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Full Issue: Artificial Intelligence and Data for Nonprofit Organizations

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WikiCharities

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Edition: Artificial Intelligence
- Latest Research (Summaries)
- Article: Addressing Social Inequalities Using AI, Big Data, and Machine Learning

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About JoNI

Who We Are

The Journal of Nonprofit Innovation (JoNI) is a publication of WikiCharities, a US-based, 501(c) (3), nonprofit organization dedicated to nonprofit transparency and collaboration in partnership with Brigham Young University (BYU). JoNI is an online journal for academic research summaries and thought papers on community and global issues. We exist to help nonprofit leaders know the latest research and collaborate on their experiences.

Our Mission

The Journal of Nonprofit Innovation (JoNI) provides a way for nonprofit leaders to stay up to date on the latest research and collaborate, building a more innovative and collaborative nonprofit sector.

Submissions

For more information on how to get involved or how to submit pieces for upcoming issues, visit us online at journalofnonprofitinnovation.org.
Summary 1
Enabling Artificial Intelligence on a Donation-Based Crowdfunding Platform: A Theoretical Approach.

Abstract
“Individual or group donations form an important aspect of disaster relief operations. Donation-based crowdfunding (DBC) tasks are often listed on crowdfunding platforms to attract donors to donate for a specific reason in a stipulated time. As the frequency and intensity of disasters has increased over time, these platforms have gained in popularity, and they need a constant and consistent flow of funds to achieve their targets. Artificial intelligence (AI) tools are often adopted by these channels to enhance their operational performance. We understand the process of adoption through uses and gratification theory, which is dominated by motivational factors, such as the utilitarian and symbolic benefits which DBC intends to achieve. The inflow of cash from multiple donors across the world, guided by AI tools, also gives rise to risks; therefore, we have used a moderating variable to better understand the operational performance of DBC. We collected empirical data through 293 responses from owners of DBC tasks in the context of disaster relief operations. We tested our hypotheses using partial least square structured equation modelling and controlled for intensity of disaster and crowdfunding task duration. Our results offer a significant extension to uses and gratification theory by understanding a positive relation between uses and gratification benefits and the adoption of AI tools for boosting operational performance. We project that, whereas the duration of a crowdfunding task plays an essential role in collecting the required funds for disaster relief operations, the intensity of the disaster does not impact the process of adopting AI tools or on their operational performance. Our study offers critical insights for understanding aspects of designing and implementing AI in DBC scenarios, which has been a grey area in understanding donors’ behavior” (Behl, Dutta, Luo, & Sheorey, 2022).

Background
With the recent surge of artificial intelligence (AI) applications integrated into crowdsourcing and crowdfunding platforms, organizations are using AI to help with philanthropy efforts. Historically, for-profit corporations have often adopted AI to enhance operational performance, while nonprofit organizations have used AI on a limited basis until recently. Recent research indicates that “33% of crowdfunding activities, when enabled and catalyzed by AI, will help reach the desired financial goal faster. It results in performing with better efficiency and increased performance” (Behl et al., 2022, p.769).

Additionally, the increasing use of donation-based crowdfunding (DBC) as a common and popular way to collect funds and recruit donors indicates the need “to integrate technologies like AI to understand donorship” (Behl et al., 2022, p.763). Therefore, this research examined the role of AI in DBC platforms for disaster relief operations and provided insight into “how crowdfunding platforms can use AI as a resource to gain utilitarian benefits and, in turn, improve their performance” (Behl et al., 2022, p.763).

Method
The researchers used a mixed-methods approach combining theoretical frameworks, data collection, and statistical analyses. Regarding the theoretical frameworks used, the research drew on the Technology Acceptance Model (TAM) and
the Uses and Gratification Theory (UGT). The Technology Acceptance Model (TAM) is a framework that explains how users come to accept and use a technology while the Uses and Gratification Theory (UGT) explores why individuals actively choose specific media to fulfill their various needs. Based on these theories, the following hypotheses were formulated:

- H1 proposed a positive association between uses and gratification benefits and AI adoption,
- H2 suggested a positive impact of these benefits on operational performance, and
- H3 posited a positive relationship between AI adoption and operational performance.
- Additionally, H4a and H4b hypothesized moderating negative impacts of perceived risk on the relationships between benefits, AI adoption, and operational performance.

Moreover, the researchers used Structured Equation Modeling (SEM) to examine data and test their hypotheses.

**Takeaways**

The research findings showcase “a positive relation between uses and gratification benefits and the adoption of AI tools for boosting operational performance” (Behl et al., 2022, p.761). Furthermore, AI tools can comprehend donor behavior through interactive chatbots, organize processes, and suggest causes like those of donors (Behl et al., 2022). Nonprofit organizations can also integrate AI tools to encourage consistent and prolonged donor donations, especially in disaster relief operations. Adopting AI tools can also help organizations better understand the needs of donors. This input can inform the development and design of crowdfunding platforms. Incorporating AI tools into crowdfunding platforms can help organizations enhance their operational performance and understand their donorship to increase their reach and impact.


**Summary 2**

**Artificial Intelligence and Algorithmic Decisions in Fraud Detection: An Interpretive Structural Model**


**Abstract**

“The use of artificial intelligence and algorithmic decision-making in public policy processes is influenced by a range of diverse drivers. This article provides a comprehensive view of 13 drivers and their interrelationships, identified through empirical findings from the taxation and social security domains in Belgium. These drivers..."
are organized into five hierarchical layers that policy designers need to focus on when introducing advanced analytics in fraud detection: (a) trust layer, (b) interoperability layer, (c) perceived benefits layer, (d) data governance layer, and (e) digital governance layer. The layered approach enables a holistic view of assessing adoption challenges concerning new digital technologies. The research uses thematic analysis and interpretive structural modeling."

**Background**

This study aimed to uncover the perceived drivers of using advanced analytics for fraud detection in social security and taxation domains and how these factors relate. The study also intended to "construct a model considering both individual perceptions of technology adoption and decision-makers' perceptions regarding the interrelationships among factors influencing the adoption of a specific technology in policy-making processes." Tan et al. (2023) specifically focused on cases of "fraud detection in the taxation and social security domains, which are primary policy areas that use machine learning and AI-driven advanced analytics techniques."

Government and managerial practices have rapidly integrated new digital technologies such as AI and machine learning in recent years. The new technologies are reshaping administrative systems, introducing new forms of interaction between people and computers known as algorithmic bureaucracy. Integrating these new technologies in Belgium's public sector has presented numerous challenges, including technical, systemic, administrative, and regulatory barriers. Researchers are looking into these problems, studying how to ensure computer decisions are fair, how much we can trust these new technologies, and how to change organizations to fit them better.

Tan et al. (2023) explained that despite all the available research, we still do not fully understand how to make these technologies a regular part of government and organizational work. This article seeks to develop a model that explains the interrelatedness between various drivers influencing the integration of AI and algorithmic tools in public policy processes. This study also breaks down the complexities surrounding the adoption of machine learning and AI-driven analytics techniques, specifically in fraud detection in taxation and social security.

Tan et al. (2023) conducted this study in Belgium, where tax fraud "is a significant issue, with an estimated €25 billion [approximately $28.7 billion] lost annually" (Vanhoeyveld et al., 2020, p. 1). While these technologies promise to enhance fraud detection, their widespread adoption faces obstacles such as workforce readiness, data constraints, and organizational resistance to change. The goal is to figure out how to use these technologies responsibly and effectively in government.

**Methods**

In this study, various analytical methods were employed, including thematic analysis, interpretive structural modeling (ISM), matrices of cross-impact multiplication (MICMAC), structural self-interaction matrix (SSIM), initial reachability matrix (IRM), and final reachability matrix (FRM). The researchers collected data through 66 semi-structured interviews with public officials and technical, business, and policy experts from the public sector and stakeholders in Belgium's taxation and social security domains.

The researchers clustered the interview questions under thematic areas such as "tax fraud/social security infringement," "fraud analytics," "data collection and combination," and "data storage." Thematic analysis was conducted on the interview data to identify the underlying reasons or themes driving the adoption of advanced analytics in fraud detection.
Following thematic analysis, the researchers developed SSIM and IRM to assess the transitivity of factors within the system. This step was crucial in determining whether to proceed with MICMAC analysis or develop an FRM. If transitivity was identified, the researchers pursued MICMAC analysis to understand the factors’ relative importance and influence. Conversely, if the emphasis was on understanding the reachability or flow of influence between factors, researchers used FRM.

Subsequently, ISM was employed to establish the relationships between identified factors in MICMAC analysis cases. MICMAC and ISM complemented each other by classifying factors based on their importance and influence within the organizational structure. This integrated approach aided in simplifying the system’s complexities and provided valuable insights for decision-making and policy formulation. Alternatively, in cases where FRM was used, a diagram illustrating each factor’s reachability power was developed. The next step involved employing ISM to further analyze the structural relationships within the system.

Takeaways
The researchers explained that stakeholders interested in using advanced analytics in their organizations (including nonprofit organizations) must consider the following takeaways:

- **Assess trust conditions, interoperability factors, and perceived usefulness:** Tan et al. (2023) explained that before incorporating advanced analytics into a nonprofit organization, trust, inoperability factors, and perceived usefulness must be evaluated to ensure alignment of organizational goals and data policy strategies.

- **Highlight Perceived Benefits:** Emphasizing the perceived benefits of advanced analytics to nonprofit stakeholders is essential for driving the adoption of these technologies in an organization. Highlighting potential advantages, like improved efficiency, resource optimization, and enhanced impact measurement, can drive adoptions and support from organizational decision-makers.

- **Align Socio-Cultural Factors:** Aligning socio-cultural factors within nonprofit organizations will ensure the smooth integration of advanced analytics into existing work processes. Tan et al. (2023) recommended considering organizational culture, values/goals, and staff attitudes toward technological changes to promote acceptance and increase the chance of successful implementation.

- **Consider Ethical Implications and Responsible Adoption:** When implementing AI and advanced analytics in nonprofit organizations, prioritize ethical and responsible use. This prioritization includes consideration of regulatory frameworks, the nonprofit's ethical guidelines, and public values that ensure the new technology aligns with the organization’s mission and values while protecting nonprofit assets.


Summary

Artificial Intelligence in the Practice of Work: A New Way of Standardizing or A Means to Maintain Complexity?


Abstract

“The article proposes an analytical perspective on artificial intelligence (AI) that can be fruitful in the sociology of work. The practical logic of new forms of AI (connectionist AI) is described as an interplay of social and technical processes of opening and closing possibilities of knowledge and action. In order to develop this argument, it is first shown in which sense AI can be understood as a contingency-generating technology in socio-technical contexts. The architecture based on neural networks is elaborated as a decisive feature of connectionist AI that not only opens up technical possibilities but can also shape social processes and structures by 'selectivity.'

However, this shaping does not take place solely on the part of the AI, but only becomes apparent in the interplay with specific restrictions that lie both in the social context of use and in the algorithmic architecture of the AI itself. For research in the sociology of work, this means that contingency theory approaches must be linked with approaches that emphasize the limits of ('intelligent') digitalization. The yield of such a perspective is outlined in relation to the control of work with AI.

Background

This study explored the practical functions of artificial intelligence (AI) in workplace settings and examined its implications for the sociology of work. The researchers mainly aimed to provide a new perspective and understanding of the social and technical processes involved in AI deployment in workplace settings. Heinlein and Huchler (2023) explain how AI influences work dynamics, shifting control mechanisms and reshaping workers' roles.

The researchers explain that an exciting aspect of artificial intelligence (AI) is how it is changing the way humans and technology interact. Sociologists have recently turned their attention to the impact AI will have on society. Newer forms of AI, such as connectionist or neuro-symbolic AI, challenge sociological discussions. AI introduces new possibilities (some positive, some negative) in knowledge and action.

Heinlein and Huchler (2023) highlighted the growing importance of AI in changing social structures and processes, affecting political participation, power relations, and social inequalities. AI brings complexities into societal processes due to its ongoing development and pervasive use. Understanding AI's impact will require analysis of its socio-technical (human-computer) dynamics and its role in standardizing and complicating workplace processes.

The latest type of AI, called connectionist AI, can affect social and technical aspects of our work. Connectionist AI is based on neural networks and can create new opportunities and limitations for our jobs. This groundbreaking technology operates through self-learning processes, allowing it to adapt and change to different contexts and tasks. AI's impact on the human workplace is very complex. It could...
replace, complement, or empower human work, influencing human autonomy, control, and relationships with technology (and other humans) within organizational settings.

Recognizing AI’s role as both a standardizing and contingent force in work practices is essential for comprehending its societal implications. This perspective emphasizes how AI technologies and social practices interplay, shedding light on how AI shapes and is shaped by the organizational dynamics of work.

**Methods**

Using a structured analytical approach, the researchers developed their perspective on the relationship between social practices and AI technologies. They focused on two main points: how AI can streamline work processes and how to make them more flexible. Then, they looked at the technical details of connectionist AI, a type of AI that mimics how the human brain works, to understand how it can create unexpected results and to see where the technology has limitations or biases, known as selectivities. These selectivities refer to the inherent biases and restrictions within the technology itself. This information was then applied to workplace situations to show how AI affects the management and control of work processes.

The authors explored four main restrictions (selectivities) when implementing AI into organizations: “first, social selectivities in the embedding of AI; second, selectivities in the mastering of social complexity by digital technologies; third, selectivities inherent in the logic of AI and finally, latent selectivities through the anticipatory adaptation of the social environment to the conditions or requirements of AI” (p. 46).

**Social Selectivities**

- This type of analysis describes the decision-making process in setting goals, selecting data sources, designing interfaces, determining output formats, and integrating AI systems into social contexts. Interests and expectations drive these decisions, shaped by AI’s framework of action and influence its effectiveness in various social contexts and work settings.

**Selectivities in mastering social complexity through digital technologies**

- AI’s processing of socio-technical challenges is constrained by complexity, resulting in selective data processing and ongoing system changes. These constraints are present as socio-material, recursive, and non-formalizability limits. Recognizing these limitations is vital for understanding AI’s effects on work and society, impacting automation dynamics, technology-human work interaction, and balancing empowerment and technological constraints.

**Selectivities inherent in AI**

- AI’s inherent selectivities arise as systems assimilate adaptivity, shaping perception, processing, and social connections. Notably, biases are evident, especially in connectionist AI, where reliance on correlations may introduce incorrect connections and statistical biases. Heinlein
and Huchler (2023) emphasized the need for further research to understand the structuring effects of these selectivities on socio-technical adaptation.

Latent selectivities through socio-technical adaptation

- Latent selectivities in socio-technical adaptation reveal AI’s societal impacts, standardizing social practices and potentially limiting diversity and individual freedom. They highlight AI’s subtle influence on behavior and societal norms while acknowledging its limitations in understanding human emotions. Recognizing and addressing these latent social effects of AI selectivity is imperative.

Takeaways

Understanding the implications of artificial intelligence (AI) is crucial for nonprofit organizations. Key takeaways for incorporating AI into workplace practices include the following:

Recognizing biases in AI systems to ensure fair decision-making

Nonprofit organizations should be aware that AI systems can reflect and amplify any biases in the data they are trained on. This detail can conflict with fair decision-making. Organizations can combat these biases by:

- Audit AI algorithms regularly to check for bias and fairness.
- Use diverse and representative datasets to train AI models.
- Implement bias detection tools and processes to monitor AI outputs.
- Document AI decision-making processes to encourage transparency within the organization.

Using AI to optimize resource allocation while acknowledging its limitations

- Use AI for predicting donation amounts.
- Combine AI with human expertise to align decision-making with organizational goals.

Leveraging AI for community engagement

AI can be used to leverage community engagement by detecting biases and ensuring inclusivity:

- Organizations can use AI-driven analytics to identify themes in community needs and preferences.

Addressing ethical considerations in AI usage

Nonprofits must consider the ethical implications of AI deployment to maintain trust and integrity within their organization. This consideration involves:

- Developing clear guidelines, policies, or a code of conduct for ethical use of AI.
- Promote transparency and fairness by openly communicating with stakeholders about how AI is used, what data is collected, and how decisions are made.

Building organizational capacity for responsible AI use through training and innovation

To use AI effectively in nonprofit organizations, staff members must learn how to use it properly. Nonprofits should:

- Providing training and education for staff on AI technologies.
- Encouraging a culture of innovation where staff can experiment with AI tools and try new applications that align with the organization’s goals.

Balancing management and control with flexibility

AI can streamline management processes, but organizations must balance this with flexibility. Nonprofits can do this by:

- Using AI to automate routine tasks frees staff members’ time to focus on strategic and/or creative work.
o Ensure that AI systems support human work rather than replace it. Combining AI with human expertise allows for more adaptivity in response to changing environments.


Summary

Human-Centered Artificial Intelligence: The Superlative Approach to Achieve Sustainable Development Goals in the Fourth Industrial Revolution


Abstract

“Artificial intelligence (AI) is currently being developed by large corporations, and governments all over the world are yearning for it. AI isn’t a futuristic concept; it is already here, and it is being implemented in a range of industries. Finance, national security, health care, criminal justice, transportation, and smart cities are all examples of this. There are countless examples of AI having a substantial impact on the world and complementing human abilities. However, due to the immense societal ramifications of these technologies, AI is on the verge of disrupting a host of industries, so the technique by which AI systems are created must be better understood. The goal of the study was to look at what it meant to be human-centered, how to create human-centered AI, and what considerations should be made for human-centered AI to achieve sustainability and the SDGs. Using a systematic literature review technique, the study discovered that a human-centered AI strategy strives to create and implement AI systems in ways that benefit mankind and serve their interests. The study also found that a human-in-the-loop concept should be used to develop procedures for creating human-centered AI, as well as other initiatives, such as the promotion of AI accountability, encouraging businesses to use autonomy wisely, to motivate businesses to be aware of human and algorithmic biases, to ensure that businesses prioritize customers, and form multicultural teams to tackle AI research. The study concluded with policy recommendations for human-centered AI to help accomplish the SDGs, including expanding government AI investments, addressing data and algorithm biases, and resolving data access issues, among other things.”

Background

With the growing use of artificial intelligence (AI) across industries, the societal impact of AI is increasing worldwide. The recent advancements made in machine-learning algorithms have spearheaded the fourth industrial revolution currently taking place and the economic potential AI provides is immense. However, despite AI’s benefits, this research article underscores the potential of a human-centered approach to utilizing artificial intelligence. A human-centered approach, as the author emphasizes, “aims to establish and implement AI systems in manners that enhance humanity and suit their interests” (Mhlanga, 2022, p.12).

The author also illustrates the transformative power of human-centered AI in accomplishing sustainable development goals (SDGs) because...
a human-centered approach “should promote and strengthen people’s feelings of competency, participation, authority, and well-being” (Mhlanga, 2022, p.12). Moreover, the author provides policy recommendations to address the ethical challenges that arise in using artificial intelligence especially to achieve SDGs and how prioritizing a human-centered AI approach can help mitigate ethical concerns and foster trust.

**Methods**
Researchers conducted a systematic literature review to examine the role of artificial intelligence in sustainable development. This method involved analyzing existing literature published from reputable sources and using keywords such as "human-centered, artificial intelligence, SDGs, and sustainability" for the search. The primary focus of the research was on journal articles published from 2000 onwards, with some consideration given to earlier work (Mhlanga, 2022, p. 12). Additionally, several principles were used to drive the systematic literature review, with those principles being "transparency, clarity, integration, focus, equality, accessibility, and coverage" (Mhlanga, 2022, p.11).

**Takeaways**
The findings suggested several essential recommendations to ensure the optimal utilization of artificial intelligence in achieving various sustainable development goals. First, increasing investments in AI technologies and prioritizing a human-in-the-loop concept are paramount for governments to ensure the construction of AI systems with a human-centered approach. In addition, organizations that plan to use AI must do so with transparency and should be alert and mindful of the human and algorithmic biases built into AI systems.

To prioritize transparency and mindfulness in leveraging AI tools effectively, organizations should invest in forming diverse teams that can bring insightful perspectives to AI development and integration. Moreover, organizations should ensure AI development aligns with ethical standards by integrating data use in an equitable and unbiased manner. Doing so will help organizations take a human-centered approach to achieving sustainable development goals. With these recommendations in mind, nonprofits can move closer to accomplishing their organizational missions by leveraging the advanced and promising processes AI provides to improve impact and influence.


**Summary 5**
Leveraging Potentials of Big Data for Better Decision-Making and Value Creation in Nonprofit Organizations

https://opus.lib.uts.edu.au/handle/10453/172435

**Abstract**
"In nonprofit organizations, analyzing and understanding donor behavior remain critical and challenging. While big data and machine learning techniques promise technical solutions to address this problem, how to design and build an intelligent decision support system based on these technologies remains unclear. The literature
reveals that nonprofit organizations are deficient in using various data analytics due to a lack of expertise, low financial budgets and insufficient awareness of data analytics capabilities that enable those organizations to be data-driven and decision-making beneficiaries.

Therefore, analyzing and understanding donor behavior remain critical challenges for nonprofit organizations. To address these research gaps, the researcher adopted a design science framework which helped to create an artifact (an intelligent decision support system) to analyze donor behavior in nonprofit organizations.

In addition, the framework led to the creation of a design theory of the artifact which guides the design process and generalizes the design requirements of such analytical and decision-making solutions for NPOs. The results show that certain variables are essential to analyze donor behavior in nonprofit organizations. These variables are the total amount of donations, the number of donations, gender, age, social level of income, educational level, and the frequency of donations.

Furthermore, these variables assist the researcher in choosing the appropriate analysis model, from classification to predictions, and deciding the most beneficial machine learning techniques that generate a useful analysis for non-profit organizations. The researcher aims to provide a theoretical foundation design for developing a predictive model in this paper. Design theory is an academic approach where defined principles and features guide designers’ final product. In this case, researchers have done very little to design a decision support system (DSS) to analyze donor behaviors regarding their intention to donate to a nonprofit. This author developed a DSS that will analyze donor behavior for nonprofits. Doing so will help nonprofits find committed donors and increase efficiency in their fundraising.

Methods
This author integrated qualitative and quantitative methods to design a DSS for donor behavior. First, the study undertook a systematic literature review on big data, donor behavior, and other key themes. The author next conducted multiple rounds of interviews with relevant stakeholders, including nonprofit decision-makers, data scientists, and volunteering experts. These interviewees offered feedback on the author’s conceptual design.

Next, the author collected multiple variables from a massive public dataset of donors. Some example variables included age, state, gender, history of donations, and amount of donations. Testing these variables in R Studio, a statistical
platform, the researcher developed a DSS on donor behavior and applied cross-validation to ensure the DSS model was effective. The result of the modeling was a primary interface with predictive analysis of donors. After the user plugs in key variables (described above), the model creates a probability percentage of whether the donor will donate. With a high accuracy rate of 94%, this DSS provides sound and swift predictions for a nonprofit organization.

**Takeaways**
Throughout the process, interviewees emphasized several key themes: useability, efficiency, and decision-making. First, most people interviewed praised the DSS as a “user-friendly system” for nonprofit professionals. For instance, it is easy for a nonprofit stakeholder to install and access the DSS. Second, interviewees saw the DSS and its attached machine learning as a valuable means of predicting donor behavior. They also saw it as a helpful tool to enhance decision-making and efficiency. Despite the AI-enabled DSS being so effective, the author noted that the interviewed nonprofit professionals desired proper training materials to help them use and interpret the DSS model.

https://opus.lib.uts.edu.au/handle/10453/172435

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**Summary 6**
**U.S. AI Policy-A Balancing Act**

https://dspace.mit.edu/handle/1721.1/151848

**Abstract**
“Artificial intelligence policy is emerging as a critical component of U.S. strategy and strategies for countries around the world. What type of AI policy will allow the United States to continue to lead the world in AI innovation while doing it in an ethical and responsible manner? This work compares and contrasts 13 different countries and
how each government approaches innovation, regulation, government funding, and law scope in the field of artificial intelligence. A significant portion of this analysis evaluates the tradeoffs that come with AI policies and their effects on society. Considering these tradeoffs, the U.S. needs to ensure that innovation in the field of artificial intelligence remains the top priority, while at the same time balancing the ethical deployment of AI to protect U.S. citizens. With China on the heels of the United States in terms of artificial intelligence capabilities, the United States needs to innovate more in the fields of foundation models, generative AI, human machine interaction, natural language processing (NLP), computer vision, and other emerging areas of artificial intelligence as well.

“This thesis takes an in-depth analysis of foundation models and generative artificial intelligence, while highlighting their importance and demonstrating their potential impact in the future. At the end of this body of work, there is a proposed Bill to U.S. lawmakers and Congress, titled ‘The Artificial Intelligence Startup, Innovation, Defense, Industry, and Academia Act (AI STIDIA Act)’ that proposes a strategy for the United States to drive significant innovation in the field of artificial intelligence while deploying it in an ethical and responsible manner. The United States needs to prioritize ethical innovation in the field of artificial intelligence and cannot afford to emplace ineffective regulatory frameworks that curtails innovation. There will be a time when there is proper technology to extensively regulate artificial intelligence; however, there is not sufficient technology to extensively regulate AI as I publish this thesis. As the United States aims to generate the most innovative AI systems and create a culture that encourages the ethical deployment of AI, we should learn from past successes and failures when innovating technology. The United States needs to focus on creating AI technologies that enhance the wellbeing of U.S. citizens and people around the world.”

**Background**

Artificial intelligence has significantly affected several facets of life, from economies and business operations to human interaction and academia. Alongside a rise in artificial intelligence (AI), such as ChatGPT and Stability AI, governments, organizations, and agencies seek to implement policies to regulate the use of AI. As the author describes, AI policy can include funding, research and development, legal frameworks, and national security strategies (Hetrick, 2023). As AI advances rapidly across industries and fields, policymakers must define AI policy just as quickly. In this dissertation, the author explored how AI policy has been developed in various countries by its political leaders and how each policy has impacted the country’s opportunities and direction.

According to the Tortoise Index, which ranks nations based on their level of engagement with artificial intelligence, the United States ranks first in AI capabilities, which include talent, infrastructure, research, government strategy, etc. For instance, in 2021, the National Artificial Intelligence Initiative Act (NAIIA) authorized $6.5 billion in funds for AI research and development, education, and standards development over the next five years. Meanwhile, China ranked second, and the United Kingdom ranked third on the Tortoise Index. Despite the United States’ current lead in AI capabilities, the author argued that the U.S. must continue encouraging AI innovation. The U.S. can encourage innovation through multiple means, such as developing grants for universities to explore AI, investing in AI-centered educational programs, procuring AI systems from the private sector, and instituting fines and punishments on parties who do not follow AI rules and regulations.
The author wrote that the U.S. must prioritize AI innovation while promoting ethical values and standards. He defined these values as principles “that guide our societies to achieve fair use of artificial intelligence to protect international human rights, safety, security, and privacy” (Hetrick, 2023, p. 7). For instance, the U.S. must consider balancing fairness, transparency, privacy, responsibility, and accuracy alongside innovation, national security, and progress. Ultimately, policymakers in the U.S. should shape AI policies with an awareness of tradeoffs, ethics, opportunities, and resources.

**Methods**

In this study, the author analyzed fifteen countries' AI policies, what their policies can teach the US, and the policies' potential impacts on the future. Specifically, Hetrick (2023) examined Israel, Switzerland, South Korea, Singapore, France, Germany, China, Canada, the United Kingdom, Netherlands, Russia, Japan, Australia, India, UAE, and Kenya. Hetrick (2023) researched and analyzed specific texts from each country's AI policies and laws. The results of Hetrick's (2023) analysis are listed below.

**Takeaways**

Among several countries, the author highlighted the following nations' AI policies, strategies, and mission statements surrounding AI. This summary only samples the author’s complete analysis, specifically listing the author’s analysis on the U.S., China, Russia, the U.K., and the E.U.

**United States**

- The U.S.'s mission statement on AI is "to ensure continued US leadership in AI research and development, to lead the world in the development and use of trustworthy AI in the public and private sectors and prepare the present and future US workforce for the integration of AI systems across all sectors of the economy and society" (National Artificial Intelligence Initiative Act of 2020, as cited in Hetrick, 2023, p. 60).
- Central to the United States' mission is its 2020 National Artificial Intelligence Initiative Act, which established the nation’s six strategic pillars: innovation, trustworthy AI, education, infrastructure, applications, and international cooperation. Subsequent legislation, such as the Creating Helping Incentives to Produce Semiconductors (CHIPS) and the Science Act of 2022, further bolstered this commitment by allocating significant funding for AI and semiconductor development and investing in regional innovation hubs. Finally, the author discussed the US Subcommittee on Artificial Intelligence, which plays a crucial role in regulating and promoting the fair use of AI, reflecting the government’s dedication to fostering an ethical and competitive AI landscape.

**China**

- China’s AI mission statement is "to standardize internet information service algorithmic recommendation activities, safeguard national security and the social and public interest, protect the lawful rights and interests of citizens, legal persons, and other organizations, stimulate the healthy development of internet information services, and carry forward the socialist core value view of China" (The People’s Republic of China, 2021, as cited in Hetrick, 2023, p. 60).
- In 2017, China outlined its three goals for the next twelve years in its New Generation Artificial Intelligence Development Plan: (1) make AI industry an important economic growth point by 2020, (2) make AI China's driving force in economic and industrial transformation by 2025, and (3) become the world's primary AI innovation
China’s strategy encompasses various initiatives:
- Build open and coordinated AI science and technology innovation systems.
- Foster a high-end, highly efficient smart economy.
- Construct a safe and convenient intelligent society.
- Strengthen military-civilian integration in the AI domain.
- Build a safe and efficient intelligent infrastructure system.
- Plan a new generation of AI major science and technology projects.

As the author notes, China’s regulations span multiple industries. First, its Internet Information Service Algorithmic Recommendation Management Provisions lays out regulations for algorithmic service providers, including fines for those who place national security at risk. Its regulations also include a $1.6 billion investment for five years in the military for AI-related systems and equipment, indicating China is interested in developing a globally competitive military force.

Russia
- Russia’s AI mission statement is “to become one of the international leaders in developing and using artificial intelligence technologies” (The Kremlin, 2019, as cited in Hetrick, 2023, p. 60).
- While acknowledging its potential to become a leader in AI development, Russia faces challenges posed by dominant players in the global market. In 2019, Russia developed multiple documents, road maps, and programs to strengthen its AI global presence. The author notes Russia’s funding focused on forecasting, production operations, intelligence, and employment.

United Kingdom
- The U.K.’s mission statement is “to invest and plan for the long-term needs of the AI ecosystem to continue our leadership as a science and AI superpower; support the transition to an AI-enabled economy, capture the benefits of innovation in the U.K., and ensure AI benefits all sectors and regions; ensure the U.K. gets the national and international governance of AI technologies right to encourage innovation, investment, and protect the public and our fundamental values” (United Kingdom National AI Strategy, 2021, as cited in Hetrick, 2023, p. 60).
- The United Kingdom’s National AI Strategy fosters an AI-enabled economy that benefits all sectors and regions while upholding fundamental values and ensuring public safety. Legislative measures such as the 2021 National AI Strategy have allocated substantial investments to various AI initiatives in both public and private sectors. By prioritizing long-term planning and governance frameworks, the U.K. aims to maintain its position as a global science and AI superpower while maximizing the societal benefits of AI innovation.

European Union
- The E.U.’s AI mission statement is “to ensure that AI systems placed on the European Union market are safe and respect existing law on fundamental rights and Union values; ensure legal certainty
to facilitate investment and innovation in AI; enhance governance and effective enforcement of existing law on fundamental rights and safety requirements applicable to AI systems; to facilitate the development of a single market for lawful, safe and trustworthy AI applications and prevent market fragmentation" (European Commission, 2021, as cited in Hetrick, 2023, p. 60).

- The European Union focuses on establishing robust regulations to ensure AI technologies' safety, legality, and ethical use. The 2021 E.U. Artificial Intelligence Act represents a comprehensive framework aimed at safeguarding fundamental rights, promoting transparency, and preventing market fragmentation. With provisions addressing data usage, documentation, human rights, and accuracy, the E.U. seeks to facilitate innovation while upholding legal certainty and ethical standards in developing and deploying AI applications.

https://dspace.mit.edu/handle/1721.1/151848

Abstract
“As Western technology companies increasingly rely on user data globally, extensive data protection laws and regulations emerged to ensure ethical use of that data. These same protections, however, do not exist uniformly in the resource-rich, infrastructure-poor African countries, where Western tech seeks to establish its presence. These conditions provide an ideal landscape for digital colonialism. Digital colonialism refers to a modern-day ‘Scramble for Africa’ where large scale tech companies extract, analyze, and own user data for profit and market influence with nominal benefit to the data source.

“Under the guise of altruism, large scale tech companies can use their power and resources to access untapped data on the continent. Scant data protection laws and infrastructure ownership by western tech companies open the door for exploitation of data as a resource for profit and a myriad of uses including predictive analytics. One may believe that strengthening data protection laws will be a barrier to digital colonialism. However, regardless of their relative strength or weakness, data protection laws have

Digital Colonialism: The 21st-Century Scramble for Africa Through the Extraction and Control of User Data and the Limitations of Data-Protection Laws


Summary 7
limits. An analysis of Kenya’s 2018 data protection bill, the General Data Protection Regulation (GDPR), and documented actions of large-scale tech companies exemplifies how those limits create several loopholes for continued digital colonialism including, historical violations of data privacy laws; limitations of sanctions; unchecked mass concentration of data, lack of competition enforcement, uninformed consent, and limits to defined nation-state privacy laws,” (Coleman, 2019).

**Background**

Part of the modern-day "Scramble for Africa," this research paper explored Western tech companies’ role in extracting, controlling, analyzing, and using user data for profit with limited benefit to African users. This practice is referred to as digital colonialism, and under it, "foreign powers, led by the United States, are planting infrastructure in the Global South engineered for its own needs, enabling economic and cultural domination while imposing privatized forms of governance" (Coleman, 2019, p. 423). However, unlike traditional practices of colonialism focused on extracting natural resources to reduce a country’s potential for economic freedom and sovereignty, digital colonialism is about extracting a new valuable resource: data.

As the world enters the fourth industrial revolution, data has become a new valuable currency because tech companies use it to sell access and information about users to third-party advertisers who utilize user information for profit (Coleman, 2019). Data protection laws, such as Kenya’s 2018 data protection bill, have been developed to combat this. However, large-scale tech companies have found loopholes in continuing their practice of digital colonialism.

Moreover, documented actions showcase the abuse of large tech companies as they “violate laws and skirt fines, penalties and sanctions, leaving the local citizens whom they exploit for data extraction powerless, despite clear data protection laws” (Coleman, 2019, p. 435). With this in mind, Coleman (2019) aimed to showcase how "digital colonialism is just as oppressive as the early colonialism from the nineteenth century" (p.439) as well as what organizations can do to “protect user data in an increasingly digitally-dependent society” (p.439).

**Methods**

The paper is a literature review and is broken into three parts. Part one will “establish the background of colonization and the role of corporations so as to enable the comparison between nineteenth-century colonialism and twenty-first-century colonialism. Part two will define digital colonialism and explain why data is a rich resource comparable to natural resources, as well as how large tech companies exploit this resource for profit and predictive analytics.

Part three will explain the limits to the purported solution to digital colonialism—data protection laws—using examples from the General Data Protection Regulation (GDPR) and Kenya’s 2018 Data Protection Bill” (Coleman, 2019, p. 418). Based on the information provided, the research paper analyzed power dynamics, major tech corporations’ role in nonconsensual data extraction, and the actions organizations can take to prevent user exploitation.

**Takeaways**

Society is becoming a data-driven economy; therefore, it is paramount that leaders across industries utilize and extract data ethically. Nonprofit leaders, particularly those working in Africa or with African communities or countries, must establish honest conversations and policies surrounding data use early on. Doing so can prevent unethical data use and create a culture of open communication to protect user privacy and prioritize user consent. In terms of program development, nonprofits can use data and...
predictive analysis to inform the design of programs and predict social service trends needed in various communities.

Additionally, for nonprofit organizations, decolonizing data use begins with sharing data with users and donors rather than harvesting it for economic profit or gain. By integrating ethical practices of data use, nonprofit leaders can foster an organizational culture of transparency and honesty and utilize data in a way that benefits not just their organization but, more importantly, the communities they serve.

https://repository.law.umich.edu/cgi/viewcontent.cgi?article=1294&context=mjrl

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**Summary 8**

The High-Dimensional Data Components Needed by Big Data Specialists for Improving Decision Making in International Development and Humanitarian Organizations


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**Abstract**

“Humanitarian and international development organizations frequently utilize high dimensional data components, such as data acquisition, storage, and analysis, to support the provision of relief services and development support in the face of global crises and natural disasters. Although high dimensional data offers significant potential benefits to these organizations to allow them to perform these crucial tasks more effectively, these benefits have not yet been fully realized. Further, little is known about the relationships between high dimensional data components used by big data specialists and the satisfaction with decision-making at the organizational level.

Recent research has also found that effort to build absorptive capacity is an effective way to overcome the ‘knowledge filter’ that prevents innovation from being assimilated in ways that could facilitate service improvement, and increase value, market orientation, and product innovation, and therefore increase perceived satisfaction. Therefore, satisfaction with organizational decision-making processes as a function of high dimensional data components and absorptive capacity was investigated, with an exploration of both the potentially moderating and mediating role of absorptive capacity. Data were gathered through a survey administered to big data experts from the United Nations Digital and Technology Network. A series of regression models examined the relationship between high dimensional data components, absorptive capacity, and decision-making satisfaction. The findings demonstrated a direct effect of perceived importance in high dimensional data components of satisfaction with decision-making and a mediating, but not moderating role of absorptive capacity on this effect. These results contribute to building the necessary bridge between theory and practice in high dimensional data components” (Edo, 2020, p. ii).
Background
To support global relief efforts during crises, be it conflict, or natural disasters, humanitarian organizations and international development must analyze vast amounts of data and make decisions based on that information. The purpose and main research question of this study were to determine the relationships, if any, that exist between high-dimensional data components used by big data specialists, absorptive capacity theory (an organization's ability to consume and act upon new information), and the decisions international development and humanitarian organizations make.

High-dimensional data, also known as big data, “is conceptualized as a large swath of data that has multiple variables” (De Mauro et al., 2015, as cited in Edo, 2020, p. 18). High-dimensional data allows these organizations to perform their relief efforts more effectively. The continuous and dynamic nature of the data analyzed by humanitarian organizations and international development requires considering many variables. According to Walsh (2016, as cited in Edo, 2020, p. 33), a need exists for using more advanced technologies to assess how to efficiently use data from a disaster’s geographical and temporal situation. For example, humanitarian networks must assess the different requirements and challenges for timely food delivery, temporary shelter, and other relief supplies to ever-changing global locations.

Machine learning techniques such as cluster analyses, deep learning, language processing, and dimensionality reduction models are used in various industries to learn from the provided data and adapt algorithms from the data samples based on supplied instructions to achieve a specified goal. Researchers use estimation machine-learning techniques to analyze big data from international development and humanitarian organizations to assess the probability of fluctuating disaster relief situations. As social media networks and internet technologies advance, reports of violence and other disaster-related issues are shared in greater quantity and in real-time, creating an opportunity for these organizations to increase the amount of information they can absorb.

There are limits to how much information an organization can absorb, integrate, and act upon without technological assistance. These organizations are not currently using big data in a way that could be more effective and beneficial. The hope is that through the connection of theory and practice from the improved application of computer science and big data, international development and humanitarian organizations will be able to generate better data-driven decisions and elevate the assistance provided.

Methods
This study used a quantitative approach to establish empirical relationships between high-dimensional data components used by big data specialists, absorptive capacity theory, and the decisions made by international development and humanitarian. Organizations through a non-experimental correlational research design. Ninety experts with over ten years of data analytic practice, big-data practitioners, and senior data analytics professionals within international development and humanitarian organizations from the United Nations Digital and Technology Network across the globe volunteered to
participate in the survey for this study (Edo, 2020, p. 62). The survey, validated by industry big data experts, consisted of closed-ended questions using a five-point Likert scale to measure three variables of big data used by the participants’ organizations:

- Specific big data dimensions
- Big data absorptive capacity
- “Absorptive capacity for big data that will moderate the relationship between decision-making” (Edo, 2020)

The researchers used Survey Monkey to distribute a 31-question quantitative survey. Researchers analyzed the data using a combination of multiple linear regression and hierarchical multiple regression models on SPSS statistical software.

**Takeaways**

The survey results that examined the association between high-dimensional data components and decision-making satisfaction showed a 79% increase per increased rank in decision-making satisfaction when the components were ranked by importance (Edo, 2020, p. 85). Participants ranked the four most critical high-dimensional data components as follows:

1. Data storage
2. Data analysis
3. Analytics
4. Reporting

The results also showed that the association between high-dimensional data components and absorptive capacity suggested that “…for every unit of increase in perceived importance in high-dimensional data components; there was an increase in absorptive capacity” (Edo, 2020, p. 96). This study aids big data specialists in identifying the necessary high-dimensional data components and the role absorptive capacity plays in improved data-driven decision-making. Through these results, the researcher offered insights and improved comprehension of the practical use of big data in the data-driven decision-making process for international development and humanitarian organizations.

https://www.proquest.com/docview/2444666892?pq-origsite=gscholar&fromopenview=true&source=type=Dissertations%20&%20Theses

**Summary 9**

**Exploring Nonprofit and Government Agency AI Policies and Regulations: Systems Leadership**


**Abstract**

“The rapid advancement of Artificial Intelligent (AI) technology has created a need for policies and regulations that govern its use in nonprofit organizations and government agencies. This study examines the policies, regulations, and processes related to AI in both sectors, highlighting insight into how AI is being used to advance social causes and public services. The study draws on Systems Leadership theory to uncover the decision-making process and policy crafting for the entire system or an individual organization’s decision as the unit of analysis. With these insights, leaders can develop effective strategies for using AI to advance their...
missions while ensuring that their policies and regulations are aligned with ethical and legal standards. The paper discusses the benefits of AI, and also addresses the challenges of AI implementation. Government agencies can leverage AI to enhance efficiency and accelerate work processes, but they must also consider unique characteristics such as mandated work and cooperation with other entities. Ultimately, AI implementation in non-profit organizations and government agencies requires thoughtful preparation and a leadership approach centered around humanity."

**Background**

This study explored generative AI technologies' opportunities, challenges, and implications in nonprofit organizations and government agencies. Additionally, it sought to examine the policies and regulations currently available, highlighting the importance of ethical, thoughtful, and careful use of this groundbreaking technology. In November 2022, a nonprofit organization named OpenAI introduced Chat GPT. This revolutionary technology caused a paradigm shift in the realm of generative AI.

"AI is a game-changer in today's world, and it thrives on two critical factors: extensive data and a precise algorithm" (Iskandarova & Sloan, 2023, p. 197). Chat GPT has the remarkable ability to process enormous amounts of information, making it an exciting asset for organizations. However, the authors highlighted ethical challenges as organizations incorporate this new technology into the world.

Iskandarova & Sloan (2023) stated: "It's crucial to recognize that using AI ethically isn't just a technical challenge but a matter of leadership. Its adoption must be centered around humanity. Leaders must create guidelines, rules, and regulations and provide training to ensure everyone comprehends AI capabilities and uses them thoughtfully and carefully" (p. 197).

"Many national and state-level initiatives aimed to regulate the use of generative AI in organizations date back to 2016. "The goal of these efforts is to ensure that the United States remains a leader in AI innovation and that the benefits of AI are shared widely across society" (Iskandarova & Sloan, 2023, p. 199). The researchers emphasized the ethical use of AI and Chat GPT and highlighted organizational leaders' role in ensuring responsible use. Iskandarova and Sloan (2023) used the term "Systems Leadership."

The researchers further explained that the ethical use of AI starts by creating regulations at the state level and gradually scaling out to the national level to create a systematic approach to this challenging task. Systems leadership fosters organizational relationships, facilitates communication, and coordinates efforts among diverse stakeholders to achieve common goals. Leaders must adopt a holistic perspective and engage with stakeholders to develop effective strategies and policies for responsible AI adoption.

**Methods**

Iskandarova and Sloan (2023) reviewed and analyzed the existing literature, research, and case studies on AI implementation in nonprofit organizations and government agencies to find answers to their research questions. The first research question focused on identifying generative AI technologies' opportunities, challenges, and implications in nonprofit organizations and government agencies. They categorized the findings of their analysis in Table 1.

| Table 1 | Opportunities and Challenges of AI Implementation in Non-Profit Organizations and Government Agencies. |
The second research question focused on the status of current policies and regulations related to AI implementation in nonprofit organizations and government agencies. Figure 1 shows the timeline of the national initiatives and the history of presidential strategic plans for AI. Table 2 displays a list of states that have already implemented policies and bills to regulate the use of AI at the state level.

**Figure 1**
Presidential Strategic Plans for AI

**Table 2**
States and Local Levels AI Policy Bills

Iskandarova and Sloan (2023) delineated numerous advantages and drawbacks of integrating AI in nonprofit and government sectors. Key benefits of AI implementation in these organizations include:

- Streamlining operations and improving efficiency.
- Enhancing donor management and fundraising efforts through AI tools.
- Personalizing communication with supporters.
- Managing volunteer databases effectively.
- Streamlining grant application and management processes.
- Measuring the impact of programs more accurately.
- Managing finances more effectively.
- Facilitating collaboration and networking with other nonprofits.
- Optimizing resource allocation and community impact.

However, several challenges accompany the utilization of AI in nonprofit organizations:

- Ensuring proper protocols and education to prevent the introduction of personal data into AI platforms.

Takeaways
• Compliance with regulatory requirements regarding data retention and privacy.
• Potential risks of data privacy violations.
• Dealing with misinformation generated by AI systems.
• Addressing algorithmic biases in hiring processes and decision-making.
• Managing ethical considerations surrounding AI implementation.
• Balancing the benefits of AI with the need to protect individual privacy and data security.
• Developing ethical models and frameworks to guide AI usage.
• Mitigating potential discrimination claims arising from biased AI tools.
• Navigating the complexities of AI regulations and policies.

Moreover, the study highlighted two critical considerations for nonprofit organizations contemplating AI integration:
• National and state-level initiatives have established safe and trustworthy AI implementation standards, aiming for transparency, accountability, and ethical practices. Before implementing AI, nonprofit organizations should familiarize themselves with relevant regulations in their state.
• Effective leadership is crucial in advocating for clear rules and regulations. A systematic approach, starting at the state level, allows nonprofits to leverage strengths across sectors and proactively address potential risks associated with AI adoption.

Research and Thought Papers
Addressing Social Inequalities Using AI, Big Data, and Machine Learning

By Erica Jensen, Sumaya Ali, LaKell Archer, Student Editorial Board, JoNI

In an era where technology is rapidly advancing, artificial intelligence (AI) stands at the forefront of innovation with the potential to significantly transform society. Among its most promising applications is the ability to address and mitigate social inequalities that have long plagued various sectors. By harnessing the power of AI, we can create more equitable educational...
opportunities for minority students, streamline support for refugees, improve immigration processes, and predict and treat health challenges in ways that reduce public health disparities. This thought piece explores these applications, shedding light on how AI can be a powerful tool in the quest for a fairer, more inclusive world. From personalized learning platforms to advanced health diagnostics and efficient immigration systems, AI offers solutions that address immediate issues and pave the way for lasting social change.

Immigration and Artificial Intelligence
According to the United Nations High Commissioner for Refugees (2023), "At the end of June 2023, 110 million people worldwide were forcibly displaced from their homes due to persecution, conflict, violence, human rights violations, and events seriously disturbing public order." With millions becoming forcibly displayed due to ongoing conflicts and violence around the world, the role of technology in mitigating and addressing the global refugee crisis is vital to consider. In particular, as the world enters its fourth industrial revolution, the role of artificial intelligence (AI) in society is increasing, and due to its advanced technological nature, AI may present solutions for supporting refugees and immigrants facing forced displacement. However, challenges and risks are involved in implementing AI to address issues related to immigration and displacement. This section outlines how nonprofit organizations can ethically and equitably implement AI to empower and support refugees in their communities and beyond, focusing on the advantages, challenges, and recommendations for use.

Advantages of Using AI in Immigration
AI can support refugees and immigrants by forecasting forced displacement through predictive analytics (Kinchin, 2021). Research indicates that "AI technology could be used to help identify when forced displacement is likely to occur so that receiving states and humanitarian actors led by the United Nations High Commissioner for Refugees (UNHCR) can be better prepared to manage comprehensive responses to mass influxes of people" (Nyoni, 2017 as cited in Ouertani et al., 2019, p. 45).

Since AI tools can analyze vast amounts of data, organizations can utilize predictive analytics to handle systemic issues often involved in the refugee status determination (RSD) processes (Kinchin, 2021). The predictive trends AI provides regarding forced immigration can also help nonprofits and international agencies be better prepared to support refugees by allocating resources proactively and developing timely and effective interventions. Simply stated, nonprofit organizations can effectively respond to the global refugee crisis by continuously evaluating AI tools and adopting risk mitigation practices.

Challenges of Using AI in Immigration
Despite the opportunities AI provides for supporting refugees and enhancing processes involved in predicting and addressing forced displacement, data and algorithms raise privacy, transparency, and equity risks. Regarding privacy concerns, AI uses data that sometimes compromises refugees' privacy, particularly in the RSD process. Research indicates that "If refugees' biometric data is shared with either the host nation or the nation of persecution, international protection may be compromised. The misuse of biometric data may leave refugees open to discrimination and rights abuse if authoritarian states use biometric data to identify individuals and groups whose loyalty is considered suspect and target them for surveillance, discrimination, or punitive action" (Crisp 2018 as cited in Kinchin, 2021, p. 60).

Leveraging AI for predictive analysis to forecast forced displacement may also raise privacy concerns for refugees if organizations use location
tracking to establish migration trends. Therefore, organizations must prioritize informed consent in this process to use AI ethically and transparently.

**Recommendations**
As nonprofit leaders seek to integrate AI into their organizations, it is crucial to consider these technologies’ ethical implications and data privacy concerns. The following recommendations provide a comprehensive guide to help nonprofit leaders navigate these challenges effectively, ensuring that their AI implementations are ethical and transparent while prioritizing the rights and agency of their communities.

- **Address Privacy Concerns in Data Extraction:** Use the UNHCR's Policy on the Protection of Personal Data of Persons of Concern to guide data extraction. Ensure that refugees are informed about the following:
  - The purpose of data processing and why it is necessary.
  - The importance of providing accurate information and consequences of inaccuracies.
  - Potential third-party data transfers.
  - Risks involved in biometric data collection.
  - Their right to object to data extraction and the process for filing complaints.
  - Prioritize informed consent, privacy, and the agency of refugees in data handling processes.

- **Address AI Bias and Transparency:** Research shows that AI systems built on algorithms can carry embedded biases (Kinchin, 2021). Nonprofit leaders must be aware of these potential biases when using AI to support refugees and immigrants. To address this, nonprofits and other organization may do the following:
  - Use AI tools that are transparent about their policies and procedures to reduce bias.
  - Continuously evaluate AI tools for efficiency and effectiveness.
  - Allocate funding for AI tools that better serve the needs of refugees and immigrants.

- **Ethical AI Integration:** Integrating AI tools ethically and transparently is paramount to safeguarding vulnerable communities facing displacement. To ensure fair support that respects refugees’ and immigrants’ rights to privacy and consent:
  - Develop and implement an ethical framework for AI integration, focusing on transparency and equity.
  - Incorporate risk mitigation techniques and ethical frameworks that promote privacy and equity.
  - Implement best practices to address displacement challenges using AI for social good.

By following these guidelines, nonprofit leaders can ensure that their use of data and AI tools prioritizes the privacy, consent, and agency of the communities they serve.

**Education and Artificial Intelligence**
Artificial intelligence may reduce social inequalities, including within the realm of education. Educational disparities are a pervasive issue, with marginalized groups often facing considerable barriers to achieving educational success. These barriers include enrollment, academic achievement, and future opportunities.

Various student groups experience educational disparities. According to a United Nations Children’s Fund (UNICEF) report, children with disabilities are significantly less likely to be enrolled in school compared to their peers (UNICEF, 2014). Differential treatment based on ethnicity and racial status also contributes to
substantial disparities in educational outcomes for various student groups (Quintana, 2016). These educational disparities are apparent during elementary school for marginalized students. For example, in 2019, the National Center for Education Statistics reported differences in achievement scores for multiple subjects between White students and Black and Hispanic students. The White-Black gap in reading achievement scores has narrowed over the past thirty years, from a 32-point difference to a 26-point difference; however, measurable differences in performance based on ethnic and racial categories are still prevalent. As the National Center for Education Statistics (NCES) report indicates, "Closing achievement gaps is a goal among education policymakers" (p. 67). Multiple performance gaps, alongside disparities in discipline and dropout rates, have only widened over the past three decades (Reardon et al., 2015).

Inclusive Education
The concept of inclusive education plays a role in addressing these disparities. Inclusive education is an educational process that "celebrates diversity, promotes participation, and overcomes barriers to learning and participation for all students" (UNICEF, 2014, p. 19). As UNICEF stated in prior years, "quality education is a fundamental right for every child," and inclusive education's objective is to provide equitable and quality education for all students (UNICEF, 2014, p. 7; Silas-Pilco et al., 2022). Integrating AI and new technologies into the educational system can enhance students' experiences and innovate learning (Silas-Pilco et al., 2022). This thought paper uses the Silas-Pilco et al. (2022) definition of AI for education, which includes tools such as machine learning, mobile technology, learning analytics, virtual reality (VR), and robotics.

Advantages of Implementing AI toward Inclusive Education
Research indicates that AI and new technologies offer numerous benefits for inclusive education (Silas-Pilco et al., 2022). First, machine learning can improve student performance by providing personalized project feedback (Cano & Leonard, 2019; Kazimzade et al., 2019), ultimately improving self-efficacy (Sun et al., 2019).

Second, using AI in education can foster students' interest in STEM (Science, Technology, Engineering, and Mathematics) fields. For instance, multiple studies have found that using 3D modeling and robotics with minority students encouraged their interest in computing and engineering (Ladeji-Osias et al., 2018; Simley et al., 2020; Sisman et al., 2021). Given its influence on student engagement, these new learning opportunities can broaden student participation and interest in achieving learning outcomes. These and other benefits suggest that incorporating AI into student learning may help alleviate educational disparities.

Challenges for Implementing AI toward Inclusive Education
However, the implementation of AI in education also presents several challenges. Access to technology can be limited, particularly in underresourced schools, potentially exacerbating existing inequalities (Ball et al., 2018; Ocampo et al., 2019). Generally, AI remains a costly expense (Bell et al., 2018; Chambers, 2019). However, as Silas-Pilco et al., 2022 noted, low-cost technology, such as the open-source electronic Arduino platform, is available and may be a favorable substitute.

Another area for improvement is pedagogical; the education structure, with limited class times, may not be compatible with AI's creative activities (Fowler & Khosmood, 2018). These time constraints may mean that only a portion of students can experience the new technologies; AI's creative tools may also cater more to individuals than group activities. Finally, new technologies will likely require significant pre-training for teachers and students (Jong et al., 2021; Ferri et al., 2020).

Furthermore, some educators might be unaware of or uninterested in using new technologies, and not all students are inclined toward technology or STEM subjects. Learning activities facilitated by AI might only sometimes align with students' needs and preferences, raising concerns that AI
solutions could serve as a temporary fix rather than addressing the root causes of educational inequality.

In summary, while AI may significantly reduce educational disparities and foster a more inclusive learning environment, it is crucial to address the associated challenges to ensure that all students benefit equitably from these technological advancements.

**Recommendations**

To effectively integrate AI into education, nonprofit leaders and educators should consider the following recommendations:

- **Introduce and Structure Culturally Relevant Content**: Develop and incorporate educational content that is culturally relevant to minority student groups, including bilingual alternatives.
- **Utilize Low-Cost Technology**: Seek low-cost software and platforms like the open-source Arduino to introduce AI and machine learning activities without significant financial burden.
- **Offer Inclusive Learning Experiences**: Offer learning experiences that consider minority students’ abilities and preferences.
- **Provide Comprehensive Training**: Invest in pre-training programs for both teachers and students to effectively use AI tools. Encourage ongoing professional development to keep educators updated on the latest AI advancements and teaching strategies.
- **Foster Interest in STEM Fields**: Implement programs that aim to increase interest in STEM fields among minority and underrepresented student groups. Use engaging tools like 3D modeling and robotics to make STEM subjects more appealing and accessible.

**Public Health and Artificial Intelligence**

Social and health inequality has been a prevalent concern in the healthcare sector for hundreds of years. Defined as systematic and unfair differences in health experiences or outcomes, health inequalities are prevalent between different socioeconomic groups within or between societies or countries (Rispel et al., 2009). These inequalities can include differences in life expectancy, high death rates from various diseases, and lack of access to proper healthcare.

Researchers have documented social inequalities in various healthcare settings. For example, the United Kingdom has reported ethnic inequalities in its mental health sector (Bansal et al., 2022). Meanwhile, in Sub-Saharan Africa, severe global health inequalities are persistently evident, with significant undernutrition contributing to 50% of maternal and child deaths and a high incidence of infectious diseases such as HIV/AIDS, malaria, and tuberculosis (Rispel et al., 2009).

In light of these persistent health disparities, there is a growing interest in leveraging advanced technologies to bridge these gaps. Artificial Intelligence has emerged as a promising tool. This section explores how nonprofit organizations can use AI to alleviate these long-standing health inequalities.

**Advantages of Using AI-Driven Public Health Interventions in Underserved Communities**

AI, big-data analytics, and machine learning are showing promise in predicting, identifying, treating, and preventing social and health-related inequalities worldwide. Nonprofit organizations can leverage AI-driven interventions to significantly improve healthcare access and quality in underserved communities. One
example is using AI-powered telemedicine platforms to facilitate remote consultations and monitoring, reducing the gap in healthcare access for individuals in remote or underserved areas (Sharma et al., 2023). Another example is wearable devices and mobile health apps that collect continuous health data, which can be analyzed to offer timely health interventions (Udegbe, 2024). Additionally, AI can create personalized health education programs customized to different populations’ specific needs and literacy levels, helping communities become better informed about health issues and preventive measures (Ouédraogo, 2024).

In mental health services, AI-driven tools such as chatbots and virtual counselors offer accessible mental health support, making it easier for individuals in remote or underserved areas to receive the care they need (Torous et al., 2021). AI can also identify early signs of mental health issues by analyzing patterns in behavior and communication, enabling timely interventions.

Data analytics can play a crucial role in nonprofit public health interventions by leveraging AI and machine learning to analyze large datasets and predict disease outbreaks (Gomes et al., 2023). By identifying patterns and trends, health authorities can take proactive measures to prevent the spread of diseases, particularly in underserved communities where outbreaks can have severe impacts. Big data can also identify areas with the greatest need for medical resources, ensuring that vaccines, medications, and healthcare professionals are distributed equitably to those who need them most. Machine-learning algorithms can analyze diverse data sources, such as social media, census data, and health records, to identify social determinants of health like poverty, education, and environment. These tools help policymakers develop targeted interventions to address the root causes of health inequalities.

Moreover, AI can significantly transform the efforts of nonprofit organizations in personalized medicine and optimizing health systems. AI can tailor healthcare treatments to individual patients based on their genetic information, lifestyle, and environmental factors, leading to more effective treatments for diverse populations who might not respond to standard treatments (Udegbe, 2024). A personalized approach ensures that healthcare is more inclusive and effective, addressing the unique needs of different population groups.

Additionally, AI and big data can enhance the efficiency of health systems by optimizing scheduling, reducing wait times, and improving hospital patient flow (Knight et al., 2023). Patients receive more timely care using these tools, reducing disparities in healthcare access. Improved healthcare delivery efficiency helps ensure that underserved communities receive the attention and care they need.

Machine-learning algorithms can also detect fraudulent activities in health insurance claims, ensuring that funds are used effectively and reach the intended beneficiaries (Nalluri et al., 2023). By reducing fraudulent activities, healthcare systems can save costs and improve the availability of healthcare services. By more equitably utilizing resources and reducing healthcare fraud, overall health outcomes improve, and health inequalities are reduced.

In summary, AI has the potential to revolutionize public health by improving access to care, personalizing treatments, optimizing healthcare systems, and ensuring the equitable distribution of resources. Nonprofit organizations can harness these capabilities to address health inequalities and improve health outcomes for underserved communities.

**Challenges of Using AI in Public Health**

Despite AI’s promising potential in public health, several significant disadvantages must be considered. AI systems require vast data, raising privacy concerns and requiring stringent data-protection measures. Additionally, implementing AI technologies can be costly, posing a significant barrier for low-resource settings. Furthermore, there is a risk of algorithmic bias. As mentioned in previous sections, AI systems might inadvertently perpetuate existing inequalities if the data used to train them is biased or unrepresentative of specific populations.
One of the main challenges with AI in healthcare is the use of large volumes of data. Collecting sufficient and high-quality data, especially patient data, can be difficult due to ethical implications and privacy concerns (Patii & Iyer, 2017; Murray et al., 2019; Bennett et al., 2011, as cited in Ali et al., 2023). AI algorithms must integrate and preprocess medical data in various formats such as text, numeric, images, and videos. This preprocessing, especially for text data, requires considerable natural language processing efforts, making the process complex and resource-intensive (Patii & Iyer, 2017; Murray et al., 2019; Bennett et al., 2011, as cited in Ali et al., 2023).

Furthermore, data collected from hospitals are sometimes not of sufficient quality or are simply inaccurate, presenting a significant challenge for medical data processing via artificial intelligence. Data errors are among the top challenges in medical data processing, and the integration of various data types adds another layer of complexity (Nikolaev et al., 2021; Ling et al., 2013; Hasan et al., 2017; Goldberg et al., 2010, as cited in Ali et al., 2023). Collected data often requires extensive preprocessing to be usable, and ensuring that data is clean, robust, and efficient is a significant challenge in healthcare data analysis.

Moreover, AI applications in healthcare are mostly related to diagnosis, and errors in automated diagnosis can have very harmful results. Sometimes the applied algorithm is unsuitable for the given data, or the data are not sufficiently reliable for classification algorithms such as neural networks, decision trees, and Bayesian networks. These decision errors can have serious consequences, and several studies have demonstrated possible decision-making problems in the health domain and their solutions (Madanan et al., 2021; Aljaaf et al., 2015; Srivastava & Rossi, 2019; Poletti et al., 2013; Kusano et al., 2017, as cited in Ali et al., 2023).

Another significant concern is the interplay between AI models and healthcare practitioners. While healthcare professionals use many AI technologies and software, not all are fully automated. Doctors often make the final decisions, and this collaboration between AI models and healthcare practitioners can sometimes lead to false diagnoses and treatment results (Sqalli & Al-Thani, 2019; Lim & Thuemmler, 2015; Mohr et al., 2011; Tsang et al., 2020, as cited in Ali et al., 2023).

Lastly, there are obvious privacy issues related to accessing, editing, sharing, and using patient data. AI and cloud-computing systems commonly used in health applications collect, process, store, monitor, and share health data (Sasubilli et al., 2020; Zerka et al., 2020; Peters et al., 2020; Jumelle et al., 2014, as cited in Ali et al., 2023). Despite their advantages, these systems face security issues, privacy implications, cybersecurity threats, and ethical dilemmas. Hospitals and government agencies typically provide ethical procedures for collecting and sharing data, requiring permission from government-approved authorities even for research purposes (Wang et al., 2020; Zhou et al., 2021; Bouguettaya et al., 2016, as cited in Ali et al., 2023). Ethical issues associated with AI in healthcare include inequality, unemployment, humanity, commitment to cause, regulatory approaches, behavioral biases, population biases, and linking biases (Jameel et al., 2020, as cited in Ali et al., 2023).

While AI offers significant benefits in public health, addressing its disadvantages, particularly regarding data privacy, cost, bias, and ethical concerns, is crucial for its responsible and equitable implementation.

**Recommendations**

Nonprofit organizations can harness AI to tackle health inequalities using the following strategies:

- **Enhance Data Privacy and Security**: Implement robust data protection protocols to ensure the privacy and security of health data, building trust among communities and stakeholders.

- **Invest in Infrastructure**: Secure funding and partnerships to develop the necessary technological infrastructure in underserved areas and ensure the effective utilization of AI tools.

- **Promote Inclusivity in AI Development**: Ensure that AI algorithms are trained on diverse and
representative datasets to avoid biases and improve the accuracy and fairness of AI-driven health interventions.

- **Capacity Building**: Provide training for healthcare professionals and community workers to effectively use AI tools and interpret their outputs, ensuring that local expertise is developed and sustained.

- **Collaboration and Partnerships**: Collaborate with governments, private sector entities, and international organizations to leverage resources and expertise, creating a coordinated effort to address health inequalities using AI.

- **Monitor and Evaluate**: Establish mechanisms for continuous monitoring and evaluation of AI-driven interventions to assess their impact and make necessary adjustments for improvement.

By strategically implementing these recommendations, nonprofit organizations can leverage AI to improve health outcomes and reduce inequalities, ensuring that underserved communities receive the care and support they need.

**Conclusion**

In an era marked by rapid technological advancements, artificial intelligence (AI) emerges as a transformative force with the potential to reshape societies profoundly. This article explored how AI can mitigate social inequalities across various sectors. By harnessing AI’s capabilities, we can foster equitable educational opportunities for marginalized students, streamline support for refugees and immigrants, and predict and address health challenges to reduce disparities. The integration of AI into these domains not only addresses immediate issues but also lays the foundation for lasting social change.

However, use of these powerful tools carries significant responsibility. To ensure equitable and ethical use of AI, stakeholders must address privacy concerns, algorithmic biases, and ethical considerations. Through strategic implementation, nonprofit organizations can leverage the power of AI to bridge gaps, empower communities, and foster a more inclusive and just world. By prioritizing privacy, promoting inclusivity, and fostering collaboration, AI-driven interventions can effectively tackle health inequalities and improve outcomes for underserved populations. As we navigate this transformative journey, we must remain vigilant, continuously monitor outcomes, and adapt strategies to ensure that AI catalyzes positive social change.

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Enhancing Nonprofit Efficiency and Productivity through AI: Applications of ChatGPT

By Sam R. Calhoun, AI Intern, WikiCharities and Angie Holzer, EdD, CEO/Founder, WikiCharities

Nonprofit organizations often operate under constraints of limited resources, including time, financial capital, and human resources. Integrating artificial intelligence (AI) tools can significantly enhance the efficiency and productivity of these organizations. Here, we delineate various ways in which nonprofits can harness AI to optimize their operations.
Abstract
This article explores how nonprofit organizations can leverage AI to enhance efficiency and productivity. Key areas of impact include automating routine inquiries, supporting fundraising efforts, streamlining administrative tasks, aiding in program delivery, facilitating research and analysis, improving internal communication, and providing professional development. By integrating AI, nonprofits can optimize operations and focus more on their core mission, leading to greater social impact.

Introduction
Nonprofit organizations play a crucial role in addressing social issues and providing essential services to communities. However, they often face significant challenges due to limited resources and the need to manage a wide array of tasks and responsibilities. The advent of artificial intelligence (AI) offers promising solutions to enhance the efficiency and productivity of these organizations. AI tools have the potential to revolutionize how nonprofits operate by automating routine tasks, improving communication, and supporting various operational functions.

This article aims to provide an in-depth analysis of how AI can be leveraged by nonprofit organizations to optimize their operations. Drawing from recent research and real-world applications, we will explore specific ways in which AI can be integrated into nonprofit workflows to address common challenges and drive greater impact. By examining the potential benefits and applications of AI, this article seeks to inspire nonprofit leaders to embrace AI technology and harness its capabilities to advance their missions.

Automating Routine Inquiries and Communications
Nonprofit organizations frequently receive a high volume of routine inquiries via email, social media, and other communication channels. AI tools can be employed to automate responses to common queries about the organization’s mission, upcoming events, donation processes, and volunteer opportunities. This not only saves time but also ensures consistent and prompt communication (Dataro, 2024). Additionally, AI can engage with donors and volunteers through personalized communication and timely follow-ups, enhancing their experience and engagement (Forbes Nonprofit Council, 2023).

Enhancing Fundraising Efforts
Fundraising is a critical activity for nonprofits, and AI can play a vital role in enhancing these efforts. AI can generate initial drafts of grant proposals, ensuring that key elements are included and tailored to specific funding opportunities (Philanthropy, 2023). AI can craft personalized messages for donor outreach, recognizing past contributions and encouraging future support. Furthermore, AI can create engaging content for social media posts and fundraising campaigns, ensuring a cohesive and compelling narrative that resonates with the audience (Forbes Nonprofit Council, 2023).

Streamlining Administrative Tasks
Administrative efficiency is paramount for nonprofit operations, and AI can significantly reduce the administrative burden. It can automate the scheduling of meetings, events, and volunteer shifts, ensuring smooth coordination (Lodestar, 2024). AI can also assist with data entry tasks, ensuring accurate data management, particularly in donor databases and CRM systems. Additionally, AI can compile and format reports on various activities, including program outcomes, financial summaries, and impact assessments, providing valuable insights and aiding in decision-making (Dataro, 2024).

Supporting Program Delivery
Effective program delivery is central to a nonprofit’s mission, and AI can support this by developing educational and promotional materials for programs, workshops, and training sessions. It can provide translations for multilingual communities, ensuring accessibility and inclusivity in program delivery (Philanthropy, 2023). Moreover, AI can offer automated support and information to program beneficiaries,
enhancing their experience and engagement with the organization.

**Facilitating Research and Analysis**
Research is integral to understanding and addressing social issues, and AI can support research efforts by summarizing existing research and literature, helping staff stay informed about the latest developments in their field (Lodestar, 2024). It can assist in designing surveys and analyzing survey data, providing insights into community needs and program effectiveness. AI can also generate summaries and analyses of relevant policies, aiding in advocacy and policy development efforts (Forbes Nonprofit Council, 2023).

**Providing Professional Development and Training**
Ongoing professional development is essential for nonprofit staff and volunteers, and AI can contribute by developing interactive training modules on various topics, such as nonprofit management, fundraising techniques, and volunteer coordination. It can suggest relevant resources, such as articles, books, and courses, to support continuous learning and skill development (Forbes Nonprofit Council, 2023). Additionally, AI can provide constructive feedback on staff and volunteer performance, helping to identify areas for improvement and growth (Dataro, 2024).

**Conclusion**
The integration of AI into nonprofit operations holds the potential to significantly enhance efficiency and productivity across various domains. By automating routine tasks, supporting fundraising efforts, streamlining administrative processes, and facilitating research and internal communication, AI can empower nonprofits to focus more on their core mission and achieve greater social impact. As the technology continues to evolve, nonprofits can further explore innovative applications of AI to address emerging challenges and opportunities in the sector.

**References**


AT-A-GLANCE CHART: How Nonprofits can use AI/ChatGPT

Automating Routine Inquiries and Communications
- **Respond to Frequently Asked Questions (FAQs):** Automate responses to common queries about the organization’s mission, upcoming events, donation processes, and volunteer opportunities.
- **Engage with Donors and Volunteers:** Provide personalized communication and timely follow-ups, enhancing donor and volunteer experience and engagement.
- **Newsletter and Email Drafting:** Assist in drafting and personalizing newsletters and email campaigns, saving time and ensuring consistent messaging.

Enhancing Fundraising Efforts
- **Grant Writing:** Generate initial drafts of grant proposals, ensuring that key elements are included and tailored to specific funding opportunities.
- **Donor Outreach:** Craft personalized messages for donor outreach, recognizing past contributions and encouraging future support.
- **Social Media Campaigns:** Create engaging content for social media posts and fundraising campaigns, ensuring a cohesive and compelling narrative.

Streamlining Administrative Tasks
- **Scheduling and Coordination:** Automate the scheduling of meetings, events, and volunteer shifts, reducing administrative burden.
- **Data Entry and Management:** Assist with data entry tasks and ensure accurate data management, particularly in donor databases and CRM systems.
- **Report Generation:** Compile and format reports on various activities, including program outcomes, financial summaries, and impact assessments.

Supporting Program Delivery
- **Content Creation:** Develop educational and promotional materials for programs, workshops, and training sessions.
- **Language Translation:** Provide translations for multilingual communities, ensuring accessibility and inclusivity in program delivery.
- **Beneficiary Support:** Offer automated support and information to program beneficiaries, enhancing their experience and engagement with the organization.

Facilitating Research and Analysis
- **Literature Review:** Summarize existing research and literature, helping staff stay informed about the latest developments in their field.
- **Survey Design and Analysis:** Assist in designing surveys and analyzing survey data, providing insights into community needs and program effectiveness.
- **Policy Analysis:** Generate summaries and analyses of relevant policies, aiding in advocacy and policy development efforts.

Enhancing Internal Communication and Collaboration
- **Meeting Summaries:** Provide summaries of meeting discussions and action items, ensuring clear communication and follow-up.
- **Internal Documentation:** Assist in creating and maintaining internal documentation, such as standard operating procedures (SOPs) and training manuals.
- **Idea Generation:** Facilitate brainstorming sessions by generating ideas and suggesting innovative solutions to organizational challenges.

Professional Development and Training
- **Training Modules:** Develop interactive training modules on various topics, such as nonprofit management, fundraising techniques, and volunteer coordination.
- **Resource Recommendations:** Suggest relevant resources, such as articles, books, and courses, to support continuous learning and skill development.
- **Performance Feedback:** Provide constructive feedback on staff and volunteer performance, helping to identify areas for improvement and growth.
Submissions

Call for Submissions
We are currently accepting articles, research papers, thought papers, and potential nonprofit spotlights for our journal. All submissions should be sent through our ScholarsArchive portal. Links can be found on our official website, www.journalofnonprofitinnovation.org/submissions.

Latest Research (Summaries)
We are looking for articles that use innovative thinking and approaches to community and global issues. Have you done research in a specific area? Are you an expert in a certain field? We want to hear from you!

Research & Thought Papers
We are looking for thought pieces from nonprofit leaders that have first-hand experience with community and global issues. Share your experiences and give us your thoughts on a specific topic!

Nonprofit & Partnership Spotlights
Is your nonprofit doing noteworthy things that you want others to know about? Spotlight your nonprofit in our journal! Note: To spotlight your nonprofit, you must be WikiCharities validated.

Upcoming Issues in 2024
- Health
- Partnerships & Collaboration

Submission Deadlines
Visit our website for up-to-date information on deadlines. www.journalofnonprofitinnovation.org
Revolutionising Nonprofit Verification with AI-Powered Intelligence

By J. Unsdorfer, Founder, Venturefy

Enhancing Transparency in Corporate Relationships with AI

With stakeholders increasingly pushing for greater clarity and honesty, the importance of corporate transparency has never been more crucial. Businesses and nonprofits alike are now tasked with the challenge of effectively demonstrating their integrity and trustworthiness and Artificial intelligence (AI) can offer exciting new solutions to these challenges.
How Does AI Work?
Artificial intelligence (AI) is a branch of computer science dedicated to creating systems that can perform tasks typically requiring human intelligence. At its core, AI functions through algorithms and machine learning models that analyze vast amounts of data, learn from this data, and make predictions or decisions based on the patterns identified.

Using AI to Bring Transparency to Company Relationships
With the growing demand for transparency among companies, Venturefy, an Israel-based company, is leading the effort to bring clarity to corporate connections. Recognising the opportunity for AI to decode complex data sets, Venturefy aimed to develop a platform that could significantly improve how businesses verify corporate connections, focusing on crucial areas like Compliance, Due Diligence, and Market Intelligence.

3 Key Features of Transparency
The Venturefy platform adopts a unique approach to corporate relationship verification, offering innovative solutions to catalyze transparency, including:

- **Comprehensive Relationship Mapping**: Venturefy’s AI engine analyzes extensive datasets to extract, codify and verify corporate relationships within target, industries, or regions.
- **Hybrid Verification System**: Venturefy uniquely blends both AI generated and user-generated content to ensure the highest possible degree of accuracy.
- **Interactive Network Visualisations**: Venturefy provides interactive tools to clearly visualize how companies are connected, enabling users to explore vast corporate relationships transparently.

Partnership: Transparency in the Nonprofit Sector
Venturefy has teamed up with WikiCharities, the largest open-access global database of nonprofits in the world, to help expand transparency in the nonprofit sector. This new partnership marks a significant step toward redefining transparency in the nonprofit sector. By integrating AI technology, WikiCharities is enhancing its ability to verify and showcase transparent relationships within their vast database of nonprofits.

This partnership empowers nonprofits on the WikiCharities platform to:
- Clearly demonstrate their networks to potential donors and partners.
- Ensure the authenticity of their relationships, bolstering trust and credibility.
- Utilize AI-enhanced tools to uncover and leverage new opportunities for collaboration and support.

This innovative adoption of AI by WikiCharities enables their donors to make informed decisions, foster greater accountability and ensure resources are allocated to verified non-profit partners. To learn more about Venturefy and WikiCharities partnership, go to https://www.wikicharities.org/partner-venturefy
Machine Learning for Nonprofit Organizations

By Justin Holzer, Worcester Polytechnic Institute, Program Lead and Engineer at MIT Lincoln Laboratory

Abstract: Nonprofit organizations are often looking for ways to increase efficiency while operating with limited resources. With data more readily available than in the recent past, machine learning provides powerful tools for unlocking valuable insights and enabling nonprofits to do more with limited resources. This paper explores various machine learning techniques to enhance nonprofit operations with an overview of machine learning approaches, including supervised, unsupervised, semi-supervised, and reinforcement learning, and their potential benefits for nonprofit organizations. A practical use-case of donor prediction for fundraising is presented to demonstrate how supervised learning can be employed to identify potential repeat donors. The neural network model developed in this study achieved an accuracy of 86% in predicting whether a donor with donate again. This machine learning example provides one example of how a nonprofit can more efficiently work towards meeting their mission.
I. Introduction

Nonprofit organizations face increasingly complex challenges in fulfilling their mission and serving their communities effectively. Data to analysis performance and predict successful steps forward are more readily available than in the recent past. Machine learning provides a unique tool to help organizations unlock valuable insights from their data and allow nonprofit organizations to do more with limited resources. By leveraging advanced analytical techniques, nonprofits gain deeper understanding and actionable intelligence from data, ultimately empowering them to make a bigger impact. Machine learning provides powerful ways to aid nonprofit organizations in various ways to serve their communities and enhance their operations, including improved decision making, optimized resource allocation or improved accuracy in prediction of donations.

The following provides a list of example applications of machine learning for nonprofit organizations:
- Fundraising
- Chatbots
- Labor allocation
- Manage volunteers
- Donor Analysis
- Predictive analytics
- Automation
- Evaluation programs
- Evaluate the impact of marketing
- Identify donors to focus on
- Target messaging to donors using generative AI
- Analyze new markets to pursue
- Fundraising targets and outcomes prediction
- Efficient allocation of labor
- Storage and shipping analysis

II. Machine Learning Overview for Beginners

Machine learning is a subset of artificial intelligence (AI) that can be used to model data in a way to allow the model to make decisions or even predictions based on the machine learning model. Machine learning offers a way for a computer to learn patterns from data and make predictions based on the patterns seen in the data.

Machine learning differs from traditional programming in that traditional programming relies on specific instructions and rules that are specified by the programmer. Instructions in traditional programming generally result in deterministic responses that relies less on input data, while machine learning models rely heavily on the data, which makes the quality and quantity of data paramount to the success of the machine learning algorithm.

In general, machine learning models are dependent on the accuracy, diversity, and quantity of data. If the data used to train a machine learning model do not accurately represent the data that will be used for predictions or decisions, there will be bias or inaccuracy in the decisions made by the machine learning. Similarly, if the data used to train do not cover the diversity that is later used to make decisions, there will be a decreased accuracy or ability to make quality decisions. That said, there are some data conditioning tools for making the training set of data look more diverse, such as adding noise, shifting the data, or adding blur.

a. Categories of Machine-Learning Algorithms

There are a few different ways to approach machine learning based on available data and/or data labels. The following gives an overview of the types of machine-learning algorithms.

b. Supervised Learning

Supervised learning can be the most accurate approach to machine learning but comes with some important requirements. Supervised learning not only requires data for training the machine-learning model, but the data must also contain accurate labels. Each data example is paired with the correct answer in the training phase for the neural network to learn the important (and unimportant) features in the data.

For nonprofit organizations with plenty of history and data, supervised learning could be used for donation prediction or volunteer matching, for example.
c. Unsupervised Learning
Unsupervised learning is performed by training the model, but does not use labels associated with the data. This can be very advantageous when there are data available for training but the labels are not available. Unsupervised learning can be tricky and generally comes at a price of less accurate decision making from the trained model. Unsupervised learning may have the goal of clustering the data based on like characteristics found by the neural network. Unsupervised learning can also be very effective at revealing relationships in data or even reducing the dimensionality of data to uncover the most important pieces of information.

For nonprofit organizations, unsupervised learning can help with anomaly detection such as fraud detection or irregularities in financial transactions, for example. Unsupervised learning can also aid with segmentations of donors based on their giving patterns, demographics, or other characteristics.

d. Semi-Supervised Learning
Semi-supervised learning is a mix between supervised and unsupervised and is generally leveraged when not all training data have labels. Semi-supervised learning allows the model to leverage whatever labels are available, while not requiring that all the data be labeled.

Nonprofit organizations can benefit from semi-supervised learning for areas like supervised learning but when limited labels or truth data are available. Some examples are for donor behavior analysis, donation prediction or volunteer matching.

e. Reinforcement Learning
Reinforcement learning has an agent that learns through trial and error by receiving feedback on the actions it takes. Reinforcement learning mimics the trial-and-error learning process that humans use to achieve their goals. Reinforcement learning is often used in robotics, gaming, and autonomous vehicles.

For nonprofit organizations, reinforcement learning can be leveraged for volunteer management, fundraising optimization, or optimizing delivery services and can provide continual improvement.

III. Use-Case: Donor Prediction for Fundraising
Nonprofit organizations often rely on donors who give repeated donations. A common challenge is focusing donation requests on those that are most likely to respond with another donation. If a nonprofit has kept accurate record of those that have donated in the past, machine learning (more specifically, supervised learning) can be used to predict whether a donor will again give to the cause. The machine learning algorithm is used to analyze past data, including donor characteristics, to predict which individuals or groups are most likely to donate in the future.

The following gives a breakdown of how donor prediction works in our simulated scenario, including an overview of python code [2] to simulate the donor characteristics. The simulated data is used to train multiple machine-learning algorithms and give results from the most effective. The following is an overview of this process that can be tailored to any of the example applications presented above.

a. Data Collection
The nonprofit gathered data on past donors including demographics, donation frequency, donation amounts, interaction history with the organization, and any other relevant features. For our scenario, we simulated a data collection of donors with the following characteristics:

**Donor-Specific Characteristics:**
- Age: Random ages between 20 and 80.
- Gender: Randomly assigned gender.
- Income Level: Randomly assigned income levels with specified probabilities.
- Education Level: Randomly assigned education levels with specified probabilities.
- Occupation: Randomly assigned occupations.

**Donation-Specific Characteristics:**
- Last Donation Amount: Simulated last donation amounts using an exponential distribution.
- Total Donation: Simulated total donations using an exponential distribution.
- Number of Donations: Simulated number of donations using a Poisson distribution.
- Recency: Days since the last donation.

**Engagement and Relationship Metrics:**
- Email Open Rate: Random email open rates between 0 and 1.
- Event Participation: Whether the donor participated in events.
- Social Media Engagement: Level of engagement with social media.

**Target Variable:**
- Donate Again: Whether the donor will donate again, randomly assigned with specified probabilities.

**b. Data Preprocessing**
The collected (or simulated) data can go through a step of preprocessing to handle missing values, outliers, and to encode categorical variables. Features are selected or engineered based on their relevance to predicting donor behavior. For our simulation, we did not need to preprocess any data to handle these cases.

Preprocessing can also be used to transform the data so that the model can train on the most important characteristics. These transformations can have a similar effect as having a more diverse set of data for training [1]. For our simulated scenario, no data transformations were used.

**c. Model Training**
To train a supervised learning algorithm such as logistic regression, random forest, or neural networks, the data is input into the model with the known target variable or prediction result. The model learns patterns and associations in the data that might not be obvious to a human analyst.

For our scenario of donor prediction in fundraising, 80% of the data generated by our software data simulator was used to train the model, while 20% was reserved to test or evaluate the model performance.

**d. Model Evaluation**
The trained model is evaluated using data that are reserved for test and evaluation. While the results (in our scenario, the result is the variable "Donate Again") are known for these test data, they are not provided to the model during model evaluation. The model predictions and known results are compared to produce performance metrics such as accuracy, precision, recall, and F1-score. For our scenario, we focus on the model accuracy.

**e. Donor Prediction**
Once the model is trained and evaluated, it is deployed to predict the likelihood of donation for new individuals or groups in the nonprofit database. The predictions provide valuable insights into which potential donors are most likely to contribute, enabling the organization to prioritize its fundraising efforts and tailor its outreach strategies.

**f. Outreach and Fundraising Campaigns**
Armed with insights from the predictive model, the nonprofit can launch targeted outreach and fundraising campaigns focused on individuals identified as high-potential donors. This personalized approach increases the
effectiveness of fundraising efforts, leading to higher donation rates and increased revenue for the organization.

By leveraging supervised learning for donor prediction, nonprofit organizations can optimize their fundraising strategies, maximize donor engagement, and ultimately advance their mission more effectively.

**IV. Model Definition and Results**

As explained in section III-a on Data Collection, numerous data parameters were used to train the machine learning model. While different supervised learning algorithms were explored for this work, the results from the neural network shown in Fig. 1 are presented here. The neural network was able to predict with 86% accuracy whether the donor would make another donation to the nonprofit.

**V. Summary**

In this paper, we explore different ways that machine learning can help nonprofit organizations fulfill their mission and improve efficiency. We explored some basic principles behind machine learning and gave one practical example of machine learning applied to the problem of predicting whether a donor will give again. This paper was able to predict whether a donor would give again with 86% accuracy.

**References**


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![Figure 1. Simplified block diagram for neural network model to predict whether a donor will donate again.](image)
Authorship in the Age of Algorithms: Adapting Copyright Law for AI-Generated Content

By Sydney Thomas

“Success in creating AI [or artificial intelligence] could be the biggest event in the history of our civilization. But it could also be the last, unless we learn how to avoid the risks.”

-Stephen Hawking

Introduction: The first Artificial Intelligence (AI) program was developed in 1955 and was able to solve general logic problems through automated reasoning. Over the past few decades, AI has become increasingly skilled and present in day-to-day life, making it difficult to find any facet of life that has not been affected by AI. In November of 2022, Chat GPT, a new AI program, was released by OpenAI. When asked what it was capable of, it answered that it could assist with a wide variety of requests such as producing a speech,
debugging a code, generating art, daily planning, offering technical support, engaging in discussions on ethical dilemmas, translating documents, as well as writing college essays in a matter of minutes (though unfortunately, not this paper). Chat GPT is just one of the many AI programs that have become increasingly popular over the last few years. In 2023, AI was used to produce a new Beatles song titled ‘Now and Then’ even though only two of the original four band members are alive today. As AI becomes increasingly prevalent, concerns regarding its unclear legal regulation have become an issue. This new technology poses threats to the privacy of consumers and to the protection of intellectual property as they are at risk of violation and copyright infringement.

AI generators rely on existing information and creations to respond to user input and requests. Generative AI programs are trained as they are “fed” (for lack of a better word) information that is publicly available on the internet. They use this information to look for patterns and processes and go on to refine the answers that they provide in response to prompts that they have been fed from a human user. Although the sources and information that AI generators pull work from are usually publicly available, the programs are not always in compliance with licensing stipulations and rules. As AI pulls information and elements from these sources, it frequently can be found in violation of copyright law.

Jean Tallinn, one of the founding engineers of Skype, compared the building of advanced AI to the building of a rocket, saying, “The first challenge is to maximize acceleration, but once it starts picking up speed, you also need to focus on steering.”

As AI continues to grow at an exceedingly rapid pace, it is important that the United States government implement regulations to steer its use in a direction that will allow humans to utilize its transformative potential while mitigating any possible negative effects and establishing guidelines to monitor its use in everyday life. With the goal of putting AI on the right course, American lawmakers must enhance copyright law to meet the increasing concerns on ownership and privacy regarding the creative capacities of AI. They can do this by strengthening the existing fair use doctrine, increasing the property rights of creators, and creating a code of conduct to ensure AI compliance with new regulations.

In his testimony to Congress this past summer, Sam Altman, chief executive of OpenAI, said “My worst fears are that we [the technology industry] . . . cause significant harm to the world.” Mr. Altman, along with many other experts, believes that AI must be regulated now in order to protect the interests of mankind.

If left unregulated, AI could potentially spread disinformation, replace important human jobs in the workplace, and violate different privacy and ownership laws in a way that harms human creators. Failing to implement such regulation could make it difficult for the United States to compete with other countries that have already produced such policies to govern AI. Government regulations can slow innovation and fail to adapt in a timely manner to changes in society. It is also possible that in a time where much of society is hesitant about embracing AI, it may be over-regulated, resulting in losing years of progress.

However, these concerns can be mitigated through the creation of an updated and adapted version of current copyright law to ensure that human creators will be able to use innovative technologies in ways that continue to promote creativity and originality.

In 2020, the United States Congress created a national initiative to regulate AI to ensure that they would lead the development of AI regulation and “prepare the present and future United States workforce for the integration of AI systems across all sectors of the economy and society.” The initiative was launched in response to the rapid growth of AI over the last few years. Its objectives are to support continued AI research and development, allow for more strategic cooperation with political allies, as well as for the United States to act as a leader throughout the world in establishing regulations of AI. Many other countries are also working on their own proposed legislation at this time; thus, it is imperative that the United States quickly implements its
comprehensive regulation in order to remain one of the pioneering world leaders in this new era of AI. In this paper, I will argue that AI generated works should not be protected by section 107 of the Copyright Act of 1976 unless they are able to comply with all four factors listed.

**Background**

Copyright is a form of intellectual property that “protects original works of authorship as soon as an author fixes the work in a tangible form of expression.” Many different mediums of work are covered under this law, including illustrations, books, movies, plays, photographs, drawings, music, and much more. It focuses on three key elements: fixation, creativity, and originality. These key elements ensure that authors, or creators of original works, hold certain rights instead of their creations.

**Fixation**

The US Department of Copyright states that works must be “fixed” in a tangible medium in order to qualify for copyright protections. There is a wide range of accepted mediums including: literary, musical, architectural, or dramatic works, sound recordings and motion pictures as well as many others. Tangible mediums of expression can be shared with others, whether that be through auditory or visual means. The “fixation” of works in such mediums allows individuals other than the original creator to access them, thus making them copyrightable.

**Creativity**

Protected works must also contain some level of creativity, however the threshold for a work to be considered creative is extremely low. In Feist Publications, Inc. v. Rural Tel. Serv. Co., Feist Publications had copied several pages from the Rural Telephone Service’s (RTS) Yellowbook to create their own. RTS argued that Feist had committed copyright infringement. The Court ruled that RTS’ pages were not copyrightable, and that Feist could use material from their yellow pages because the material was factual, and facts cannot be copyrighted. In order to be eligible for copyright protection, the Court stated that works must have a “modicum of creativity.” While the bar is low and somewhat ambiguous for what can be considered creative, this allows for authors or creators of original works to hold exclusive rights over their creations.

**Originality**

The criterion of originality is fundamental to copyright law. In Article I, Section 8 of the United States Constitution, in an effort to encourage innovations in the fields of science and useful arts, Congress guarantees authors exclusive rights to their personal “Writings and Discoveries.” Under copyright law, an author is identified as the creator of an original work. The author also owns the copyright for said work unless they willingly assign the copyright to another party, such as an editor. When a creator makes a work made for hire, the commissioning party is the author. In the case of there being more than one author, all participants share the work’s copyright jointly, unless the authors have made a different agreement among themselves. Copyright owners own exclusive rights over their protected works which include the following: reproducing copies of the work, distributing copies of the work by sale, and making derivative works based on the original work. Clause 8 of the first article of the United States Constitution states that originality is “prerequisite for copyright protection.”

**Fair Use Doctrine**

Under Fair Use Doctrine, people that are not the original creator are permitted to use another’s copyrighted work without permission from the owner. The Doctrine of Fair Use allows for copyrighted works to be used in transformative ways that differ from their original purpose. Transformative works are “new, with a further purpose or different character, and do not substitute for the original use of the work.” There are four main factors that are required to determine if the use of a certain copyrighted work can be justified under fair use: purpose of use, nature of copyrighted work, amount or substantiality of portion used, and the effect of use on the market for the work. Fair use allows for downstream creators to both benefit and create new works based off of existing ones from first creators in an original way.
It is important to note that as of now, transformative works made by downstream creators are only protected if they were created by a human. The term “downstream creators” refers to individuals who implement portions of previous works from other original authors to create a new work. This principle was reaffirmed in August of 2023 in the case Thaler v. Perlmutter. In this case, the plaintiff tried to register a painting that had been generated by the Creativity Machine, an AI program. The Copyright Office denied this application as the work had not been created by a living individual. The United States District Court for the District of Columbia ruled in favor of the Copyright Office, reaffirming that “Human authorship is a bedrock requirement of copyright” and that AI generated works are ineligible for copyright protection. With the rise of AI, more works that could potentially be considered “transformative” are being generated in massive quantities, using copyrighted works without any consideration for proper licensing or fair use factors.

Proof of Claim
Section 107 of the Copyright Act of 1976 outlines the four fair use factors - purpose of use, nature of copyrighted work, amount of substantiality of portion used, and the effect of use on the market for work - and explains the qualifiers needed for a work to meet each part. In the following section, we will analyze AI’s ability (or inability) to meet the legal requirements that are listed under section 107 of the Copyright Act of 1976. If AI can meet all four factors, a strong argument could be made for it to benefit from Fair Use protections. However, if it does not, a new form of regulation will have to be created. It is important to note that works where the original creator is human (and not AI), that a piece can be justified under Fair Use even if it does not meet each of the four factors. In order to protect human creators, AI must be required to meet all four factors of fair use when using their work.

Purpose of Use
In order to determine whether or not the secondary use of a work can be justified under fair use, a court will examine how the party is using the work. While the law does not stipulate conditions to determine whether or not something is a good use, if being used for nonprofit or educational purposes, it is likely that a court will rule that the use can be justified. Although educational and nonprofit uses are easier to justify in front of a court, this does not mean that commercial and noneducational uses cannot be determined as fair. It rather means that there must be a strong argument for those cases under the other three remaining factors to decide if the use can be justified. It is also important under this factor that the use of the work is transformative and adds an element that is new, or that furthers or changes the purpose of it. The new work cannot serve as a substitute for the original use of the work; it would be a violation of fair use and copyright law. In Campbell v. Acuff-Rose Music, Inc., a rap group named 2 Live Crew used portions of Roy Orbison’s “Oh, Pretty Woman” to create their own parody of the song titled “Pretty Woman.” Acuff-Rose Music filed a suit against the band, accusing them of copyright infringement. The Court of Appeals ruled that the commercial nature of the use of the work (both being songs, although one a parody) rendered the use unfair, violating both this first factor and the rights of the copyright holder. Artificial intelligence is used in both commercial and noncommercial ways, as well as having been utilized in educational manners (and in
noneducational ways). Thus it can be seen that AI is not inherently in violation of this factor, but could be depending on the way it is being used.

**Nature of Copyright Work**
The nature of the copyrighted work is also extremely important in determining whether the use meets the legal requirements. It is easier to justify the use of a work that is more factual (news article or technical item) than it is a work that is more imaginative and creative (novel, song, film). It is also nearly impossible for the use of an unpublished work to be considered fair.

In 2023, a group of artists filed suit against Midjourney, a generative AI company, stating that the company had used the work of the artists to train AI algorithms how to draw/generate art in the same style as the artists. In order to train these AI image products, they were fed billions of images, “almost all of which were copied without the artists’ permission and without compensation.” Using this Midjourney product, consumers are able to simply enter the artists’ name and then generate strikingly similar works that appear to have been made by the artists themselves. Consumers have created such images through Midjourney, and have sold them for a profit as well. Midjourney continues to promote their new product with the names of the Plaintiff without having offered any licensing agreements. While this case has not yet been ruled on, it is very unlikely that AI will be allowed to continue performing such tasks as they take advantage of creative works, doing substantial damage to human creators.

**Amount of Substantiality of Portion Used**
Under this, a court will factor in the quality and quantity of copyrighted material that has been used. It is more likely that the smaller portion of the work used, that it can be justified by fair use. However, there are situations where if a very small portion is used that could be considered the “heart” of the work, a fair use justification will not be valid. For example, if a person chooses to use a few lines that make up the chorus of another person’s song, this small chorus could be considered the “heart” of the work. Although the portion is small, it is still incredibly significant to the work as a whole if it is the heart of the copyrighted work. In 2023, the Supreme Court decided on the case Goldsmith v. Warhol. Andy Warhol created a magazine cover of Prince based off of an image taken by Lynn Goldsmith. The court found that Warhol’s image of Prince was “substantially the same as that of Goldsmith’s original photograph.”

Although this case was decided long after Warhol’s death, he was found in violation of fair use as he had used essentially the whole, or “heart,” of Goldsmith’s work, and was also in violation of the other factors. Just like Warhol, AI has also been guilty many times of using the “heart” of a copyrighted work, or of even just using too much of a work. While it is important to note that not every AI generated work violates this factor, this factor should raise concern among communities of human creators as they stand to lose much of their own creations if AI remains unregulated. A possible solution to issues that this factor poses could be requiring AI machines to be trained or programmed in a way that allows them to easily identify the “heart” of a work, and thus take steps to ensure that they are not in violation of this factor.

**Potential Market Effects**
It is also important to consider how the unlicensed use of copyrighted material can potentially harm the current or future market for the original work.
If the new work takes away from potential purposes or renders the purchasing of the original work obsolete, it is unlikely that the court will find this use fair. In Andersen et al v. Stability AI Ltd. as discussed earlier, Midjourney’s generative AI products allowed consumers to create art that looked very similar to that of other artists, and many consumers then sold these new pieces without any licensing deals with the original artists. This has caused significant financial damage to the artists as they have lost business as well as parts of their artistic expression. Here it is clearly seen that in the case of Andersen et al v. Stability AI Ltd, AI has violated this factor as it has caused significant market effects that have hurt human creators. This case makes it extremely difficult to argue that fair use doctrine could be applied to this technology as AI has clearly limited the power of individuals to compete with it.

Conclusion
The rapid growth and increasing presence of artificial intelligence in society presents a critical period in which we must decide how to best regulate it. Its innovative abilities pose many concerns about its impact on copyright law and the ways in which it impacts communities of human creators. Fair Use Doctrine requires reevaluation and must be updated if it is able to be applied to AI-generated products. Ongoing legal battles between AI corporations and individuals show that the current doctrine is insufficient for present-day needs. Going back to the words of Jean Tallinn, AI is a rocket that has accelerated quickly- and must be steered in the right direction. Requiring AI to comply with all factors of fair use doctrine, increasing the property rights of creators, and creating a code of conduct to ensure AI compliance with new regulations are vital to accomplish this goal. It is imperative that human creators are able to continue working in their fields without having to worry about competing with artificial intelligence, and the best way that we will be able to protect them as a society is through implementing such measures.

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A Blueprint for Future Achievements for Nonprofits

By Dr. William B. Calder, Director/Founder of the Centre for Values, Vision, and Mission Research.

Nonprofit organizations hire strong leaders to articulate a vivid and persuasive picture of how the organization will be better, in a significant way, than what currently exists. Leaders should not underestimate the use of a powerful vision, as it is needed to help define the issues and challenges for stakeholders (inside and outside the organization). Leaders need to describe what success looks like and continue to task all stakeholders to assist in building the “dream.”
Operational and staffing challenges are more difficult for NPOs without an articulated, compelling, and concise vision statement. The resultant costs of not having this statement properly defined and convincingly communicated to others divert stakeholder energies and initiatives. The absence of a statement about what success looks like diminishes the ability of stakeholders to bring about any real change and embrace an NPO’s strategic efforts. Stakeholders need to know where their organization wants to go, so they can help make it happen.

The pursuit of an image formulated by a strategic vision of success can motivate like-minded NPOs to work together toward the greater good. Undoubtedly, several benefits flow from a clear, concise, inspiring, and widely shared vision of success. Leaders must build on the high expectations and work performance of others towards a persuasive and positive future, indeed a vision of things to come.

An organization’s vision encompasses its destiny. It is a foundational pillar (along with mission and values) that is critical in a nonprofit’s long-term planning. An articulated vision can address any barriers that prevent its realization as it involves constituent groups looking beyond the present situation to a preferred and shared future. Therefore, a vision defines a blueprint for future aspirations that an organization wants to achieve better than what currently exists.

A believable vision keeps organizations moving forward, even against unfavourable odds. It is a powerful motivator; if meaningful enough, people will do extraordinary things to realize it. But if it lacks significance, no number of resources will be able to get people to move forward in positive and progressive ways.

**Working Without a Visionary Perspective**

Before exploring the relative merits of a well-articulated vision, let us first address the critical issues for leaders in a nonprofit organization that fail to develop a cogent vision statement. Great nonprofit organizations (NPOs) with a visionary perspective of their future, employ people to help build the “dream.” However, when that bold sense of the future is absent, NPOs become obsessed not with building their future, but with attacking all those who would prevent them from doing so. Obsessing an NPO’s current state adds no value toward a brighter future. Without a sense of optimism found in a well-crafted vision, NPOs may blame others for their challenging situation, sometimes attributed to poor government policies, lack of funds and funders, and human resource difficulties.

There is power in a vision only if others believe in it; otherwise, it is just “words” written down describing an empty plan. A vision connects all areas of an organization, such as Human Resources (HR), administration personnel, staff and support services. When leaders develop and articulate a compelling vision, it inspires stakeholders to achieve results they may never think possible. A working environment must have a positive connection so that all employees and volunteer stakeholders can imagine, understand, and be persuaded in every way possible within the organization to work toward a preferred future. The nonprofit vision needs to be consistently viewed in employees’ minds through every decision they make and in everything they do. If employees do not “buy” into the vision, they lose momentum and passion, and where there is no passion a culture of innovation soon ceases to exist.

A vision answers the question—“What does organizational success look like?” Effective vision statements clearly describe what is being built or at the very least define what success looks like for any nonprofit organization.

A well-crafted vision statement is a powerful piece of internal and external communication. A strong statement portrays a bold picture that creates a preferred future for a nonprofit organization and builds capacity and commitment to reach the vision. In the absence of such a statement, however, NPOs flounder and are pulled in many different directions and their energy becomes diverted and diminished over time. Therefore, for this operational tool to do its job, there must be “buy-in” and commitment, which means the
vision must be persistently used as a guide for every decision.

NPOs exist as future positive visions for individuals and the community that they serve. Visions reflect a brighter tomorrow. They are not to be confused with an NPO’s mission statement that answers the question: Why does this NPO exist? and an NPO’s values that address the question of “How does this organization behave?” A vision is what an NPO aspires to be and must be shared by all constituent groups. A vision must be a “picture” that lives in the hearts and minds of all concerned.

Effective vision statements need not be long but rather describe what success looks like. Yet its mere existence is often mired in controversy by a never-ending dialogue among stakeholders. Any disagreements can cause a vision statement to be “shelved” until further notice or portrayed with ambiguous descriptors, that adds confusion for leaders and staff charged with its implementation. Nonprofit stakeholders including staff, the Board, and the community need to know that their vision is being achieved.

**From “Buy-In” to Destiny**

If a vision does not “resonate” with stakeholder groups, it will not be realized and then it does not matter how well the dream was crafted. Interestingly, one method of helping others to embrace a vision is to invite them to criticize it (Gallo, 2011). The vision needs to have a consistent viewpoint for everyone, which is reflected in every decision made, and in every action taken. The cultural climate of discovery and action, which is necessary in today’s operational climate, therefore, cannot exist without a well-defined vision (Gallo, 2011). If employees are asked to use the organization’s vision to support their work, then it is clear the vision must be thoughtfully developed and communicated.

A vision is the cornerstone for crafting a strong mission statement that assists in the operational aspects of nonprofit organizations.

The vision connects all work initiatives for “when exceptional leaders paint a compelling vision of the future, it inspires people to achieve results they never thought possible” (Gallo, 2011, p. 69). Through a vision, there must be a positive connection for everyone to imagine, understand, and be persuaded in every action possible. In the article, “Don’t You See My Vision?” Harvard Business School professor John Kotter (2010) stated that the single biggest problem in trying to make big changes is simply getting people’s attention. He noted that “one of the most effective ways of doing that is to invite people to throw rocks at you” because “it causes sparks” and “sparks grab… attention” (p. 112). Is there a better way to get “buy-in” than by exposing the vision to the nuances that others offer in and outside of an organization?

Vision statements, especially visions of success, come after established organizational values have been discovered and documented in a strategic planning process; then from there the development of a mission statement usually follows a vision statement. While a vision is a concrete expression of a dream, a mission addresses the question: “What good, for whom?” Like all efforts, there must be a positive difference that a vision can make to others which will inspire higher levels of achievement and change.

The accomplishment of what an NPO claims through all its values, vision and mission (VVM) statements is a significant part of any decision-making and planning process. Their acceptance and understanding are indispensable tools in gauging progress in an organization’s success.

A vision is a powerful motivator only if it is vivid and meaningful enough to an organization’s stakeholders. It keeps organizations moving forward, even against unfavourable odds. But if it
is not clearly defined, no number of resources will be able to get people or an organization to move forward toward their preferred future.

**Roots of a Vision**

The question of “where” a vision originated may not matter to a nonprofit organization. However, the issue to be addressed is – Can it be effectively articulated? And more importantly, can this vision be assessed? Unfortunately, well-intentioned vision statements might not grasp the huge potential it holds for others. Many visions do portray a bold picture of a preferred future, which builds organizational capacity and commitment to reaching the vision. However, with the absence of such a statement, many organizations flounder and can pull their resources in many different directions, while their energy becomes diverted and diminishes over time.

In an opinion piece, Sorenson (2016) looks at the influence that organizational “mottos” have on vision perspectives, as an example, “quality service comes first,” (sometimes the motto is written in Latin). She questions whether people pay any attention to any organization’s vision/motto statements. She emphasizes that today’s vision statements should include principles of service, which is striving to serve each other and society rather than the more common quest for what is defined as “success.” Vision statements are a way to ask others (for example, stakeholders and funders) to join in on future initiatives.

Organizations may sum up their vision with brief statements called “taglines.” A tagline is generally descriptive and used as a positioning “catchphrase” to distinguish itself from the competition and what it can deliver immediately to its stakeholders/clients. While taglines are created to be reflective of an NPO’s organizational vision, it is important to distinguish between a tagline and a well-defined vision statement.

Some taglines such as these examples “committed to your success,” “active minds changing lives,” and “invent the future” are just a few examples, which represent organizational “sound bites” and are usually used as a promotional activity, not something that is visionary. In an opinion piece, Graff (2022) noted that leaders all too frequently rely on hollow catchphrases or marketing taglines, to develop and promote an organization’s future, rather than advocating properly fashioned vision statements and practical policies that identify and lead to a dream.

While vision statements can sometimes crossover into fund-raising initiatives, their purpose is for NPO leaders to inspire and move the organization forward in positive ways. A vision, then, must be clear, concise, positive, forceful, inspiring, and be able to stretch the mental image of an NPO’s dream.

**Selecting Future Achievements**

While there is discussion on the virtues of a clear vision, there are limited suggestions on how to develop one. However, in crafting a vision some questions need to be asked and answered by a nonprofit organization that has embarked on a vision-defining process.

The following questions can be used to critique an existing vision or a statement that is under development. For example, “Was the current vision statement

- Based on the NPO’s stated beliefs?
- Developed collaboratively by stakeholders (inside and outside the organization)?
- A broad statement of what an NPO should look like in the future?
- Developed with a clear sense of direction for everyone?
- Inclusive and identified resources to reach the vision?
- Concisely written, and lacking jargon and slogans?

While a vision may be established by a strategic direction, the human potential to take an organization toward the dream continues to need constant assessment. Not all visions are effectively realized by leaders even after a convincing statement has been created. The gap between a preferred future and current practices challenges the capacity of the entire organization to move forward in any possible way.
A lofty NPO vision is what guides stakeholders’ dreams. However, the hard reality surrounds and often constrains NPO actions toward a preferred future. The juncture between lofty visions and hard reality is where most NPO personnel work every day. While the strategic direction may be well established, the human potential to take an NPO toward the dream is an ongoing operational issue and needs careful insight and assessment. NPO personnel, Board members, and leaders need to know that their vision of success for the future is being achieved.

NPOs are established for a brighter tomorrow. For example, a vision of success might be where an NPO states that it is “a community that transforms and enriches people’s lives;” the dream of that vision stands as a powerful ideal. Ultimately, all those individuals involved with the vision are the enablers of the dream.

Generally, a values statement addresses the one question of “How does an organization act?” while a mission answers the question – Why does this organization exist? and what are the planned results of its work? An NPO must arrive at a vision of what it aspires to be, and this image must be shared by all constituent groups (stakeholders). A hollow phrase is not enough for a vision and must be a vivid picture that lives in the hearts and minds of all concerned.

Vision statements come about after discovering an organization’s values possibly from a strategic planning process, then it follows that a mission follows a well-crafted vision.

There must be a positive difference that a vision can make to others which inspires higher levels of achievement and change. However, for such an important declaration, a vision statement may not be as prevalent as part of planning documents as one might imagine.

A vision is a powerful expression of an organization’s destiny and what this encompasses. The growing search for leaders who can voice this statement is a huge part of any human resource recruitment process. This expressed vision should put aside possible barriers, momentarily, and ask an organization’s staff, Board members, and administrative team to look beyond the present to a needed future. Effective vision statements lay out just what an NPO is building for its future. A winning vision of success inevitably channels stakeholders to stretch their work aspirations and performance. It also offers powerful internal and external communication for the future.

Here is an example of a well-written and thoughtful NPO vision:

“Our vision is to recruit, engage, and retain the best people from the nonprofit sector; deliver recognizable value for every dollar spent, and create an environment focused on teamwork and operational excellence for the improvement of our clients and the community we serve.”

The example noted above does capture what is being built at this nonprofit organization. People connect personally when they can “see” the future holds something desirable that does not currently exist. Of course, there is the question of how this “recognizable value” will be assessed as stated in this vision statement. Without a measurement system in place, how will an NPO realize its vision? Organizations must use innovative methods to assess their vision statements to achieve effective measurements. It would be important to identify those workplace practices that help it in reaching its vision.
A vision statement reflects what an NPO is building for its future (usually over several years). This statement, while an ideal, requires further clarification of several “words” used in describing its vision; however, this word explanation is not part of the vision itself (it is difficult to combine the two!). Words often used such as “innovative,” “excellence,” and “value-added” will need more clarity as to their meaning. Visioning is a great way for leaders to plan and present future achievements for various constituent groups to work on. If an NPO wants to discover the accuracy, currency, and relevancy of its vision then further interpretation will need to take place.

Here is another example of a good vision statement:

“Our nonprofit organization will be recognized as delivering innovative service opportunities and preparing our clients for future challenges.”

Certainly, words such as “recognized” and “innovative service opportunities” would need more precise clarification. While some stakeholders may argue that this vision statement may have difficulties, it does stretch the visionary initiatives offered by an NPO.

In both examples, there is a strong need to clarify exactly what some of these words mean regarding an NPO. For example, defining the word “recognized” would be an interesting assessment exercise. Clarity around this term would be required if an NPO was to assess how close or far away it was in achieving “recognition.” Who or what will be used to assess the success of this vision?

A vision is a foundational pillar in long-term planning and day-to-day operations. It is not simply a straightforward goal statement, such as “By 2035 we will grow our fund-raising efforts by $40M.” (a poor vision). While this goal may be achievable, a well-defined vision statement should offer inspiration to constituent groups throughout an NPO. A vision is a concrete expression of a dream and therefore is an incredible difference between being an NPO with a vision statement and being one who has become truly a visionary.

Here is an example of a poorly crafted vision statement:

“Our vision encompasses a change to our community built on mutual respect of one another and increasing funding for our programming.”

While this statement is commendable it fails to create a picture of what the community will look like in the future, simply said, what is the change taking place? Respectful community interaction is more of a “means” comment rather than a concrete dream. The increased funding is more of a goal to be reached.

In all these vision statements examples (good or poor) “value-added” words commonly used by service providers, would require extensive interpretation. The clarity of meaning adds to the metrics involved in a vision assessment. The identification of not only the people involved but also how the assessment of a vision would positively contribute to the success of achievement. The upfront work and analysis make the vision more relevant. Of course, the views of stakeholders including but not limited to advisory groups, employees, external funders, and community organizations provide essential insights into the critical assessment of a well-crafted vision.

The reality of any appropriate vision process must have complete ‘buy-in’ from the entire stakeholder group. This commitment will result in a greater acceptance of the vision itself. This acceptance, of course, will ensure better results.

Leaders will need to review external and internal issues (for example, the capacity of their stakeholders) in any vision development process, especially as part of a strategic planning exercise. “Capacity” assessment should include answers to these 7 questions, such as

1. How does management help or hinder achieving the vision?
2. What collaboration is needed and with whom?
3. How do we want to be seen by stakeholders (e.g., community)?
4. How has the dream changed in the last ten years?
5. Who are the driving forces for a new vision (besides the leaders)?
6. What resources (human and financial) are needed?
7. When and how will an NPO know if it has achieved its vision?

All these questions must be addressed; however, they should not halt a visioning process. The answers can assist in adding unique perspectives to an assessment process but not in grinding the course of actions to a sudden stop. The visioning process for organizations can be a creative one, with the required “out of the box” thinking for individuals who engage in the process.

Evaluating a Vision

A vision is a guiding idea for what an NPO is trying to do and to become. A vision answers, “What will success look like (possibly three to five years from now)?” It is the direction it is headed, its focus, its position among other NPOs, the activities to be pursued, and the talents it plans to develop.

The idealism in visionary statements should not be confused with unrealistic expectations about a future state. A visionary leader, Board members and stakeholders must investigate the future as though it is filled with possibilities, not probabilities. Finally, visionary leadership is about increasing performance. Anticipating and influencing the future enables an NPO to position itself in the best possible way to achieve results (Kahan, 2002). One clear approach for vision statement assessment is deciding its accuracy, currency, and relevancy.

Once the responses from internal and external constituent groups have been analyzed, other questions could be created to explore how a vision builds on its beneficiaries' historical context, strengths, HR talents, financial resources, and assets. Also, questions would need to be explored as to how the vision statement clarifies operationally what NPO initiatives need to be pursued to achieve its vision. By using a survey approach NPOs might be more inclined to evaluate internal constituent groups’ perceptions of their vision rather than external groups. However, the views of stakeholder groups, such as funders, and other community members can provide important data. These perspectives are useful in further refining a vision.

While the 7 questions are a good starting point a retrospective approach over 5 years would yield better data for analysis. All these issues will need to be addressed; however more importantly they should not halt the visioning process itself. They can assist in adding unique perspectives to the process but not in grinding the course of actions to some sudden stop.

Conclusion

Effective leadership at all levels in an organization, demands strategic thinking, and its important core competency is that of “picturing” – seeing future states as intense visual images. For these leaders, the challenge is to have the dream vivid enough to be persuasive and to guide the efforts of others. Like a values statement, a vision is a foundational pillar and critical in long-term planning and day-to-day organizational operations.

The visioning process can be an engaging and creative one for all those involved and propose an inspiring blueprint for an NPO's future actions and achievements. The results of this process must be clearly articulated to all stakeholders, leaders and Board members who have been part of the vision development. While there are different approaches to establishing this vision of success statement, the “buy-in” by everyone in the organization is a success reality. Undeniably, any NPO will never be greater than its articulated dream.
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References


Nonprofit Spotlights
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Cameras for Girls

HQ: Manilla, ON, Canada

Mission: Cameras For Girls, a Canadian registered charity, pursues Women’s Empowerment and Gender Equality in Africa using photography as our catalyst. We provide women who face gender-based barriers to employment with a camera to keep and a 4-phase photography, storytelling, and business-skills curriculum to support their goals of becoming paid journalists and photographers in male-dominated spaces.

We offer comprehensive training in photography, storytelling, and business skills tailored for young women from our university partners in Africa. Many of our students lack practical skills due to the theoretical nature of their journalism education, leaving them ill-prepared for the male-dominated media industry in Africa. By providing them with their own camera and a 4-phase curriculum, we equip them for success. In our Uganda program alone, we’ve served 64 young women, with over 75% of them securing full-time jobs in the media sector.

As we work internationally, all our partners are based on the African continent. We built an online training platform during the pandemic, when we could not return for our in-person workshops. This platform opened up a gateway to partnerships and collaborations outside of our core program, and has allowed us to provide our training to girls and young women, across Africa, who want to learn how to tell visual stories. These partnerships come from NGOs/Nonprofit partners on the continent, who mainly serve girls, but also sometimes boys, that are from marginalized communities, such as refugee settlements, or small community-based organizations with limited resources.

We pride ourselves on the difference we are making.

However, through our core-program, to successfully recruit the right student demographic, we partner with universities, such as Makerere University and Uganda Christian University in Uganda, and the University of Dar es Salaam in Tanzania. We found this to be a great partnership, as they lack the adequate resources, and/or skills-based training that will help their graduates, especially young women find work in the male-dominated media spaces, which is where we come in with the gift of the camera and our 4-phase curriculum.

Since 2018, we have offered our 4-phase curriculum to young women, recruited through our university partners.

Beginning in June 2024, Cameras For Girls embarks on a transformative journey in Uganda, amplifying our impact through the launch of the “Train the Trainer” program. This initiative is...
pivotal as we empower 5 accomplished graduates from our renowned year-long 4-phase program to become the next generation of skilled and paid trainers for Cameras For Girls.

At Cameras For Girls, our primary need is funding support. As a relatively small and new charity, sustaining our programs can be challenging, especially considering that each girl receives a camera to keep. You might wonder why we provide cameras instead of solely focusing on training. The answer lies in the unique challenges faced by girls in Africa. From financial barriers to gender and cultural biases, many girls simply cannot afford a camera, a tool often associated with gender bias in the male-dominated media space. By providing cameras, we break down these barriers and empower girls to pursue their dreams without limitations.

Additionally, we are actively seeking to increase brand awareness. With greater visibility, we can attract major partners such as camera brands, donors, sponsors, corporate partners, and more. These partnerships are essential for expanding our reach, enhancing our programs, and making a greater impact in the lives of young women across Africa.

**Impactful Stories**

*Patience Natukunda.* In 2019, Patience joined Cameras For Girls seeking to enhance her skills. Despite being a talented writer for an online magazine, she faced obstacles due to her lack of photography skills. This meant fewer opportunities for her articles to be published and limited career advancement. When the pandemic hit and Uganda went into lockdown, Patience continued working without pay. When we reunited after the lockdown, I encouraged her to quit her job, update her LinkedIn profile, and connected her with a mentor. Through our mentorship program, Patience flourished. She went on to win Travel Writer of the Year and now runs her own consulting business, empowering other young women to pursue their writing dreams. Patience's journey exemplifies the transformative impact of our program.

*Annet Namusisi,* a recent graduate of our program. Despite her aspirations to become a journalist, Annet faced a harrowing experience of workplace harassment. Her male boss subjected her to inappropriate advances and withheld her pay. Despite standing up against systemic harassment and resigning, Annet struggled to find a new job due to industry stigma. Cameras For Girls supported her financially and provided mentorship during this difficult period. While Annet eventually secured a job she loves, she's understandably hesitant to return to the media sector. Her story highlights the pervasive issue of workplace harassment and the urgent need for systemic change. While we're dedicated to advocating against such behavior, we recognize the challenges in dismantling a broken system alone. Annet's resilience underscores the importance of our continued efforts to empower and protect young women in the media industry.

Our approach is innovative because it starts with job creation first. At Cameras For Girls, we stand out by prioritizing job creation in Africa's male-dominated media sectors right from the start. In regions where women's voices are often sidelined, providing meaningful employment opportunities is crucial for fostering sustainability, lasting change, and gender equality while also helping women escape poverty. Without economic empowerment, our mission and values lose their meaning. By focusing on job creation, we empower women across Africa and ensure the sustainability and impact of our work.

**WikiCharities Profile:**
https://www.wikicharities.org/nonprofit/CAN/715593075RR0001
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