public support—may be critical for value preservation, by aligning core organizational roles with the stakeholders who embody the values underlying the organization” (p. 2). This argument states that by sticking to its values, beliefs, and mission, a nonprofit will attract supporters whose values and beliefs align with those of the organization, thus making it easier for the nonprofit to advocate and take a stand on social issues and avoid mission drift. A comprehensive review of research studies conducted by Neumayr et al. (2015) found a mixed review on the impact of advocacy work on funding. With these conflicting viewpoints, more research is needed to determine the true impact of advocacy and social justice work on funding for nonprofits.
In today’s social and political climate, it is now more important than ever that nonprofit organizations feel solid in their mission and organizational identity. As social movements like Black Lives Matter, “defund the police,” and LGBTQI+ issues are in the news daily, nonprofits must determine what side of the issue they fall on and if they are going to get involved with the movement. If nonprofits refrain from making a statement or participating in the movements, they risk alienating clients, volunteers, and donors whose values and beliefs truly align with their mission and could have a big impact on moving their work forward. However, there has been little research conducted on the impact of advocacy work, or lack thereof, on financial support for nonprofit organizations. This paper will address the gap in research on the importance of nonprofit advocacy work and participation in social justice movements.
CHAPTER 2

INTRODUCTION TO LITERATURE REVIEW

The purpose of this study is to examine the effects of advocacy and social justice involvement on 501(c)3 nonprofit organizations. Specifically, the study will focus on the concept of mission drift and factors that make organizations susceptible to it, as well as the role that social justice and advocacy work can play in preventing or inducing mission drift. Chapter 2 provides a review of the relevant literature surrounding organizational identity, mission drift, and nonprofit social justice and advocacy initiatives.

The topics mentioned above are the three main sections of the literature review. The first section of the review focuses on organizational identity, which includes the mission, vision, and values of an organization and the factors that impact the development of organizational identity. This section includes seven citations. The second section focuses on the concept of mission drift, providing a definition and factors that can lead to the phenomenon in the nonprofit world. This section contains seven citations. The final section of the literature focuses on social justice and advocacy. The literature specific to these topics in the nonprofit field is limited - this section contains five citations. Table 1.1 is split into three sections to give a visual representation of the literature review.

Table 1.1

Literature Review Sources

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Identity</td>
<td>National Center on Charitable Statistics, 2018; Macedo et. al, 2015; Gooding, 2014; McLaughlin, 2009; Balser &amp; McClusky, 2005; Bart &amp; Hupfer, 2004; Krug &amp; Weinberg, 2004; Oster, 1995</td>
</tr>
</tbody>
</table>
### Organizational Identity

As nonprofit organizations fight to maintain funding and support in the United States, where there are more than 1.5 million registered nonprofits (National Center on Charitable Statistics, 2018), it is important for them to be consistent and sound in who they are and what they stand for. Many pieces come together to form an organization’s identity, including its mission, vision, values, and more. A strong organizational identity can be a guide for an organization as it pursues its mission, providing structure and discipline that for-profit organizations often would receive from the pursuit of a profit (McLaughlin, 2009). One of the most important parts of this is an organization’s mission as it provides direction through strategic plans and goals, can serve as a tool to measure success, and can create a shared purpose with stakeholders (Gooding, 2014; Macedo et. al, 2015).

Macedo et. al (2015) defines a mission statement as “a formal written document intended to capture an organization’s unique and enduring purpose, practices, and core values” (p. 2). The mission statement often shares the purpose of the organization’s existence and tells others the strategic goals the organization hopes to accomplish. A strong mission statement is important for

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonprofit Advocacy and Social Justice</td>
<td>National Council of Nonprofits, 2021; Perkins, 2021; Forbes, 2020; Levinger, 2020a; Jeter, 2019; Snyder, 2019; Mason, 2018; Mellinger, 2017; Guo &amp; Saxton, 2014; Almog-Bar &amp; Schmid, 2013; Samimi, 2010; McLaughlin, 2009; Nicholson-Crotty, 2009; Berry, 2003; Kival, 2000</td>
</tr>
</tbody>
</table>
nonprofit organizations as it can build trust with stakeholders as nonprofits pursue objectives that align with their stated purpose (Gooding, 2014; Macedo et. al, 2015).

Internally, a mission statement, along with an organization’s vision and values, can help guide nonprofit leadership as they formulate strategic plans or make decisions that will have a major impact on the organization. It can also help guide employees and volunteers in their work and retain quality, dedicated staff who will work to effectively impact the organization (Macedo et. al, 2015). However, for the mission statement to be an effective tool, leadership must truly understand the content of the mission statement and share its importance with all stakeholders (Bart & Hupfer, 2004). The level of knowledge internal stakeholders hold about an organization, which includes its mission statement and what that means for services, will impact the quality of services that are provided to clients (Krug & Weinberg, 2004). An effective mission statement is also important to maintain commitment of external stakeholders, as it impacts the beliefs stakeholders have about the organization. A strong sense of trust, a sense of legitimacy, and consistent interactions are key as external stakeholders can have an impact on an organization’s identity (Balser & McClusky, 2005; Macedo et. al, 2015).

Nonprofit organizations are accountable to many different external stakeholders, including donors, large funders, such as foundations and the government, clients, other nonprofit organizations, and more. They must ensure they are following rules and regulations put forth by authorities to avoid legal consequences. While a mission statement can be used as an internal measure of success and effectiveness, external stakeholders often base their judgements about an organization on how well their expectations are being met, which often involves staying true to their mission statement. Managing these expectations can be difficult as stakeholders often hold various beliefs and expectations that can conflict with one another. Stakeholders can also
influence one another as they share their beliefs and opinions about the organization with others. Some stakeholders may also hold expectations that organizations cannot fulfil due to limited resources or conflicts with the organization’s values and beliefs (Balser & McClusky, 2005). However, effectively managing these relationships and expectations is key for organizations that rely on public support for long-term success (Gooding, 2004).

Samimi (2010) argues that focusing on pleasing stakeholders is unavoidable due to systems that have been put in place to regulate nonprofits and their funding, such as the large amount of time that is required to write grant proposals, create or alter programs to meet grant application criteria, and track/evaluate the program once the grant has been awarded. Oster (1995) argues that the mission statement is a key tool in managing stakeholder relationships as it can serve as a “boundary function” (p. 23). When the needs and expectations are in conflict, a nonprofit can rely on its mission statement to justify the decision made. While a decision may not align with the opinions of a group of stakeholders, showing that the decision will effectively move the mission forward can help prevent the loss of support (Oster, 1995). However, there are many times when nonprofits may be tempted to pursue activities that do not directly align with their mission to please stakeholders or secure financial resources.

**Nonprofit Mission Statements & Mission Drift**

As nonprofit organizations work to successfully manage stakeholder relationships and maintain financial stability in a world where competition for support is constantly increasing, nonprofit leadership must be intentional with their goals and strategies to ensure they align with their mission (Krug & Weinberg, 2004; Macedo et. al, 2015). To increase financial resources, organizations may pursue commercial activities, such as opening a store or selling branded merchandise online. This can be seen as necessary at times because securing financial resources
can “assist an organization in becoming more resilient and achieving its purpose while accomplishing its mission” (Macedo et. al, 2015, p. 2).

However, some argue that business expenses take time and resources away from other programs or projects that are directly impacting the mission and can lead to distrust among supporters (Gooding, 2004; Ma et. al, 2018). If a nonprofit begins to focus more on revenue, they are at risk of experiencing mission drift, which Gooding (2004) has defined as a strong focus on financial success over other measurements of success, such as the benefit the organization is providing to their clients. Samimi (2010) describes mission drift as moving away from the stated purpose in the mission statement, thus losing the original focus from when the organization was established. Mission drift can negatively impact nonprofits by leading to “possible distortion of organizational activities and projects, difficulties with donor relations, and financial destabilization” (Ma et. al, 2018, p. 25). Because of this, mission drift can cause serious financial consequences if not addressed (McLaughlin, 2009). Overall, there must be a strategic balance between mission focused activities and financial stability.

While some of these activities can be mission related, others have been defined as “unrelated business income” by the Internal Revenue Service. Activities will be considered unrelated business income if they meet three criteria: it is a trade/business, takes place regularly, and is not substantially related to furthering the mission of the organization as defined in its tax exempt application (Internal Revenue Service, 2021). These activities are not considered tax-exempt like other income for a nonprofit organization. An example of an unrelated business income would be a museum that opens up their parking lot outside of business hours for non-patrons. While this money could be used to support the organization’s mission, it is not directly related to the mission. However, a dog shelter could sell dog-related items, such as leases, treats,
and other necessities, without paying the unrelated business income tax because the items they are selling are directly related to their mission of saving dogs (Colorado Nonprofit Association, n.d.). If an organization has too much unrelated business income, it can put their tax exempt status at risk (McLaughlin, 2009). In order to avoid legal implications and mission drift, it is important that organizations attempt to find additional income sources that are directly related to their mission. They can also decide to pay the tax on the unrelated business income (McLaughlin, 2009).

One thing that can put nonprofit organizations at risk of mission drift is a disconnect between the agendas of funders and the goals of the organization. Stakeholder relationships are particularly important when organizations rely on outside funding sources. If an organization is financially struggling, they are more likely to focus on appeasing stakeholders rather than staying true to their mission (Balser & McClusky, 2004; Gooding, 2004). This phenomenon, known as resource dependency, makes organizations more susceptible to the requests of donors because receiving financial support is critical to the survival of the organization.

Strict requirements or specific requests are common with foundations, grants, and government support that require certain criteria to apply and specific reporting and follow-up after the grant is awarded. Samimi (2010) argues that the strict requirements for grants and other funding opportunities may lead organizations to alter their programs or their mission statement in order to qualify for the funding. Changes to programs and focus areas can also be seen with individual major donors who may negotiate and require their gift to be used in a certain way before agreeing to make a significant donation (Jones, 2007; Ma et. al, 2018). Pursuing revenue sources that do not align with an organization’s mission, while potentially leading to more
immediate financial success, can put organizations at risk of alienating both internal and external supporters who do not agree with the way funds are being raised (Gooding, 2004).

Loss of funding, however, can lead to increased financial support in some cases. Foster & Meinhard (2002) argue that organizations can use extreme funding losses, such as losing a grant or gift from a major donor, to provide an opportunity for nonprofits to rally their other supporters to make up the difference. As these donors become more invested in the cause, it can lead to security in the organization’s mission instead of mission drift.

**Nonprofit Advocacy and Social Justice**

One way that an organization can become more secure in their mission is by participating in advocacy and social justice work, as these can be used as a tool to gain support for their mission (Guo & Saxton, 2014). Advocacy can also be a way for nonprofit organizations to promote social justice and enact change (Forbes, 2020). Almog-Bar & Schmid (2013) define advocacy as “enhancing human and social rights, to protect and advance the well-being of the clients [nonprofit organizations] represent” (p. 12). Advocacy can include “grassroots organizing, public education, policy research, lobbying, position papers or statements on issues, voter registration, coalition participation or building, and election activities. It also includes litigation and boycotts” (Mason, 2018, para. 14). There are no restrictions on the amount of advocacy nonprofit organizations participate in. There are, however, restrictions on lobbying, which involves trying to influence politicians or lawmakers about specific laws and legislation. Lobbying is allowed within 501(c)3 nonprofits as long as it is not a significant part of their activities (Mason, 2018).

In its most basic terms, social justice can be defined as “ensuring equal rights and opportunities for all people” (Samimi, 2010, p. 23). Social justice has its roots dating back to the
1600s when religious groups began offering support to those who were unable to work due to illness or injury. As time progressed, more groups began to form to offer services similar to today’s contemporary nonprofits. However, the development of these organizations was strictly managed by the government, and many lacked access to funding and resources due to their minority status (racial, religious, and gender) and their goals of challenging the norms of the time through social justice-like work (Samimi, 2010).

Limited research is available on the role advocacy and social justice work play for nonprofit organizations. Smaller, less established nonprofits may be more likely to participate in advocacy because they are not as restricted by institutional regulations. However, if these small nonprofits are resource dependent, their funders could impose restrictions that limit their ability to participate in advocacy work. Larger, more established nonprofits that have diverse funding sources will likely have more freedom and flexibility because they are not dependent on the restrictions of funders (Nicholson-Crotty, 2009). However, both large and small nonprofits could receive funding from sources that encourage advocacy and social justice work, which mitigates the effect of resource dependency.

All nonprofits are allowed to participate in advocacy at some level, regardless of their tax exempt status. Their status, however, will dictate the amount and type of advocacy work each organization is allowed to participate in for their cause (Mason, 2018). Advocacy work does not have to be extensive or even fall under the realm of political activity, as some research would define it. Simply sharing information about the issues an organization is attempting to address via social media and traditional media, such as television and print news sources, can be advocacy work for an organization (Bronstein, 2006).
While most nonprofit organizations associate advocacy with legislative action, research has shown that participation in this type of advocacy work is uncommon. This is likely because organizations lack resources to devote a staff person to legislative advocacy or do not have a qualified staff person with an understanding of the legislative process who could effectively advocate for change. Organizations are more likely to participate in other forms of advocacy, such as administrative, legal, or community advocacy. Administrative advocacy occurs after a law has been changed or enacted and administrators are focused on changing policies and procedures to reflect the new laws. Nonprofits can be involved in this process by advocating for policies and procedures that will support their program and clients (Mellinger, 2017). Administrative advocacy is not limited by the tax code, which can be a way for organizations to share their mission without risking their tax exempt status (Berry, 2003).

Legal advocacy involves supporting clients through the courts and legal systems. This is important because laws are interpreted in the court system, so nonprofits can advocate for an interpretation of the law that will benefit clients. This can involve the litigation process, but nonprofits can also partner with other organizations to effectively advocate for their clients if they do not have the resources or experience with the legal system. Lastly, community advocacy involves raising awareness and challenging assumptions about the populations served by the organization. Community advocacy can combat negative assumptions about certain populations which could be limiting support offered by individuals or groups. These opinions, if widespread enough, can even impact policies at a local, state, or even national level. Community advocacy can be an effective method to raise awareness for an organization’s mission and gain support for those being served (Mellinger, 2017).
Guo & Saxton (2014) identified 11 different advocacy tactics that show the broad range of advocacy work nonprofits can take part in: “research, media advocacy, direct lobbying, grassroots lobbying, public events and direct action, judicial advocacy, public education, coalition building, administrative lobbying, voter registration and education, and expert testimony” (p. 3-4). With respect to social media, Guo & Saxton (2014) found that most nonprofit organizations utilize it to share information about their mission and provide calls-to-action to their supporters. If an organization begins to focus more on advocacy, they do have the option of changing their IRS selection code to better reflect their new purpose (McLaughlin, 2009).

Bronstein (2006) states that nonprofits, along with for-profit companies, must ensure they are practicing responsible advocacy. They can do so by focusing on relationship management, resource sharing, and dialogic communication. Relationship management is built into most nonprofits as they are constantly working to manage relationships with various stakeholder groups. One of these stakeholder groups should be the media, who can assist with advocacy efforts by spreading news about the work a nonprofit organization is doing in the community and ways the community can support their efforts. Bronstein (2006) also argues for resource sharing between groups that may have limited financial resources set aside for advocacy or public relations. This often takes the form of coalitions or other groups that are advocating for similar causes and can work together to effect change.

Dialogic communication, which is defined as “a means of interaction between organizations and publics in which all participants have an equal chance to contribute and no participant exercises control over another,” (Bronstein, 2006, p. 86) is most commonly seen on social media. While the organization still holds some sense of control over the conversation,
supporters are encouraged to interact with the organization and with one another through social media posts and private groups developed specifically for supporters. Social media has become an accessible tool for nonprofits to expand their networks and provide a call-to-action to their supporters quickly and at little to no cost (Guo & Saxton, 2012).

Nicholson-Crotty (2009) describes a two-step approach for nonprofit organizations that participate in advocacy. The first involves deciding to advocate because something in the current climate is preventing effective delivery of services and acknowledging that the organization can utilize resources (time, money, etc.) to attempt to address the issue. Once this decision has been made, the organization then must decide how they are going to address the issue. For example, a 501(c)3 nonprofit could decide to affiliate with a 501(c)4 advocacy organization to manage their advocacy activities. These decisions are impacted by a variety of organizational factors, such as revenue diversification, size of the organization, budget, and more. Nonprofits can also mobilize their staff and board members, some of their most knowledgeable and passionate supporters, to get involved in advocacy work, without taking on much additional financial costs (Levinger, 2020a). Overall, effective advocacy must be a balance of clear communication to the proper audiences, telling an impactful story, and sharing how people should respond or what action they should take (Forbes, 2020). This balance will be different for each organization depending on their size, resources, and issue they are focusing on.

Today, nonprofits have access to many funding sources to support their mission. However, Samimi (2010) argues that a system has developed called the Nonprofit Industrial Complex which prevents nonprofits from focusing on mission fulfilment and leaves them struggling to maintain financial security in a time where funding is limited and difficult to maintain year after year. Berry (2003) argues that receiving grant funds from the government can
make it even more difficult for organizations to participate in advocacy and social justice work. In order to maintain funding, organizations may focus on programs and activities that show success and progress to funders instead of pursuing projects that will have the biggest impact on those in need.

If advocacy and social justice are a key part of an organization’s mission, can they pursue those endeavors without risking the loss of financial support from foundations, individual donors, or the government? This conflict can lead to tension between leadership and program staff as well as other community supporters of the mission, along with wasted resources if avenues are pursued that do not align directly with the organization’s mission. As mentioned above, these conflicts can also lead to negative financial impacts with the loss of support from donors. Being an advocacy and social justice focused nonprofit organization is extremely difficult under the current system as many traditional funding sources put nonprofits at risk of mission drift (Samimi, 2010).

Today, however, some funders are changing their requirements and are looking to fund organizations that are specifically focused on advocacy and social justice work. For example, The Hill-Snowdon Foundation works to support nonprofit organizations whose stated purpose is fighting for racial and social justice. According to Hill-Snowdon Foundation’s Executive Director, foundations may resist supporting social justice initiatives “‘at a level that actually penetrates and does something about the inequities that almost all foundations list in their mission as something they want to change . . . what they often support is more aligned with charity that, despite its best intentions, maintains the status quo and doesn’t bring change” (Perkins, 2021, para. 14).
Some nonprofit organizations may avoid participating in advocacy for a variety of reasons, including fear of losing their tax exempt status or losing supporters for taking a stand on controversial or political issues (Mason, 2018). As current political debates intensify and support for critical issues is at risk, Mason (2018) argues that nonprofit organizations should be the ones fighting for change as those they serve are often directly impacted by the decisions made by the government and policy makers. “Long recognized as ‘mediating structures’ that help to connect the public with institutions, nonprofit organizations represent the perspectives of people in front of decision-makers . . . [and have a] role in helping to organize and educate the population for civic action and engagement . . .” (Mason, 2018, para. 6). Even if nonprofit organizations and their staff do not directly communicate with lawmakers or public officials, they can urge their supporters to do so on their behalf. This would fall under advocacy and only becomes lobbying, which can be restricted, if an organization is attempting to influence a specific law or legislation.

Kival (2000) argues that while some organizations are fighting for social justice while providing necessary services to those in need, “many social service agencies may be intentionally or inadvertently working to maintain the status quo” (p. 1). If organizations are not fighting for change at the macro level, the services being provided are only serving as a band-aid to temporarily lessen the impact of the issue. Kival (2010) describes nonprofits providing direct service to those in need as the “buffer zone” in society, determining who gets access to the limited resources, in particular the financial resources, available to those at the bottom of the wealth distribution, but failing to address the issues at their root causes. However, nonprofits can be part of the solution through advocacy work instead of just treating the problems (Mason, 2018).
One solution to the complicated balance of pursuing mission-based social justice initiatives and financial stability is offered through training with the Grassroots Institute for Fundraising Training (GIFT). The training encourages organizations to develop a large community donor base with supporters who believe in the core mission of the organization. As an organization diversifies its revenue sources, it becomes less susceptible to resource dependency. Once this supporter base is developed, organizations will be less dependent on large funders, such as government or foundation grants, that hold the power to dictate how funds are spent and what projects are being pursued (Samimi, 2010).

No matter the route a nonprofit organization takes to participate in advocacy and social justice, Judy Reckelhoff, Chief of Staff at Boardsource, believes it is critical to include a budget line for advocacy work. This could involve funding for staff specifically focused on advocacy work or software designed to implement and track advocacy campaigns (Jeter, 2019). Public policy often impacts the populations nonprofit organizations serve, so it is important to advocate for policies that will address the issues and barriers the communities are facing. Policies can also impact funding for organizations who receive state and federal support, and it can be beneficial for organizations to advocate for the continued support of their programs or additional support in their focus areas (Levinger, 2020a; National Council of Nonprofits, 2021). Advocacy can even be used as a donor engagement strategy as it can share with supporters and potential supporters the importance of the mission and the work the organization is doing to address important issues facing the community. Research has shown that supporters who consider themselves advocates for an organization are seven times more likely to donate to the organization than non-advocates, and response rates to advocacy messages were much higher than response rates to fundraising appeals (Snyder, 2019).
Summary

Recent research agrees that advocacy among nonprofit organizations is key to effectively pursuing their missions (Bronstein, 2006; Guo & Saxton, 2012; Levinger, 2020ab; Nicholson-Crotty, 2009; Samimi, 2010). In 2007, Crutchfield & McLeod published a book called *Forces for Good*, which listed six practices of high impact nonprofits, with the first practice being "advocate and serve." After studying 12 highly successful nonprofits, they found that all of the organizations were focused on policy advocacy to expand their impact by increasing funding or influencing legislation. These organizations are successful because they “bridge the divide between service and advocacy, and become good at doing both” (Crutchfield & McLeod, 2007, para. 9). Effective organizations recognize that they cannot create systematic change simply by providing impactful programs and need to work alongside other organizations, including legislators, to create lasting change. Despite some nonprofit organizations successful participating in advocacy and social justice work, there has not been much research conducted on best practices for nonprofit advocacy or the impact advocacy work can have on support of nonprofit organizations.

Currently, there is limited research available on nonprofit organizations that have made a commitment to advocacy and social justice initiatives. There is also limited research on the impact rejecting gifts from donors whose values and beliefs do not align with the organization’s, particularly when it comes to advocacy and social justice, has on an organization’s financial bottom line. As the media has shown, participating in advocacy work can have financial consequences for organizations, especially when they take a stand for something that doesn’t directly align with their programs and activities. For example, when community organizations partnered with the Marion Public Library (Iowa) for a Pride Month event supporting LGBTQ+
communities, some organizations lost support of long-time donors because they did not want to support an organization affiliated with that specific cause (Jette, 2019).

With today’s current climate surrounding politics, human rights issues, and an increased focus on diversity, equity, and inclusion, it is critical that organizations understand the impact of participating in social justice initiatives and making strong statements regarding controversial topics can have on their financial security – more research is needed to assist nonprofit organizations in making informed decisions about their participation in advocacy and social justice initiatives.
CHAPTER 3

Synthesis & Key Findings

To effectively pursue its mission, a nonprofit organization must be firm in their organizational identity. This includes having a defined mission statement, vision statement, and values and actively sharing those with supporters. These elements help differentiate an organization from the other millions of registered nonprofits in the United States (National Center on Charitable Statistics, 2018). These elements also guide nonprofit leaders in making decisions that are most beneficial and impactful for the organization and its clients (Gooding, 2014; Krug & Weinberg, 2004; Macedo et. al, 2015; McLaughlin, 2009). When nonprofit organizations actively share their mission, vision, and values with stakeholders, both internally and externally, it can solidify strong relationships and increase support. It can also help manage expectations of different groups of stakeholders and rationalize decisions if they are being made to move the organization’s mission forward (Balser & McClusky, 2005; Gooding, 2004; Macedo et. al, 2015; Oster, 1995).

At times, however, nonprofits may stray from their stated purpose or mission statement, either intentionally or unintentionally. This can be described as mission drift, which can negatively impact a nonprofit by causing problems with donor relations or funding sources (Samimi, 2010; Ma et. al, 2018). Mission drift can sometimes occur when an organization begins focusing more on financial success rather than goals directly related to their mission, such as bringing in additional revenue through unrelated business income. This could include opening a gift shop or selling branded merchandise, but would not be considered unrelated business income if the commercial activities are directly impacting the mission (Macedo et. al, 2015). While unrelated business income can help stabilize an organization and provide additional financial...
resources to pursue mission-related activities, the activity itself is not directly impacting the mission and can take away from other mission-related activities (Gooding, 2004; Ma et. al, 2018). If too much of an organization’s revenue comes from unrelated business income, its tax-exempt status can be at risk (Internal Revenue Services, 2021).

Mission drift can also occur when an organization starts pursuing programs or activities that do not align with the organization’s stated purpose (Ma et. al, 2018; Samimi, 2010). For example, a nonprofit organization may pursue a funding source just to secure additional financial resources even though their mission or current activities would not make them eligible for the support. If the organization pursues a project or creates a new program solely to secure additional financial resources, mission drift will occur due to the disconnect between the goals and values of the organization and its funders (Balser & McClusky, 2004; Gooding, 2004; Jones, 2007; Ma et. al, 2018; Samimi, 2010). This could also lead to resource dependency, where an organization is reliant on a specific funder or group of funders to sustain their mission (Nicholson-Crotty, 2009). Regardless of the reason for mission drift, it can negatively impact an organization financially through a loss of funders and individual donors who may not support the new programs or activities (Gooding, 2004; McLaughlin, 2009).

One way that a nonprofit can combat mission drift is through advocacy work. Advocacy has a broad definition and can include many different activities. However, all nonprofit organizations, regardless of their tax-exempt status, are allowed to participate in advocacy and even some amounts of lobbying. There are a variety of factors, such as organization size, funding sources, and mission, that may impact whether an organization participates in advocacy work or lobbying (Bronstein, 2006; Levinger, 2020a; Nicholson-Crotty, 2009). While there is limited research on the impact advocacy has on financial support of organizations, researchers have
developed guidelines for nonprofit organizations to participate in responsible advocacy (Bronstein, 2006; Guo & Saxton, 2012; Nicholson & Crotty, 2009). Samimi (2010) argues that the system itself makes it difficult for nonprofit organizations to participate in advocacy and social justice work because of the Nonprofit Industrial Complex. The way the system is currently set up, nonprofits must fight for limited funding, which may be difficult to maintain year after year and can be restricted by the limitations placed upon the use of funds by funders. According to Berry (2003), it may not be worth pursuing some grants if it limits the work a nonprofit can do because they won’t really have the best interest of their clients in mind. This can lead to conflict within organizations and potentially cause mission drift as the nonprofit finds other avenues to secure funding. Limited staff time and resources can also make it difficult for nonprofits to participate in advocacy and lobbying.

Despite these conflicts, some believe that nonprofits are perfectly positioned to push for policy and social change. They intimately know the issues communities are facing and likely have expertise in ways to address these issues and come up with solutions. By talking to decision-makers or urging their supporters to take action, nonprofit organizations can bring about change to positively impact their mission (Mason, 2018). While legislative advocacy is less common because it often requires skilled staff and additional resources, there are other common advocacy practices nonprofit organizations can participate in, including administrative, legal, and community advocacy (Mellinger, 2017). Some organizations may already be participating in advocacy work, such as public education or asking their supporters to get involved in advocacy work on their behalf (Guo & Saxton, 2014).

As political debates intensify and become more widely discussed in the community, nonprofit organizations are becoming more involved in social justice work. This involves
fighting for change at the institutional level while also providing direct services to their clients and the community. Organizations must be careful, however, not to maintain the status quo by providing temporary relief for individuals instead of fighting for change at the macro level. This is where advocacy and social justice work come into play and nonprofit organizations can make large scale changes and bigger impacts (Kival, 2010).

Implications for Practice

With recent events promoting advocacy and social justice movements across the United States and around the world, it is crucial that nonprofit organizations begin focusing on advocacy to effectively support their clients and stand up for their mission. According to Mason (2018), “if there ever was a time for the nonprofit sector to work together with a shared voice of inclusion, common sense and conciliation, now is it” (para. 11). Advocacy can provide many benefits to nonprofit organizations and the populations they serve, such as raising awareness for the organization’s mission and gaining more support, prevent problematic legislation or encourage policies that will improve the community, and amplify the voices of those impacted by the issues (Forbes, 2020).

In an interview with Leading Well, Sonya Campion, President of the Campion Advocacy Fund, argues that advocacy should be a core part of every organization. This includes ensuring staff and board members understand how public policy and public funding impact programs and resources and providing training for them to meet with elected officials and effectively advocate for your organization (Levinger, 2020a). Advocacy can also be a tool, in conjunction with fundraisers and other program activities, to educate the community about the issues the organization is attempting to address and share how they can become part of the solution (Snyder, 2019).
When a nonprofit decides to begin focusing on advocacy work, it is important to bring together key stakeholders to determine what will be best for the organization. This could involve staff, board members, volunteers, and key supporters who know the organization well and can provide insight to what would advance the mission. This group could examine the organization’s mission, vision, and values and determine what advocacy work would align with the organization. It is also important to develop a plan for action, including: What will the organization advocate for? How will the organization take action? Who will be responsible for the advocacy? All of these questions should be evaluated on an ongoing basis as issues continue to evolve and change. The committee that is developed can support future decisions as the organization continues to grow and develop their advocacy and social justice work (Mason, 2018).

Advocacy can serve several functions within a nonprofit organization. According to the National Council of Nonprofits (2021), advocacy can support an organization’s mission by preventing funding losses, decreasing barriers to services, and spreading the word about lesser known community issues to gain more support. Organizations that effectively utilize advocacy could see a large increase in support for their mission. Advocacy can also advance an organization’s mission by influencing policies that impact the organization’s focus area or clients. Changes in policies could provide increased funding for nonprofit organizations or create more supportive services for marginalized communities.

Advocacy can take many different forms and cannot be a “one-size fits all” approach for every nonprofit organization. While legislative advocacy, also known as lobbying, at the federal, state, or local level may be a good fit for some organizations, others may not have the skills or resources to advocate to influence laws and policies directly. This also comes with legal
restrictions for 501(c)3 organizations. Other options can include administrative, legal, or community advocacy, which allow organizations to advocate for their clients and educate the community on social issues that can lead to increased support for their mission. Collaborations with other organizations can be key for nonprofits to effectively participate in advocacy with limited resources or experience, as partnerships can provide opportunities for learning and also ensure that multiple viewpoints impacted by the issues are represented (Mellinger, 2017; Snyder, 2019). It is important for nonprofit organizations to know the difference between advocacy and lobbying since lobbying comes with restrictions for 501(c)3 organizations. Since there are no restrictions on general advocacy, nonprofit organizations can participate without fear of risking their tax exempt status. The lack of understanding of the difference between advocacy and lobbying and what is allowed under the tax code is one thing that may keep organizations from participating in advocacy work.

There are a variety of other ways nonprofit organizations can participate in advocacy work. One example is click-to-call advocacy, where the organization connects supporters with representatives through a phone call. The organization will often provide a script that shares the importance of the organization’s mission or focus area and encourage the representative to take specific action (Jeter, 2019). This, however, does require specific tools that will connect the supporter to the representative via their personal phone. Another option would be to urge supporters to contact their representatives through email. There is also software available that will draft and send the emails for the supporters, or an organization could provide a script and the representatives’ contact information and encourage them to send the email on their own.

Another advocacy option that does not require a large amount of resources is social advocacy. Because most nonprofit organizations already utilize social media and email
marketing, the only additional resource required is staff time. Social media and email marketing can be used to urge supporters to take a specific action (such as signing a petition or contact their representatives), urge representatives or legislators to take a specific action, or encourage supporters to share how they are advocating for the organization’s mission (Jeter, 2019). Advocacy can also be combined with fundraising efforts to increase response rates and overall impact (Snyder, 2019).

Funders must also reexamine their funding practices and consider supporting organizations that are active in advocacy, social justice work, and lobbying. The Southern Power Fund has turned grant making upside down by giving out grants without requiring applications from nonprofit organizations or lengthy reports detailing how the funds were spent. Providing funds in this way can allow nonprofit organizations to put the funds to use quickly and focus on effectively implementing their programs and activities - it can also allow them to use the funds in ways that will be most impactful to their organization or the specific population they are serving because of the lack of restrictions (Perkins, 2021).

**Suggestions for Future Research**

As advocacy and social justice work becomes more common within nonprofit organizations, it is imperative that research is conducted to determine the impact work has on funding for 501(c)3 nonprofit organizations. Current research lacks any focus on organizations that have implemented advocacy strategies (when active advocacy was not already a part of the organization) to determine how that impacts relationships with supporters and financial support. It would be beneficial for longitudinal studies to be conducted with nonprofit organizations to see if increasing their advocacy work can lead to changes in financial support.
With these studies, it would be important to group organizations into different categories as it is likely that increased advocacy would impact them in different ways. Important factors to consider should include:

1. Size of the organization
2. Type of organization (private foundation, private operating foundation, or public charity)
3. Focus of mission (education, human services, arts/culture, religious group/church, etc.)
4. Funding sources

It would be important to group nonprofit organizations by their size (likely by budget or annual revenue) to determine how increased advocacy would impact financial support. Current research would suggest that larger organizations would be less likely to be negatively impacted by increased advocacy due to larger, more diverse donor bases and funding sources (Nicholson-Crotty, 2009).

Grouping organizations by their type (foundation, public charity, etc.) would also be important because different types of organizations often receive and utilize funds in different ways. Grouping organizations by the focus of their mission would also be important because some missions lend themselves to advocacy more than others, meaning their supporters may be more accepting of advocacy work. Overall, these factors can impact funding sources and the amount of funding an organization receives, and grouping them into similar categories will allow for better comparisons when examining the impact of advocacy.

Another area that future research could focus on would be the impact of rejecting gifts based on a misalignment of values between donors and nonprofit organizations and how advocacy can be used to recruit donors and supporters that better align with an organization’s mission. There have been several cases, such as the Metropolitan Museum of Art and the
Marion, Iowa public library, where misalignment between supporter and organization values have caused public relations issues and even financial losses for the organizations. In these cases, relationships were ended because supporters were engaged in activities that did not align with the values of the organization or the donors believed the organization was participating in activities that did not align with their personal beliefs (Carman, 2018; Harris, 2019).

But what happens if a nonprofit organization addresses this misalignment before the relationship is developed? In the cases of the Metropolitan Museum of Art and the Marion, Iowa public library, the organizations could have avoided these situations and the news coverage if they had turned down the gifts from the supporters at the beginning. However, little research has been conducted that looks at the impact of a nonprofit organization refusing a gift from a donor due to misalignment of personal and organizational values. While this could lead to a more effective organization by only aligning with supporters who have similar values and beliefs, it could also have negative financial impacts as organizations lose funding opportunities and develop a reputation for refusing gifts from supporters.

Future research could also focus on effective advocacy strategies for nonprofit organizations to provide a guide for those new to advocacy or that have limited resources, such as time, money, and personnel, to devote to advocacy work. Once established, the guidelines could be tailored to different nonprofit focus areas, such as education, homelessness, youth services, etc. These guidelines could also provide legitimacy for nonprofit organizations participating in advocacy work, making it more likely that lawmakers will listen to their suggestions and make policy changes based on their input.
Concluding Comments

For nonprofit organizations to effectively pursue their mission, they must be strong in their values and beliefs. Every action they take and activity they pursue must also directly align with their stated purpose and mission statement. In today’s climate, it is crucial that nonprofit organizations participate in some form of advocacy or social justice work to move their mission forward. This work will look different for each individual nonprofit as each will have access to different resources and encounter different barriers based on their size, funding sources, and more. However, support from organizations such as the National Council on Nonprofits could provide organizations of all sizes and focus areas with the resources needed to be successful advocates for their clients and their communities.
References


BoardSource (2016, June 7). *Elements of a vision statement*.  
[https://boardsource.org/resources/vision-statement/](https://boardsource.org/resources/vision-statement/)

BoardSource (2016, June 8). *What is advocacy?*  
[https://boardsource.org/resources/what-is-advocacy/](https://boardsource.org/resources/what-is-advocacy/)


Colorado Nonprofit Association (n.d.). *What is considered unrelated business income and does my organization need to pay taxes?*  


https://www.salsalabs.com/blog/nonprofit-advocacy-examples


Kivel, P. (2000). *Social service or social change? Who benefits from our work?*
http://paulkivel.com/resource/social-service-or-social-change/


https://leadingwell.org/2020/06/22/stand-up-for-your-mission/

https://leadingwell.org/2020/08/06/nonprofits-must-advocate/


https://nccs.urban.org/publication/nonprofit-sector-brief-2018


https://pj.news.chass.ncsu.edu/2017/06/19/what-is-advocacy/


https://www.councilofnonprofits.org/why-should-your-nonprofit-advocate


