NONPROFIT World

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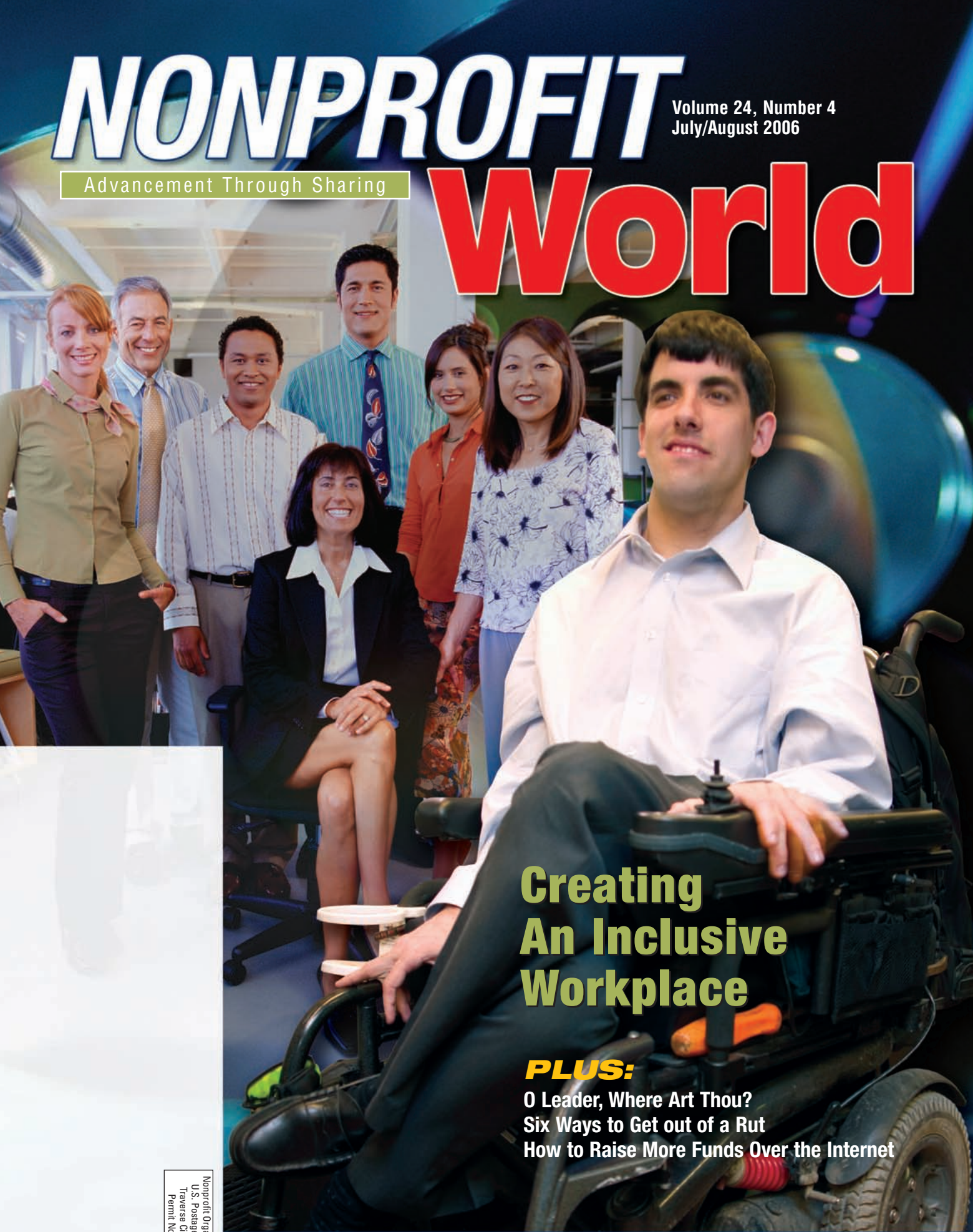

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feature story

"We see the ability in everyone" is the motto of Anixter Center, a nonprofit organization that helps young adults with disabilities enter the workforce. The woman in this photo works in Anixter's imaging enterprise. Organizations that employ people with disabilities receive high-quality work while creating a culture of openness and diversity. For tips on building a diverse workplace, see page 12.

NONPROFIT WORLD

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The Society for Nonprofit Organizations

Purpose

The Society for Nonprofit Organizations is a 501 (c) (3) nonprofit organization. Through *Nonprofit World* and other communications with its members, the Society is dedicated to bringing together those who serve the nonprofit world in order to build a strong network of professionals throughout the country.

This logo symbolizes the goal of the Society, which is to unify diverse segments of the nonprofit world, to draw them together, and to create a dynamic whole without losing their individuality.

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departments

NONPROFIT WORLD is published bi-monthly at the subscription price of $79 per year by The Society For Nonprofit Organizations. Single copies are available, prepaid, at $15 per copy. NONPROFIT WORLD is available at no charge to members of The Society For Nonprofit Organizations. To subscribe or to become a member of the Society, write: The Society For Nonprofit Organizations, 5820 N. Canton Center Road, Suite 165, Canton, Michigan 48187. Telephone: 734-451-3582. Organizational Membership $115. Individual $59. E-Membership $39. **Organizational members may purchase additional memberships for their board, staff, and volunteers at $15/membership/year.** Change of address: Send both new and old address, with mailing label if possible, to: The Society For Nonprofit Organizations, 5820 N. Canton Center Road, Suite 165, Canton, Michigan 48187. Allow six weeks for corrections.

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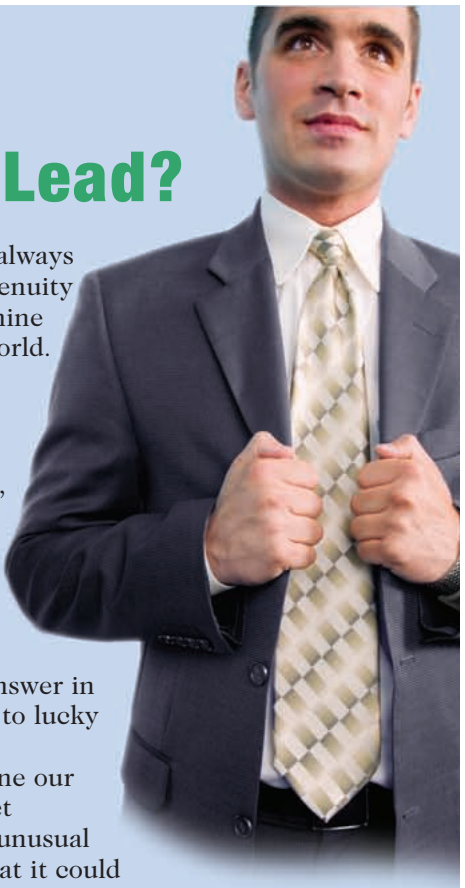
Unsolicited manuscripts and letters to the editor are welcomed. They should be addressed to Jill Muehrcke, Editor, *Nonprofit World*, P.O. Box 45346, Madison, WI 53744-5346 or muehrcke@charter.net.

Do You Have the Courage to Lead?



Qualities of leadership and creativity don't just happen. They need to be nurtured, consciously and continually. A good way to do so, as Chris Keeshan tells us in "O Leader, Where Art Thou?" (page 14), is to read biographies and reflect on traits of successful leaders.

Persistence can be your most valuable tool.

There's no better place to start than with the inspiring story of Chester Carlson, inventor of the Xerox machine, as told by David Owen in his absorbing book, *Copies in Seconds* (Simon & Schuster, www.simonsays.com). Xerography is one of very few revolutionary breakthroughs conceived by a lone inventor. And, unlike most technological innovations, it has never been superseded. No one has ever come up with a better way to make copies on plain paper.

Creative people have what Keats once called negative capability — the strength to endure failure and keep going. They have a sort of stubborn optimism that keeps them focused on possibilities rather than limits. With practice, you can cultivate the same ability to keep your organization future-oriented and awake to opportunity (turn to "Six Ways to Get Out of a Rut" on page 18 for thoughts on how).

Young people, new recruits, and people with different perspectives may help you see things to which familiarity has blinded you. That's why it's so important to strive for diversity in your organization, assuring the creative force that will power your organization to success. (See "Creating an Inclusive Workplace" on page 12 and "Young People Who Make a Difference" on page 32.) Collaborating with other groups is also an excellent way to add new viewpoints to the mix (see "How You Can Partner with the Public Sector" on page 29).

Chester Carlson always downplayed his ingenuity in inventing a machine that changed the world. In his mind, such originality was the result of being "immune to conventional thinking." Sometimes innovation, in his words, is just about "posing the right question, and then pursuing an answer in ways that are open to lucky accidents."

It's hard to imagine our world without it, yet xerography was so unusual and nonintuitive that it could have been dismissed entirely. Indeed, Carlson offered his idea to two dozen major companies, all of which responded with what he called "an enthusiastic lack of interest." It was Carlson's tenacity in the face of repeated rebuffs that helped him brave decades of rejection before the Xerox machine became a success.

Persistence can be your most valuable tool. Such strength of purpose defines the courage that's the hallmark of a true leader. "Finding the Courage to Lead" on page 31 and "Going against the Odds" on page 32 offer insights into this facet of leadership.

Keep in mind that the word "courage" is derived from the French *couer*, which means heart. Sometimes you just have to follow your heart.

Jill Muehrcke

Jill Muehrcke
Editor, *Nonprofit World*

Five Things to Do Next Monday

1. **Choose** one of the rut busters beginning on page 18 and start making breakthrough change for your organization.
2. **Check** that you're doing everything possible (pages 24-25) to reduce the risk of being sued for harassment of all types.
3. **Give your board chair a copy** of the article on page 22, and plan to spend an upcoming board meeting discussing the questions it poses.
4. **Consider** partnering with the public sector, and learn about ways to do so on page 29.
5. **Resolve** to take at least two of the steps to becoming a better leader outlined on page 15.

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How Can You Get Rid of a Bad Board Chair?

Is there a way to get someone to step down without blood on the wall?

Q: How can we get rid of a board chair who is doing a disservice to the organization? He has been on the board for 20 plus years, the bylaws don't limit his term, and he doesn't even know the mission of the organization!

Janet via e-mail

A: I would suggest a committee of the board meet with him to discuss their concern and ask him to consider stepping aside for the good of the organization. One way to approach it is, "We value all you've done in the past 20 years. We would like to see continuity of leadership and hope you'll remain in an advisory capacity while someone else takes the reins."

If this doesn't work, you'll have a fight on your hands. You might want to bring in an outside advisor. Most United Ways have management assistance centers that could provide help. Good luck! ■

You might want to bring in an outside advisor.

Carol Weisman, President
Board Builders
48 Granada Way
St. Louis, Missouri 63124
888-500-1777
carol@boardbuilders.com
www.carolweisman.com

How Should You Report Rental Income?

Don't make this mistake.

Q: We include the rental income from our low-income apartment house on line 6 of our Form 990 tax return under gross rents. Is that correct?

A: Probably not. If one of your charitable purposes is to provide low-income housing, you should report income from this activity on line 2 as program service revenue.

Many organizations that receive rent from related activities, or interest from program-related loans, make the mistake of reporting the income on the form's rental or interest lines when they should report it under program service revenue. This error makes the organization look like it's doing less charitable work than it is. ■

The error makes the organization look like it's doing less charitable work than it is.

Don Kramer
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Nonprofits Confront Eminent-Domain Ruling

The controversial *Kelo v. City of New London* eminent-domain case has spilled over onto nonprofits. Local governments are now using powers of eminent domain to take away land from nonprofit organizations in an effort to generate more tax revenue.

As an example, the town of Sand Springs, Oklahoma, intends to replace a church, school, and other buildings with a commercial "super center." This "unholy land grab," as dubbed by church members, is part of a redevelopment project designed to promote economic growth in Tulsa County.

Such decisions are part of the fallout from the 2005 *Kelo* case, in which the Supreme Court ruled that local governments may force the sale of property to promote economic development. The protest against *Kelo* has been explosive. Many agree with Sandra Day O'Connor's dissenting opinion in *Kelo*: "The Founders cannot have intended this perverse result."

In reaction against *Kelo*, a recently introduced bill would prohibit government entities that accept federal aid for a development project from using eminent domain to promote economic growth. For more information related to land use and religious organizations, see "Nonprofit Alert Memo, Zoning & Land Use Issues for Religious Groups," Gammon & Grange, P.C., www.gandglaw.com. ■

More Budget Cuts for Nonprofits

Even as they shoulder a large part of the burden of meeting human needs, nonprofits will soon feel the impact of federal spending cuts enacted in the FY 2006 appropriations process. An analysis by the Nonprofit Sector Research Fund (www.nonprofitsector.org) reveals that Congress enacted nearly two-thirds of the spending cuts in nonprofit programs (including social welfare, education, the environment, arts, culture, and health services programs) that the President proposed. Overall, FY 2006 federal appropriations for these programs are $4.6 billion, or 2.8%, below FY 2005 levels, after adjusting for inflation. Social welfare programs – including social service, employment and training, and community development activities – experienced the largest reductions in appropriations, at least in dollar terms.

While the FY 2006 budget called for funding increases in two program areas of interest to nonprofits, these increases were only partially endorsed by Congress. The President made international aid a centerpiece of his FY 2006 budget, calling for $1.1 billion in increased funding for programs in this field. However, Congress appropriated only two-thirds of this request, resulting in a 4.9% increase in funding for international assistance. Congress also limited increases in the area of income assistance. Appropriations for income assistance grew by half a billion dollars between FY 2005 and FY 2006, but total appropriations as a percentage of GDP fell by 2% during this period.

The study estimates that nonprofits will receive $1 billion, or 3.3%, less through these programs from the federal government in FY 2006 than they received in 2005. Moreover, nonprofits will likely face additional funding cuts in the FY 2007 budget cycle. ■

Charities Denounce Anti-Terrorism Rules

Federal anti-terrorist guidelines aren't likely to reduce funding for terrorist groups and could discourage U.S. organizations from continuing international charity work, more than 40 U.S. charities say. The charities have asked the Treasury Department to withdraw its revised "Anti-Terrorist Financing Guide-lines: Voluntary Best Practices for U.S.-Based Charities."

The group of nonprofits, led by the Council on Foundations, say the guidelines call for collecting a great deal of information on many organizations, which would impose an unnecessary burden on nonprofits. The guidelines also link nonprofits to the U.S. government, which could increase targeting of charity workers by terrorists. And, because government agencies incorporate the guidelines into their operating procedures, the concern is that the guidelines will become mandatory for charitable organizations, even though they're labeled "voluntary."

The nonprofits have proposed their own "Principles of International Charity," which they say will be more effective than the Treasury Department's guidelines in keeping charitable assets from being used by terrorists. These principles stress the importance of fiscal responsibility, internal controls, ongoing monitoring, and an educated board of directors to assure that resources are provided strictly for charitable purposes. For more information, see www.cof.org or www.philanthropyjournal.org. ■

Growth of Nonprofit Sector Documented

The U.S. is home to 837,027 charitable nonprofits (not counting religious congregations or foundations), up 68% since 1993, and the sector's asset base is larger than the economies of all but five countries, a new study says. "The United States Nonprofit Sector," released by the National Council of Nonprofit Associations (www.ncna.org) analyzed data on tax-exempt groups from 2003. More than two in three U.S. nonprofits have assets of less than $25,000 and so aren't required to report to the IRS. Combined assets of those that do report to the IRS totaled $1.76 trillion in 2003, up from $866 billion in 1993. Expenditures totaled almost $945 billion or about 9% of the U.S. gross domestic product. ■

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Nonprofits and Funders:
Two Sides of the Same Coin?

Here are four ways funders and nonprofits can learn to speak the same language.

By Joseph H. Cruickshank

Nonprofit organizations and foundations are in a unique partnership to provide services to our society. They work as a team, like two sides of one coin — or so the theory goes. But is it true? Or are mutual complaints and grumbling more the norm?

How often do we hear fundraisers saying that foundations and corporate giving programs don't understand nonprofit needs? Or nonprofit executives complaining that funders lack the courage and commitment to maintain desperately needed grant support simply because the value of their endowments is down?

Meanwhile, funders, or as they like to be called, "grantmakers," vent their own frustration. They often view their grantees as not working smarter in a time when resources are fewer, just assuming they can rely on the same levels of support they've enjoyed in the past. "Why aren't nonprofit organizations combining programs, collaborating or merging, being entrepreneurial in a time of financial scarcity?" they ask. The nonprofit's seemingly "business as usual" outlook makes grantors fear for the future viability of some of the organizations they fund.

Both sides are misinformed, and there is a great need to establish mutual understanding. How can this impasse be addressed? Having been on both sides of the table in my professional life, I see that despite this frequent lack of understanding there are things we can do to get these groups working together. Here are four ways to begin:

1. Look beyond the check.

Nonprofit executives must ask funders for more than money. They must involve funders in their organizations, using tactics such as these:

- **Ask funders to participate** in the organization's programs and community events.
- **Invite funders to meet** with the organization's clients so they can see the difference the organization makes in people's lives.
- **Encourage funders to ask questions** about the organization. Make sure they know their concerns will be listened to and respected.

Grantmakers, for their part, must see themselves as providing support beyond grant money to the organizations they fund. They must advocate for these groups and raise funds on their behalf. It's not enough to write a check. If funders believe enough in an organization to make a grant, they need to work on behalf of the organization as well.

2. Get real.

Nonprofit executives must convince their organizations to reduce expenses by working with other nonprofit groups. Protecting one's turf is no longer an option. Nonprofits must seek opportunities to collaborate, merge programs, and avoid duplication of services. They must trim costs and explore the idea of joint projects that earn an income.

Years ago, Advocates for Children, which represents students in New York City public schools, lost half their financial support as a result of funding cutbacks. Rather than cutting services, they began meeting with clients on the telephone rather than face-to-face. This change allowed them to double the number of people they served despite the 50% slash in funding. Nonprofit organizations that show their sensitivity to budget constraints in this way will find themselves respected — and supported — by foundations and corporations.

It's not enough for grantmakers to write a check.

3. Educate.

For their mutual benefit, both funders and nonprofits need to continue their education. Panels, workshops, short courses, and in-house consulting teams all help nonprofits address their challenges. Many funders are happy to give their grant recipients money for staff to attend courses, workshops, or seminars.

Such training is doubly useful if nonprofits and funders both participate. Getting funders involved helps both sides see the other's position. Interactions between fundraisers and funders in a setting where neither wears their professional hats create a better dynamic in their relationship.

In my experience as a grant seeker, I found that these education and training activities gave me skill and confidence. I learned to make better presentations to funders. As a grantmaker, I learned about the nonprofit world and thus was able to make wiser funding decisions.

4. Find solutions to scarce resources.

The following is an example of how funders and grant seekers might work together to address the problem of scarce resources. A funder might bring its fundees together and tell them what's at stake — for instance, "We must decrease our grants by 30% this year." They would then arrange for breakout groups. A facilitator would challenge each group to find ways to collaborate, share delivery of programs, partner with similar organizations, and find innovative ways to lower costs. Such an exercise would accomplish the following:

- **Nonprofits would have the chance** to be heard.
- **Funders would help increase the impact** of programs they care about.
- **Funders and nonprofits would gain understanding** and respect for each other.

Protecting one's turf is no longer an option.

The clash in perspectives between fundraisers and funders is real. The importance of the work each does is too critical for them to fail. The ideas in this article are offered in hope they will contribute to a greater understanding of each other's viewpoint so that meaningful partnerships can be created. The relationship may never be the proverbial two sides of the same coin, but with mutual understanding it can be a highly productive team to meet the enormous challenges faced by the nonprofit sector. ■

Resources

Hutchinson, Bill & Ann Otter, "Straight Talk from Foundations and Corporations," *Nonprofit World*, Vol. 3, No. 5.

Remley, Dirk, "Two Keys to Successful Grant Proposals," *Nonprofit World*, Vol. 15, No. 3.

Vartorella, William, "Focusing on Foundation Grants: The Powerful Reverse Needs Assessment," *Nonprofit World*, Vol. 12, No. 4.

These resources are available at www.snpo.org/members. Also see Learning Institute programs on-line: Resource Development (www.snpo.org/li).

Joseph H. Cruickshank retired in 1999 from his position as executive director of the Clark Foundation in New York City, where he worked for 16 years. Before that, he spent 11 years deeply involved in fundraising, first in staff positions and then with his own fundraising consulting firm. Mr. Cruickshank is currently teaching at Baruch College School of Public Affairs (One Bernard Baruch Way, Box C-305, New York, N.Y. 10010-5585, j.cruickshank@att.net), where he also directs the executive programs and is director of the Nonprofit Group.

CREATIVE FUNDRAISING IDEAS

Try a Warehouse Sale

Ask local storekeepers to donate end-of-season merchandise to your organization for a special fundraising sale. Such an event raised $18,000 for Family & Children's Services in Tulsa, Oklahoma, when 20 merchants donated everything from Armani suits and Calvin Klein shoes to picture frames and candles. Volunteers priced items at 50% off the lowest marked price on the first day and 50% more on the second day. Holding the two-day event at the organization's office made it nearly expense-free. For more creative ideas, see "Special Events Galore!", published monthly for $79 per year by Stevenson, Inc., www.stevensoninc.com.

Find Strength in Numbers

Consider piggybacking your auction or other special event with another group's existing event. Think about joining events that are already established in your community, such as:

- **annual meetings** of realtors, credit unions, or insurance agents
- **open houses** hosted by floral shops, interior decorators, plant nurseries, or art studios
- **chamber after-hours events** hosted by member businesses.

Cultivate Restaurants

Imagine how much more your special event would make if you had no food-related costs but still offered five-star fare. For decades, local restaurants have donated all the food for the annual black-tie event held by Center in the Square (Roanoke, VA, www.centerinthesquare.org). In 2005, those donations were valued at $50,000. In return, the restaurants were recognized in appreciation ads and in the event program and could take advantage of tax deductions for their gifts. The key is to develop relationships with restaurants, encouraging them to showcase their finest fare and partner with you for mutual benefit.

Nonprofit Pay Hits New High, Survey Finds

Check your pay against updated survey information.

Who is the highest-paid employee in the nonprofit sector? A composite representing such an individual was drawn by Dr. Steven Langer, using data from his recent survey of over 67,000 employees in 126 benchmark jobs reported by 1,661 nonprofit organizations of widely differing types.

The composite executive with the highest annual income in a U.S. nonprofit organization is a CEO of an international, national, or state organization with 100 or more employees and an annual budget of $5 million or more. This composite individual is probably with a manufacturing trade association, a charitable organization, a transportation trade association, a foundation, an education-providing organization, an educational professional society, a sheltered workshop, or an artistic/cultural/literary organization. While the median income of nonprofit CEOs is $88,006, some of the highest-paid make well over $700,000.

Median incomes of other nonprofit jobs are shown below. Copies of the complete three-volume report *Compensation in Nonprofit Organizations* can be purchased from Abbott, Langer & Associates, Inc., Dept. NR, 548 First St., Crete, IL 60417, www.abbott-langer.com. ■

Median Annual Incomes in Nonprofit Organizations

Psychiatrists	$155,181
Chief Legal Officers	$121,500
Directors of Government Relations	$84,681
Chief Financial Officers	$78,356
Publishers	$76,524
Directors of MIS	$70,081
Planned Giving Managers	$69,000
Member Services Directors	$64,170
Marketing Directors	$62,917
Directors of Conventions	$61,800
Artistic Directors	$58,000
Editors (Books & Periodicals)	$56,394
Interpreters	$56,160
Human Resources Managers	$55,365
Directors of Public Relations	$55,000
Directors of Information	$53,373
Directors of Program Services	$51,400
Marketing Development Managers	$48,000
Speech-Language Pathologists	$47,675
Sales Managers	$47,500
Field Staff Directors	$46,078
Registered Nurses	$44,374
Curators	$43,910
Building Superintendents	$40,362
Donor Research Managers	$39,469
Nutritionists	$39,091
Grant Proposal Writers	$39,000
Social Workers	$38,700
Special Events Fundraising Managers	$37,893
Secretaries to the CEO	$37,567
Physical Therapy Aides	$35,805
Directors of Volunteers	$35,516
Senior Account Clerks	$35,232
Gift Shop Managers	$35,000
Client Records Managers	$34,372
Training Generalists	$33,838
Food Service Managers	$33,280
Payroll Clerks	$31,213
Outreach Workers	$27,500
Medical Assistants	$27,363
Activity Specialists	$26,530
Landscaping Services Workers	$26,147
Maintenance Workers	$24,750
Day Care Teachers	$24,650
Clerk-Typists	$22,293
Residential Living Assistants	$21,024
Cooks	$19,604
Janitors	$18,506

Creating an Inclusive Workplace

An Anixter Center employee works in their imaging enterprise.

Employers who tap people with disabilities frequently discover some of their most skilled, dedicated, and reliable employees. You can, too. Just follow these tips when seeking your next employee:

Include people with disabilities in your applicant pool. View your next job search as an opportunity to increase diversity in your workplace. Remember, you're hiring someone who can do the job and just happens to have a disability. You're not hiring the disability.

You can connect with such employees in a variety of ways. Most states have a department of human services or rehabilitation services that refers people with disabilities for job placement. National associations can also provide referrals. Or contact local community agencies that find jobs for people with disabilities. Such agencies offer pre-screened, qualified candidates. They also help integrate the employee into the workplace, arranging such matters as transportation.

Remember, you're hiring someone who can do the job and just happens to have a disability.

Before interviewing for a position, create a job description that clearly identifies the job's essential functions. The Americans with Disabilities Act (ADA) protects people with disabilities from discrimination if they can perform essential job functions. For example, if the job requires a typing speed of 50 words per minute, that information should be included in the job description as an essential function.

Be prepared to make modifications to guarantee accessibility.

Inclusion Is Rewarding All Around

People with disabilities are often overlooked as potential employees. According to U.S. Census data, just 57% of working-age people with disabilities are employed.

A number of nonprofit organizations help people with disabilities find jobs. Anixter Center, one of the Chicago area's largest social services agencies, operates nearly a dozen employment programs for individuals with disabilities. Its Professional Job Placement Program links people with disabilities to professional-level jobs, while other programs provide coaches who help employees transition into their new jobs.

Anixter Center's JobWorks Program focuses on placement services for people who are deaf or hard of hearing. "Sometimes it's hard to get that first deaf employee through the door because of concerns about communication," says Sarah Michaelson, an employment counselor at JobWorks. "But once organizations make the effort to open that door, they find that deaf employees are some of their most productive and dependable team members." And in this age of advancing communication technology, the barriers are diminishing quickly.

With the right accommodations, no barrier is too great for inclusion-minded employers. Many nonprofit organizations manage nonprofit businesses that are largely staffed by individuals with disabilities. Anixter Center runs self-sustaining businesses in packaging, imaging, and janitorial services that annually generate more than $2.5 million in revenue.

Anixter Center's customers take pride in knowing they are supporting an underrepresented part of the workforce. Employers know people with disabilities often become their best workers. The U.S. General Accounting Office concluded that workers who are employed through nonprofits' businesses "benefit from opportunities to develop self-esteem, exercise self-determination and develop socialization skills." Indeed, integrating people with disabilities into the workplace is a valuable experience for employers and employees alike.

The ADA explains that employers must make a "reasonable accommodation" if a job candidate is qualified for the essential functions of a position. By "reasonable," the ADA means that you needn't modify your workplace if doing so would be an undue hardship for your organization. For example, you wouldn't have to construct a wheelchair ramp for one employee if the cost would be prohibitive.

Usually the accommodation required is inexpensive. It could be as simple as repositioning a desk or purchasing a chair that can be height-adjusted for a position that involves typing. A small adjustment to a work space might be all the employee needs. Most people with disabilities will notify the employer of necessary accommodations.

Usually the accommodation required is inexpensive.

Interview a person with a disability just as you interview everyone else. Show respect. For example:

- Don't lean on a person's wheelchair during conversation.
- When interviewing a person who is deaf, speak to the job candidate, not the sign-language interpreter. There is no need to speak louder than usual.
- Never ask a person with a disability, "What's wrong with you?" Instead, you could ask, "Are there any accommodations you need?"
- Don't ask a job applicant with a disability to take a medical exam (unless you've already offered that person the job).

Be aware of subtle ways you may be discriminating. For example, if you require pre-employment tests that are heavily laden with difficult vocabulary, you might be excluding potential workers who are deaf. For many deaf people, English is a second language and difficult to learn. Many deaf job seekers have excellent work histories and mastery of their fields, yet they lack the English vocabulary that would enable them to pass pre-employment tests, even though they have the ability to do the job. ■

More Resources

For more information on creating a diverse workforce, see these *Nonprofit World* articles at www.snpo.org/members:

- **Do Your Job Descriptions Comply with ADA?** (Vol. 11, No. 3)
- **How to Accommodate Disabilities under ADA** (Vol. 18, No. 5)
- **The Failure of Diversity Training** (Vol. 18, No. 3)
- **Nonprofits and the Americans with Disabilities Act** (Vol. 11, No. 2)
- **Hire the Best But Hire with Care** (Vol. 20, No. 6)
- **Beyond Diversity** (Vol. 18, No. 2)
- **Personnel and Human Resources Development** category, *Nonprofit World CD-ROM*.

This article was prepared by the Public Relations Department of Anixter Center, 6610 North Clark St., Chicago, Illinois 60626. For more information, call 773-973-7900 or visit www.anixter.org. For more information on the Americans with Disabilities Act, visit www.ada.gov.

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O Leader, Where Art Thou?

Use these insights to maximize your leadership skills.

By Chris Keeshan

Nonprofit organizations require strong, effective leadership. But making the transition from manager to leader can be difficult, especially if role differences aren't understood.

While it's true that some people are born leaders, most leaders are self-taught. Understanding the differing roles of managers and leaders is vital to making the transition from effective manager to successful leader.

How Managers and Leaders Differ

Boston Philharmonic Orchestra Conductor Benjamin Zander once said, "Never doubt the capacity of the people you lead to accomplish whatever you dream for them." In *On Becoming a Leader*, Warren Bennis said, "The single defining quality of leaders is the capacity to create and realize a vision."

Foremost, leaders are dreamers and visionaries. But leaders are also motivators who marshal resources to move the organization toward the dream.[1]

Traditionally, it has been assumed that managers were also leaders, but reality has proven that being a manager doesn't equate to being a leader. What are some of the differences?

- **Managers establish systems, rules, and procedures** to help organizations run efficiently. **Leaders provide guidance, strategies, and inspiration** that move organizations in the right directions.

> **"Management is doing things right; leadership is doing the right things."**

- **Managers are present-oriented,** concerned with current operations, costs, and performance. **Leaders share these concerns but are also future-oriented** — always positioning their organization to take advantage of emerging opportunities and adapting to change.
- **Managers optimize** existing resources. **Leaders create** new resources.
- **Managers influence** from their position in the organizational hierarchy. **Leaders can affect results** from anywhere in an organization.

People who serve on nonprofit boards often wish to be viewed as leaders. In reality, most are better managers than leaders. Board members are often excellent managers, having years of experience with management functions like planning, budgeting, organizing, staffing, and problem solving.[2]

Unfortunately, most people aren't good at being leaders and managers at the same time. The roles require different mindsets. Managers are concerned with getting things done — right here and now. Leaders set future direction and are always asking, "Where do we want to go?" Peter F. Drucker understood the difference between management and leadership when he said, "Management is doing things right; leadership is doing the right things."

But leaders and managers need each other, and are powerless without each other. Leaders need people who can carry out the organization's vision and goals. Managers need leaders who establish the organization's direction and align, motivate, and inspire people to work toward the desired outcome.

Leaders and managers need each other, and are powerless without each other.

It's vital that a nonprofit board have an effective leader in its top slot, and a board also benefits when it has leaders filling other board positions. Capable leaders can work effectively with other leaders, managers, staff, and volunteers.

Aspects of Leadership

If you're motivated to be an outstanding leader, you can analyze your capabilities and optimize your leadership style. Five important aspects of leadership[3] include:

Personal Leadership. Those with strong personal values and integrity lead by example and influence others simply by living and working in compatibility with their values and goals.

Knowledge Leadership. A knowledge leader tempers passion and emotional forces with facts and reason. Knowledge leaders make sure they have the best and most recent information when making critical decisions.

Interpersonal Leadership. This is the most intimate and direct type of leadership. Interpersonal leaders interact with board members, staff, and volunteers to inspire, encourage, and empower them. To do so, they must have excellent listening, speaking, and coaching skills.

Team Leadership. Team leaders are coordinators, linking individual and team performance to the organization's goals, mission, vision, and values.

Organizational Leadership. This kind of leadership involves understanding organizations as systems that interact in specific ways within themselves and with other organizations. Organizational leaders influence internal leaders and contributors by upholding values and vision. They also work side by side with leaders of other organizations to achieve mutual goals.

Each of these five aspects of leadership complements and supports the others. You may already excel in one or more of these leadership styles. Your challenge is to develop your capabilities in all five areas to best serve your organization.

Steps to Becoming a Leader

While there are many avenues to mastering leadership skills, here are some good beginning steps:

1. **Read literature on leadership**, including biographies of great leaders, theories of leadership, and current research in nonprofit leadership. (See "Resources to Begin the Journey" on this page.)
2. **Seek out successful leaders** in your community, and study their habits.
3. **Assess your leadership capabilities**, and develop a self-improvement plan with specific goals.
4. **Set aside time** in your schedule for self-reflection.
5. **If you're reluctant** to take chances, set some risk-taking goals. Do one new thing each day until you become comfortable with taking risks and creating change. ■

Footnotes

[1]Nanus, Burt, and Stephen M. Dobbs, *Leaders Who Make a Difference: Essential Strategies for Meeting the Nonprofit Challenge*, San Francisco: Jossey-Bass Publishers (www.josseybass.com).

[2]Romig, Dennis A., *Side by Side Leadership: Achieving Outstanding Results Together*, Marietta, GA.: Bard Press (www.bardpress.com).

[3]Light, Mark, *The Strategic Board: The Step-By-Step Guide to High Impact Board Governance*, New York: John Wiley & Sons, Inc. (www.wiley.com).

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Resources to Begin the Journey

Use these *Nonprofit World* articles (www.snpo.org/members) to enhance your skills in the five realms of high-impact leadership:

To strengthen your ***personal leadership*** skills and lead with integrity and purpose:

- **Secrets of the Charismatic Leader** (Vol. 22, No. 4)
- **Do You Need a Coach?** (Vol. 17, No. 5)
- **Five Secrets Every Leader Should Know** (Vol. 23, No. 3)

For ***knowledge leadership***, including staying on top of the latest trends:

- **Do You Have What It Takes to Be a Chief Learning Officer?** (Vol. 16, No. 2)
- **Advance to the Future or Retreat to the Familiar?** (Vol. 22, No. 6)
- **If You're Not Growing, You're Dying** (Vol. 22, No. 5)

To be sure your ***interpersonal leadership*** is the best it can be:

- **On Your Feet and Speaking: An Absolute Requirement for Today's Nonprofit Leader** (Vol. 13, No. 5)
- **How Do You Come Across to Others?** (Vol. 23, No. 3)
- **Face to Face: The Only Way to Make a Real Impact** (Vol. 14, No. 1)

To become an outstanding ***team leader***:

- **The Key to Building Productive Teams** (Vol. 21, No. 4)
- **Teams: The Essence of Quality** (Vol. 13, No. 3)
- **Zen and the Art of Team Building** (Vol. 20, No. 1)

To hone your ***organizational leadership*** abilities:

- **Are You a Collaborative Leader?** (Vol. 15, No. 2)
- **Eight Ways to Improve Leadership Team Meetings** (Vol. 23, No. 3)
- **How Do Leaders of Nonprofit Partnerships Foster Collaboration?** (Vol. 22, No. 3)

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Nonprofits Uniting

Top 10 Reasons

Why You Should Join Your State Association

There's more to your state association than you may have thought possible.

Would your nonprofit like to save money and time while making a bigger impact in your community? Then you need to join your state association of nonprofits. Here are just a few of the benefits:

1. Receive discounts on products and services, such as insurance and office supplies.

2. Get fast and reliable answers to all your management, governance, and public policy questions.

3. Raise more money through access to fundraising training and resources.

4. Lead and manage more effectively by attending workshops and conferences on essential topics such as marketing, human resources, and financial management.

5. Network with your peers, share ideas, and exchange solutions to address organizational challenges.

6. Advocate for the issues you care about. Join your nonprofit peers in advancing critical policy issues for the sector.

7. Mentor others, and grow your state's leadership.

8. Create strategic alliances by finding new clients, partners, and supporters.

9. Be ethical and accountable. Learn about and honor standards of practice to advance your nonprofit.

10. Achieve your mission in community!

State associations focus on serving small and midsize organizations.

State associations of nonprofits are membership organizations that strengthen and represent all types and sizes of charitable organizations. State associations are particularly focused on serving the small and midsize organizations that make up over 77% of all nonprofits nationwide.

State associations partner with other groups to offer the following six core services to local nonprofits:

- **management** and professional development
- **products** and services
- **communications**
- **leadership** and convening
- **research**, information, and referrals
- **advocacy** and public policy.

To learn more about or find your state association of nonprofits, please visit www.ncna.org. ■

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Six Ways to Get out of a Rut

It takes a conscious effort to see the rut you're in and make a change. These tips will get you started.

By Paul Lemberg

They say a rut is a shallow grave with two open ends. The good news is that the ends *are* open, which means you can get out of it.

How do we get into these ruts in the first place? Who would voluntarily lie down in that grave, shallow or otherwise? Dr. Edward Debono suggests that thoughts are pathways "etched" in our brains as electrical connections that get strengthened each time we think them, thus limiting our mental options. Repeating your thoughts and actions a few times all but insures you'll repeat them indefinitely unless you take deliberate — possibly disruptive — action to do otherwise.

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Dissipated energy is one of the reasons we lie down in that rut in the first place.

Here are six rut busters you can apply to put yourself and your organization on a new path.

1. Shift your mindset from self to other. Put yourself in the mind of your clients, your customers, the people for whom you provide services. Who are these people? What are they concerned about? What are they trying to accomplish? If you were in their shoes, what would you like your organization to do? What new programs would excite you?

2. Revisit your vision. Do two things. Make sure your vision still inspires you. Then check that it's pointing you in the direction you want to go. Once you're sure, put pen to paper and rewrite your vision statement. Not just once, but over and over. Keep writing till you can't write anymore because you're so excited about a new idea that you must do something about it right away.

3. Conduct a survey. If you don't know what to do next, ask your clients. Ask what's bothering them. Ask what they're stuck on. Ask what they like about your organization and what they'd like you to do next. Ask them about new features, new products, or new services. A good way to receive stimulating input is to conduct a survey online. Write an attractive search engine ad, promise something of value, and drive people to a survey page. Ask them anything you like; the answers will almost always

provide you with a neat mind-shift.

4. Focus on building your strengths, and dump your weaknesses. From the time we're children, we're taught to better ourselves by working on our weaknesses. This is often both frustrating and fruitless, and certainly not as much fun as practicing our strengths. Try this on: What if you focused 100% of your energy on being world-class in those few things at which you're already very good, and outsourced those things at which you're mediocre? Imagine if you never had to face any of those things again and could spend all your time doing the good stuff. Would that change the way you felt about your work? Would that bust you out of your rut?

5. Ask not if, but how. Think of

Thoughts are pathways "etched" in our brains.

If you don't know what to do next, ask your clients.

that wild and crazy idea you had recently. The one where you said to yourself, "That would be great, but there's just no way." Well, what if there *were* a way? What would it be? Answer that question as if you believed it was possible — probable even — and then get busy making it real. That's power — turning your vision into reality. Talk about a breakthrough!

6. Ask yourself what you're willing to sacrifice. Some important things are more important than other important things, and trying to keep all those plates spinning in the air saps your vigor for the ones that truly matter. Dissipated energy is one of the reasons we lie down in that rut in the first place, and dropping a few of those plates can really help things break loose. So let go. Make the sacrifice. Give up some of those precious things you've been holding on to. Focus your vitality on plans which will really rock your world. ■

Resources

Eadie, Douglas, "Master Change, Or Change Will Master You," *Nonprofit World*, Vol. 14, No. 4.

Jenson, Donna, "Sharing the Vision: Every Leader's Obligation," *Nonprofit World*, Vol. 8, No. 5.

Lemberg, Paul, "If You're Not Growing, You're Dying," *Nonprofit World*, Vol. 22, No. 5.

These resources are available at www.snpo.org/members.

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Get the Best Protection for Your Insurance Dollar

Fight rising insurance costs with a risk management program.

By Harry Ennevor

With insurance prices soaring, it's crucial to gain the best value for your premium dollar. That means looking beyond your insurance policy and examining your organization as a whole. Doing so will give you a true *risk management* program. And while big organizations need a sophisticated risk management program, small and medium-sized nonprofits will benefit from a basic one. Use these four steps to create a risk management program for your organization:

Step 1: Assess Your Risks. The first step is to determine what your risks really are. Take a close look at your organization, and answer these questions:

- What are your total assets?
- What are your organization's major exposures to loss?
- What's the value of your organization's assets and resources?
- What is your current risk?
- How would you estimate your organization's future loss potential?
- Who might sue you, and what property might you lose?
- What kind of losses has your organization had in the past?
- Are some losses predictable?
- What are the worst-case losses you could have in terms of property, liability, and business interruption?
- What steps can you take to reduce the probability of loss?

It's important to work closely with a broker who understands your organization.

The risk profile for every organization is unique. If you own your building, for example, you have different risks than a renter.

Ask an experienced commercial insurance broker to give you an unbiased review of your risk management program. Besides using your current broker, it's often a good idea to get a second opinion from another broker.

Once you've taken a thorough look at your organization, you may be surprised at what risks you do (and perhaps don't) have. Review your risks at least annually. If your organization is sizable, consider quarterly reviews.

Step 2: Control Your Risks. The second step is risk control (also called loss control). The goal of this step is to develop a program to reduce or eliminate risks.

Even organizations with good loss records aren't exempt from premium hikes. Insurers factor in what they see as *loss potential*. Underwriters are worried about what *could* happen. Of course, it helps to have a good record. But whether your organization has a good, average, or poor loss record, you should take steps to show the insurer that you're doing everything within reason to prevent *future* losses and claims.

Making your organization a safer place will make it a more attractive "risk" to an insurer.

Making your organization a safer place for your employees and customers will make it a more attractive "risk" to an insurer and help you avoid claims over time. When more insurers compete to insure you, you'll get a better deal. Insurers often reduce premiums for organizations that demonstrate they've acted to reduce the number and size of their losses.

Loss control has several facets. One is safety. A loss-control professional can inspect your workplace and make sure you've removed or reduced all significant hazards — unsafe conditions that could cause fires, chemical spills, slips and falls, and other injuries or property damage.

Sometimes a small change can make a big difference. One organization, for instance, had a rash of customers slipping and falling at its entrance, causing some expensive insurance claims. Safety consultants discovered that the terrazzo floor became wet and slippery during rainstorms. Installing non-skid flooring solved the problem.

Workplace safety is crucial because accidents will drive up your workers' compensation rates. A safety expert can show you how to correct any unsafe conditions. Equally important, a professional can help you ensure that working conditions and practices are

ergonomic, reducing bruises, cuts, back strains, and repetitive-stress injuries like carpal tunnel syndrome.

Loss control isn't only about decreasing accidents. Reducing the chance of lawsuits is equally important. One of the biggest risks any organization faces today is getting sued by a disgruntled current or former employee. More employees and ex-employees are suing their employers, claiming that they were fired, underpaid, or not promoted because of their race, gender, or sexual orientation. Sexual harassment complaints also continue to rise.

To lessen these risks, you need effective personnel policies and procedures for hiring, firing, and promoting. Sensitivity training, legal audits, diversity counselors, and access to lawyers who are expert in handling employee terminations can all help cut your risk. Your broker or insurer may have educational materials and model personnel policies you can use so you don't have to start from scratch. Insurers recognize the effectiveness of these programs and often give premium credits to organizations that have adopted them.

Benefits of Having a Risk Management Program

Tangible Benefits

- Reduced likelihood of losses arising from hazardous events
- Better knowledge about organizational activities
- Lower bottom-line costs to the organization

Intangible Benefits

- Greater understanding of the organization's total risk exposure
- Enhanced alignment of decision-making with organizational goals
- Improved communications with the organization's insurance broker

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You *can* get the coverage you need at a price you can afford.

Step 3: Determine Your Insurance Needs. Now that you've identified your risks and done some initial loss-control work, you're in a good position to take a strategic look at your insurance program. This step includes buying insurance and managing your deductibles.

Consider taking higher deductibles to save money. Insurance is meant to cover losses you can't comfortably afford. However, most organizations have deductibles that are too small, adding unnecessary cost. By taking on more of the risk yourself — in other words, self-insuring a larger deductible — you can often reap considerable savings. (Workers' compensation is an exception because no deductions are permitted for it.) Often, it makes sense to take a higher deductible and use part of the savings to buy more liability insurance to cover you just in case you're sued for a large amount.

Using insurance to cover predictable losses isn't cost-effective. For instance, if your expected theft losses are $1,000 a year, you'll want to "self-insure" this amount, as the insurance organization will charge more than $1,000 in premiums to cover these expected claims. (Besides reimbursing you for the loss, the insurer must cover its overhead and administrative costs.) Instead of relying on insurance for small, expected losses, consider setting up a reserve fund to cover them. Examining your organization's loss history can help you select the proper deductible for each type of insurance — property, liability, business interruption, and bonds.

To get the best results, you need strong, two-way communication with your insurance broker. It's important to work closely with a broker who understands your organization. Such a person can serve as a consultant and work as your partner to meet your organization's risk management needs.

Have your insurance broker shop around well in advance of your policy's renewal date. About three months before renewal, your broker should start working on getting price quotes from several different insurers. Because of the tight market, it's important to get started earlier than usual. You can help your broker get the best deal by providing detailed information about your organization and any claims it has filed in the last few years. Insurance underwriters need this information to get a clear picture of your organization.

Step 4: Administer Your Risk Management Program. The final step is to create a well-defined risk management program with clear objectives. The goal is to eliminate uncertainty whenever possible. Review your risk management program regularly. With a carefully planned, ongoing risk management program, you *can* get the coverage you need at a price you can afford. ■

More on Managing Risks in Your Organization

To start creating your risk management program, see these *Nonprofit World* articles, available at www.snpo.org/members:

What Is the Board's Role in Managing Risk? (Vol. 15, No. 5)

A Perfect Safety Record Slip Slides Away (Vol. 19, No. 5)

Risk Management: Slippery Slope Or Moral Imperative? (Vol. 16, No. 3)

The Most Likely Lawsuits – and How to Protect Yourself (Vol. 19, No. 1)

Planning for the Unforeseeable: How Smart Risk Management Provides Peace of Mind (Vol. 24, No. 2)

Harry Ennevor is executive vice-president of E.G. Bowman Company, Inc. (hennevor@egbowman.com, 212-425-8150), a minority-owned commercial insurance brokerage and loss-control firm on Wall Street, serving nonprofits and companies across the country.

Use these criteria to rate — and improve — your board.

How to Develop a High-Impact Board

By Doug Eadie

How do you know if you have a high-impact board, one that makes a real difference in your organization's success? Here are the most important characteristics that high-impact boards hold in common:

• **They focus on governing above all else,** never letting non-governing activities interfere with their governing work. To govern means to play the leading role — in partnership with the CEO and senior managers — in setting the organization's course by continuously answering three fundamental questions:

1. Where should your organization be headed and what should it become over the long run?
2. What should your organization be now and in the near future?
3. How well is your organization performing — programmatically, financially, and administratively?

• **They play an active part** in creating clear, detailed mission, values, and vision statements. Performing this role creates a strong feeling of ownership among board members.

• **They pay meticulous attention** to developing themselves as a human resource, making sure the board consists of qualified members whose governing skills are

systematically developed.

They have a firm grasp of financial and operational performance and make sure that sufficient resources are allocated to programs within the framework of the mission statement.

They have a close, positive, enduring partnership with the CEO.

They take responsibility for managing their own performance as a governing body, setting clear, detailed performance targets and regularly assessing their governing performance.

The Essentials of Board Development

To strengthen its capacity to do its work, the board needs to put time and energy into developing itself. Board development consists of the following key elements:

Develop the People on Your Board

What should your board's composition be in terms of such factors as gender, race, and professional affiliation? What attributes should you look for in new board members? What steps should you take to achieve the desired composition? What should you do to strengthen board members' governing skills?

Develop the Structure of Your Board

How large should your board be? What process should you use to appoint board members? How often should your board meet? What standing committees should your board use in doing its work?

Develop the Work of Your Board

Answer in detail the following four questions:

1. What governing decisions should your board regularly make to oversee your organization's affairs?
2. What kinds of governing "products" (for example, updated vision and mission statements, the annual budget) and documents should the board make decisions about on a regular basis? How should the board go about making these decisions?
3. How involved should your board be in shaping and generating these governing products and documents?
4. In shaping, generating, and making decisions about various governing products and documents, how should your board divvy up the labor with the CEO and executive managers?

While "governing product" may sound strange at first, the term helps clarify the process of governing as opposed to policy-making. A governing product in the area of planning, for example, would be an updated values and vision statement and a list of strategic issues facing your organization. In contrast to governing products, most policies in any organization are essentially operational in nature and would never come to the attention of a governing board. ■

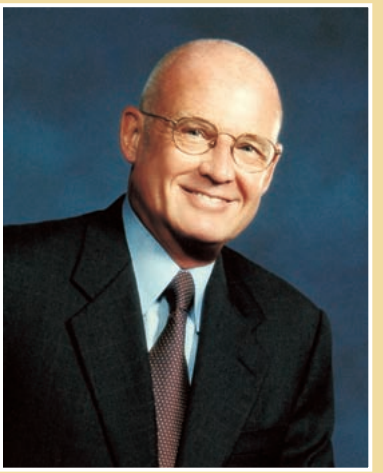
Resources

Brudney, Jeffrey & Vic Murray, "Improving Nonprofit Boards: What Works & What Doesn't?", *Nonprofit World*, Vol. 15, No. 3.

Houle, Cyril, "How Effective Is Your Board? A Rating Scale," *Nonprofit World*, Vol. 8, No. 5.

Michalko, Michael, "Seven Creative Ways to Energize Your Board," *Nonprofit World*, Vol. 16, No. 3.

These resources are available at www.snpo.org/members. Also see Learning Institute programs online: Board Governance (www.snpo.org/li).



The author of 16 books on nonprofit leadership, Doug Eadie is the founder and CEO of Doug Eadie & Company, based in Palm Harbor, Florida (www.DougEadie.com, DEadiePres@aol.com). During the past 20 years, Doug has helped nearly 500 public and nonprofit organizations strengthen the governing capacity of their boards. His newest book is High-Impact Governing in a Nutshell, *available through ASAE at 1-888-950-2723 or www.asaenet.org.*

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Do You Think "Sex" When You Hear "Harassment"?

If so, you may be opening your organization to other forms of harassment lawsuits.

By John Myers

When nonprofit executives hear "harassment," they tend to think "sexual harassment." Many anti-harassment policies go into exhaustive detail prohibiting sexual harassment but only mention other forms of harassment in passing.

That's a mistake. Employees have argued in court that an anti-harassment policy that doesn't give the same weight to other types of harassment as it gives to sexual harassment is evidence that the employer doesn't take those other sorts of harassment seriously.

An employee needn't establish a pattern of offensive behavior to win a harassment lawsuit.

Mistakes that Can Ruin an Organization

Here are just a few harassment suits waiting to happen:

- A manager makes demeaning comments about a worker's learning disability.
- Employees post cartoons making fun of older people.
- A bookkeeper forwards e-mails containing distasteful Helen Keller jokes.

Walking around the workplace and seeking input from employees can help prevent harassment before it occurs.

• A supervisor wonders casually if an older employee "still has what it takes to do the job."

There's strong evidence that employers must address all forms of harassment. For example, when Congress enacted the Americans with Disabilities Act (ADA), it estimated that about 43 million people in America had a disability covered by the ADA. Disabilities range from obvious physical impairments to less conspicuous conditions such as chronic depression, dyslexia, and HIV infection. Courts have interpreted the ADA to require employers to protect qualified disabled workers from harassment. Employers should therefore make sure they're not leaving themselves exposed to claims for disability harassment.

Employers need to protect themselves from age-based harassment claims too. According to the Bureau for Labor Statistics, the median age of the labor force will be 40.7 by 2008. Thus, a high percentage of the workforce will soon be covered by the Age Discrimination in Employment Act (ADEA), a statute that protects workers aged 40 and older.

Any unwelcome comment or conduct on the job can be construed as harassment based on age, disability, or some other protected status if it creates an intimidating working environment. An employee needn't establish a pattern of offensive behavior to win a harassment lawsuit. A single incident of harassment, if serious enough, could result in liablity unless you've taken precautions.

An ounce of prevention is worth a pound of legal defense.

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A single incident of harassment, if serious enough, could result in liability.

Steps to Guard against Lawsuits

Here's how to reduce the risk of being sued for harassment and increase the chances of winning a harassment lawsuit:

• **Adopt a clear anti-harassment policy.** In your policy, define all forms of prohibited harassment, including harassment based on race, ethnicity, religion, gender, age, and disability. Emphasize that harassment won't be tolerated and that harassers will be disciplined or discharged. Provide a clear procedure for filing harassment complaints. State that all complaints will be investigated and that employees won't be subjected to retaliation for making a harassment complaint in good faith. Distribute the anti-harassment policy to all employees, and post it at strategic locations in the workplace. In addition, require all employees to sign an acknowledgment form to prove that they received copies of the policy.

• **Train employees.** During orientation, be sure new employees learn about your anti-harassment policy. Hold sessions periodically to clarify what harassment is, outline the complaint procedure, and remind employees that they have a right to a harassment-free workplace. Train supervisors separately, detailing how to investigate harassment complaints and how to spot and prevent all types of harassment.

• **Monitor the workplace.** Keep an eye out for offensive material and improper conduct. Walking around the workplace and seeking input from employees can help prevent harassment before it occurs.

• **Respond promptly to complaints.** Take all harassment complaints seriously, and begin a thorough investigation at once.

An ounce of prevention is worth a pound of legal defense. Employers who adopt comprehensive anti-harassment policies and are vigilant in enforcing them can reduce their risk of liability. ■

Require all employees to sign an acknowledgment form to prove that they received copies of the policy.

The Next Step on the Road to Avoiding Risk

For more on reducing the risk of harassment lawsuits, check out these *Nonprofit World* articles (www.snpo.org/members):

How to Avoid Age-Discrimination Lawsuits (Vol. 15, No. 6)

The Most Likely Lawsuits – and How to Protect Yourself (Vol. 19, No. 1)

The Need for Anti-Bias Policies (Vol. 22, No. 5)

Your Duty to Investigate Workplace Complaints (Vol. 19, No. 3)

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Ten Ways to Raise More Funds Over the Internet

Use these Internet keys to increase donations.

By Gene Austin

As Americans migrate to the Internet in increasing numbers, online fundraising campaigns are gaining ground. You can now use the Internet as a tool to create long-lasting e-relationships with donors and constituents. To make each online campaign as effective as possible, follow these steps:

1. Determine Objectives

Before launching an online fundraising campaign, you must clearly understand your strategic objectives. Setting objectives will sharpen your messages and help you measure results.

Suppose, for instance, that your campaign goal is to improve awareness and acquire new donors among younger supporters. This campaign might include four e-mails, sent over a 12-week period. The goal of the first e-mail might be to engage this younger demographic by providing an update on your organization's activities, while the second e-mail could be an invitation to a special event for younger supporters. The third might include a fundraising appeal, followed by a reminder to those who haven't yet donated.

Offer donors the chance to receive personalized information that matches their interests.

2. Segment Your E-Mail List to Target Specific Audiences

Improve response rates by segmenting your e-mail file based on constituent interests, donation history, or other characteristics. Use this information to target donors with specific messages. Here are a few techniques for gathering such data:

- Regularly ask constituents to volunteer information about themselves, which will allow more personalized communications.
- Conduct "profiling drives," offering donors the opportunity to receive personalized information that matches their interests.
- Ask donors and prospects for zip code information, which you can use to send communications about events or news in their communities.

3. Cross-Market to Reach More Donors

One benefit of creating a database of e-mail addresses along with a detailed profile of each constituent is the ability to cross-market. Say,

for example, a group of constituents has volunteered for your organization but never donated. Send them a targeted e-mail thanking them for past support, and re-engage them with an update on a recent organization event or project. After re-establishing that relationship, send another e-mail encouraging a donation.

4. Create Compelling Messages that People Read (The TRUST Rule)

To ensure that each e-mail message generates an optimal response, follow the TRUST rule. Be sure each e-mail is:

- **T**imely: Time e-mail messages around an event, holiday, or something else that's happening in the near future.
- **R**elevant: Include information specific to each constituent's interests.
- **U**rgent: Explain why the recipient needs to act immediately.
- **S**pecific: Make sure readers know exactly what you want them to do (for example, donate or sign up for an event).
- **T**ested: Test the message before sending to the entire list to ensure all links work. Also, run it through a spam checker to weed out elements that might prevent delivery. Test the message content for effectiveness by sending two or more messages with a varied element (such as the subject line) in each message to a percentage of the target audience. Then, send the most effective message to the rest of the audience.

Test the message before sending to the entire list.

5. Build Context in Which Supporters Can Participate

Provide context and create urgency by challenging supporters to participate in specific drives with stated deadlines and goals. Create the context or use an existing context such as a breaking event and then make it easy for supporters to take action.

Time e-mail messages around an event, holiday, or something else that's happening in the near future.

6. Create Multi-Phased E-Mail Appeals

Include a series of communications to maximize response. In the first message, you might announce a campaign and explain how the funds you raise will be used. A second message, sent only to those who did not respond to the first, could remind recipients about the campaign and encourage response. A third message might tell recipients how the campaign has progressed and ask for help so your organization can meet its goal.

7. Include Dedicated Web Site Pages

Extend the reach of an online campaign with a landing page — a Web page where the constituent goes to get details about a campaign and make a donation. Also consider creating a dynamic personal campaign page that recognizes and thanks the donor, shows the donor's past contributions, and offers the opportunity to give again.

8. Provide Giving Level Options

Include several options so donors can give at their preferred level, and display the options based on the donor's last contribution. For example, if a donor gave $100 one month, the next time he visits the site, he would see giving options for $100 and more, encouraging increasingly larger gifts. Also, offer sustainer-giving options that allow repeat donors to set up recurring online payments.

9. Offer Convenient Online Donation Processing

Allowing donors to give online enables you to receive funds immediately and automatically. Today's advanced software for nonprofits features donation-processing capabilities, including configurable online donation forms, so that you can choose the exact donation options you prefer on your Web site.

10. Give Ongoing Feedback

Donors may wonder, "What happened to my donation? Did it make a difference?" Keep constituents involved by telling them how your organization used their contributions. Send regular e-mail updates to let them know about campaign progress. This simple act helps people feel that their donations have impact so they're more likely to give again.

In summary, by using the Internet to develop strong relationships, you can better target and sustain communications with donors. This, in turn, will help drive giving to your organization. Today's advanced technology solutions foster a more interactive approach to fundraising and should be incorporated into every nonprofit's campaigns. ■

Resources

Allen, Nick, "Using E-Mail & the Web to Acquire & Cultivate Donors," *Nonprofit World*, Vol. 21, No. 1.

Bhagat, Vinay, "Beyond the Single E-Mail Message: Running Effective E-Mail Campaigns," *Nonprofit World*, Vol. 23, No. 3.

Crooke, David, "E-Mail Deliverability: Increase Your Chances of E-Mail Getting Through," *Nonprofit World*, Vol. 23, No. 2.

These articles are available free at www.snpo.org/members.

Gene Austin is CEO of Austin-based Convio, Inc.(www.convio.com), a market-leading provider of software and services to help nonprofits use the Internet for developing strong constituent relationships to drive fundraising, marketing, advocacy, and other forms of support.

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A New Benefit to Offer Your Employees: Access to Housing

Housing programs benefit both nonprofit employers and their employees.

By Daniel Hoffman

Finding and keeping talented employees is difficult for many overextended and under-capitalized nonprofit organizations. A common response is to hire less experienced (and less costly) staff, hoping they'll grow into the job. Once these employees master new skills, however, they often leave for better wages and benefits elsewhere, as nonprofit turnover rates attest.[1] Hence, nonprofit employers face staff turnover rates averaging 24%. In some nonprofit sub-sectors, such as child-care, turnover rates can run 100-300% annually.[2]

A New Strategy

In Philadelphia, a new program gives employers a tool for managing employee recruitment and retention problems and a new benefit for their staff. Known as HomeBuyNow, this program, funded by the City of Philadelphia's Neighborhood Transformation Initiative (NTI) and managed by the nonprofit Greater Philadelphia Urban Affairs Coalition (GPUAC), is a menu of cost-effective housing benefits that employers can readily access and use to address core workforce issues.

Nonprofit employers face staff turnover rates averaging 24%.

Although first targeted to for-profits, HomeBuyNow has attracted significant nonprofit participation. It offers a powerful incentive for people to take and keep jobs, an inducement even more valuable than a high salary – the chance to buy a home or improve the one they have. And it's a program that nonprofit managers and public officials across the country can replicate.

Because of a lack of third-party-provided benefit products, it has always been hard for employers to offer housing benefits.[3] Unlike health insurance, for example (where employers purchase products from insurance companies, HMOs, and the like, who then manage the benefit), employers wanting to offer a housing benefit have often had to design and manage a

In less than two years, dozens of employers have adopted the program.

program for themselves.

HomeBuyNow, in contrast, emulates more familiar employee benefits by offering third-party-provided benefit products. With HomeBuyNow, GPUAC acts as marketer and administrator, explaining the program to employers and helping them customize it to their needs.

HomeBuyNow offers three benefit products:

1. Homebuyer education. Classes and on-line programs, provided by housing and credit-counseling agencies with whom GPUAC has relationships, explain how to shop for a home and inspect it before buying. Employees can also obtain personalized credit counseling or other help.

2. Home improvement financing. HomeBuyNow offers home improvement loans via city-subsidized financing, as well as energy audits and energy-conservation improvements to lower utility expenses. Some employers like this option because they want to do something for employees who already own a home.

3. Financial assistance to buy a home. The core of the HomeBuy Now program is the chance for employees to purchase a home. Employers provide employees down-payment assistance that's matched dollar-for-dollar by the city. The city provides up to $3,000 per participating employee. Many households qualify for an additional $2,000 from the Pennsylvania Housing Finance Agency to cover closing costs. Through HomeBuyNow, an employee could receive $8,000 toward a down payment and closing costs.[4] Moreover, city assistance, as well as any state aid, is tax-free.

Nonprofit Feedback

Nonprofit response to this program has been strong. Two-thirds of participating employers are nonprofit organizations.[5] Through these employers, approximately 11,000 nonprofit employees are eligible to participate. The smallest participating nonprofit has only five employees and the largest more than 5,000. These nonprofits are using HomeBuyNow as:

An employee retention tool. Nonprofits are slowing down their turnover rates by requiring employees to stay with the organization two to four years after

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How You Can Partner with the Public Sector

Local and state governments make excellent partners for employee-benefit programs and many other projects. The public sector often has extensive experience, knowledge, and programming that you can leverage. Here are tips for finding public-sector partners:

- **Learn what programs the public sector offers in your city and state.** Have preliminary meetings with city officials, or reach out to other nonprofit organizations in your community. These organizations are often savvy about knowing who in the public sector makes decisions and what programs exist or could exist. Such information can guide your thinking about how public programming could enhance your project.
- **Consider a get-started strategy.** One low-cost approach is to bring existing public programs to your employees' attention. Such programs are inevitably under-marketed, and many employees may not know they're eligible. Helping public officials find participants for their programs can create momentum, gain public-sector attention, and build a relationship between your organization and public agencies.
- **Recognize that bigger is better.** If yours is a small organization with few employees, government may be less interested in partnering with you. You gain clout, however, if you work sectorally — as part of a group of local social-service agencies or cultural arts organizations, for example. If several nonprofits all express a willingness to offer a benefit or support a program, this will magnify your significance and increase the public sector's desire to work with you.
- **Use your connections.** If you receive public support for core activities, talk with officials involved with making those funding decisions. Let them know how a publicly supported benefit or program would increase your capacity. If you have relationships with local officials, use them. You're not the only one looking for a partner. Local officials are, too. You could be the partner they're seeking to help address a public-sector need.
- **Participate in public hearings.** Most communities have public hearings on the use of community development dollars. Put your idea on the public agenda. If you're a larger organization in the city, government is likely to listen carefully to you.
- **Reach out to local bankers and businesses,** especially those with which you have relationships. Let them know what you're trying to do. Your banker may be an important source of leverage for your efforts and a good interface with public officials.
- **Have some idea of what you might be willing to do or spend.** Don't wait for public agencies to suggest what you should do. Tell them your idea and let them know what you'd like them to do in response to your effort.

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The program allows employers to offer a new benefit and the city to leverage its housing investment dollars in a new way.

receiving assistance. During this time, retention and productivity savings amortize the employer's costs. If employees leave before the deadline, they must repay some or all of the money, leaving the employer no worse off than if the program hadn't been offered.

An alternative investment strategy for employees. With stock markets down and housing prices up, home ownership is a good personal wealth-building strategy. As the executive director of a nonprofit in another city with a similar program explained, "We don't have a great retirement plan, but an employee of ours who purchased a home with our help several years ago recently left our organization and took $100,000 in new housing equity with him."[6] For most employers, it hardly matters whether the employee takes cash as retirement savings or down-payment assistance. But for employees, the difference between investing in a flat market or buying a home can be huge.

A leveraged benefit. For nonprofits with tight budgets, the idea of more than doubling a benefit's value by partnering with the public sector is attractive.[7] For employees, the idea of matching their employer's contribution with tax-free dollars from the public sector is even better.

A reinforcement of concern about the community. Many nonprofits have strong commitments to their communities. Some employers have found that good employees make good neighbors and that encouraging employees to live in the vicinity revitalizes the neighborhood. Such a strategy can also improve security in the area, reduce insurance and policing costs, raise property values, reduce employee tardiness by cutting commuting time, and make the employer's site more attractive to potential employees and clients.

Why It Makes Sense for Your Organization and City

By offering housing benefits, nonprofit organizations can provide something valuable, innovative, and relatively inexpensive, especially when they partner with the public sector and housing finance industries. Unlike other benefit programs, employer-assisted housing programs may even save an employer money. Housing benefits can also be easier to budget, since employees participate on a one-time rather than annual basis. A housing benefit may reinforce a nonprofit's mission by encouraging investment in the community so that administrative dollars, in effect, further programmatic goals.

Good employees make good neighbors.

Experience has shown that creating and marketing a housing benefit program encourages employer participation. For example, before HomeBuyNow was created, the University of Pennsylvania (a nonprofit that is the city's largest private employer) offered employer-assisted housing to its employees. Although this program was successful, no local employer followed its example. The local conventional wisdom was that it was just too difficult and expensive for most employers to offer such a benefit. However, in less than two years of marketing HomeBuyNow, dozens of employers have adopted the program or are in the process of doing so, and they're finding that accessing a third-party-managed program is easy and cost-effective.

In Philadelphia, the nonprofit sector represents nearly 30% of all non-governmental employment. Many other cities have large nonprofit sectors that play critical roles in the local quality of life. It's important to remember that employer-assisted housing can benefit both for-profit and nonprofit employers. But when contacting your city about adopting this strategy, also point out that it's an excellent way to strengthen the nonprofit sector and support its valuable work.

Footnotes

[1]Survey by South Carolina Association of Nonprofit Organizations (SCANPO), Columbia, SC, "To Stay or Leave: Job Satisfaction and Turnover," Charity Village.com Library, http://scanpo.org/.

[2]National Center for Charitable Statistics, The Urban Institute, Washington, DC, http://nccsdataweb.urban.org/faq/fDetail.php?category=48&itemID=409#employment.

[3]Schwartz, Hoffman, & Ferlauto, *Employer-Assisted Housing*, BNA Books, Washington, DC, www.bna.com.

[4]Employees can receive even more than this amount, as there is no limit on an employer's contribution.

[5]These organizations include universities, nursing homes, social service agencies, community development corporations (CDCs), and others.

[6]Ed Rutkowski, executive director of the Patterson Park CDC, Baltimore, Maryland, on the success of Baltimore's Live Near Your Work employer-assisted housing program at a conference sponsored by GPUAC on November 10, 2004, at the Philadelphia offices of the United Way of SE Pennsylvania.

[7]The benefit is more than doubled because City funds are viewed not as compensation but as a community development activity and thus aren't subject to taxation. Also, the Housing Finance Agency offers income-eligible households up to $2,000 in additional assistance. ■

Daniel Hoffman (EAHousing.com) served as the GPUAC project consultant for HomeBuyNow and has been studying, writing about, and helping communities initiate employer-assisted housing programs for nearly 20 years.

Are You an Accidental Techie?

An accidental techie is someone who works as a program manager, executive, or volunteer — in other words, has another job—but becomes the go-to person for technology issues at the office. The accidental techie is usually a person who understands the office equipment better than most in the organization, and can figure out how to adapt it to the organization's needs. *The Accidental Techie: Supporting, Managing, and Maximizing Your Nonprofit's Technology* by Sue Bennett (St. Paul: Fieldstone Alliance, www.FieldstoneAlliance.org) is designed to help nonprofit organizations manage and organize that function.

Accidental techies in nonprofits are rarely acknowledged as organizational managers, so they face the challenge of influencing major organizational policies and procedures (about technology) without authority to do so. One way to address this situation is to standardize systems and develop computer policies.

Since the accidental techie is often responsible for everything that plugs into the wall, it's important to know exactly what technology the techie is supporting. Bennett lists all the information that needs to be recorded — not just hardware, but also software and user information.

It's also important to know who is using which equipment and software. It helps to classify them as savvy users, willing users, and resistant users. Accidental techies must be willing (and patient enough) to provide some basic training, and they may have to formalize requests for assistance, in order to have time to do their "other" job.

Keeping up with new technology requires some knowledge of systems and how they apply to the organization's goals. Bennett explains how to keep educated about the field within the time constraints of the accidental techie. It is useful to remember that technology is simply a tool to help the organization carry out its purpose. Accidental techies can help the organization maximize the use of the tool. They must understand when to rely on outside help, and Bennett illuminates how to work with consultants.

This 172-page paperback is filled with useful guidelines for those who are charged by default with managing a nonprofit's technology. It gives direction to the accidental techies, the people they support, and nonprofit managers. It is highly recommended for any nonprofit organization that must rely on people in other positions to manage technology. For a 20% discount on this book, see http://www.snpo.org/resources/php.

—reviewed by Terrence Fernsler

Finding the Courage to Lead

It takes courage to do something that all your colleagues are against. But if you know what you want to do is right, how do you go ahead without alienating those who work with you?

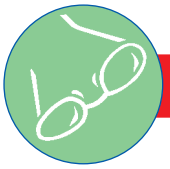
Leaders must sometimes follow their hearts no matter what the experts are telling them. If you find yourself deciding to do something that everyone else is against, it would be wise to call a meeting and spend at least a couple of hours talking about it. And when you do, listen carefully to what others are saying. If you really listen, you may change your mind. If you don't, then tell them that you think what you want to do is right, and you would like their support in doing it.

Listening to others' concerns, deciding on a direction, and then getting people to mobilize behind you — that's courage.

—adapted from Fast Company (www.fastcompany.com)

Looking for Low-Cost Computers?

If your nonprofit organization needs more computers but your budget is tight, TechSoup (www.techsoup.org) has a solution. Its Recycled Computer Initiative (RCI) gives nonprofits nationwide a chance to purchase high-quality refurbished computers at the lowest possible cost. For details on this new program, visit http://ga0.org/ct/S1L_ql91gXpR/.



Relevant *reviews*

Young People Who Make a Difference

If you haven't yet enlisted teens for your cause, this book may inspire you to do so.

By Terrence Fernsler

Teens with the Courage to Give: Young People Who Triumphed Over Tragedy and Volunteered to Make a Difference

By Jackie Walman. 218 pages. Softcover. Berkeley: Conari Press, www.conari.com.

The teen years are often a challenging, sometimes isolating time of life, but young people are finding that service to others brings resilience and the ability to work through difficulties. *Teens with the Courage to Give* presents the inspiring stories of 30 youth who learned that giving back to the community could help them overcome personal setbacks. Support for the teenagers featured in this book often comes from adults, as it should, but a surprising amount of support is also coming from peers. Today's youth are learning to accept community service as part of their life experience.

Looking courageously past their own problems, the young people in this book understand there is something bigger than themselves, and they learn how to become a part of it. They realize that, despite their perceived shortcomings, they can make a difference. They look to the future because they are it. The kids profiled in this book compel us to listen to that future.

The kids profiled in this book compel us to listen to the future.

These stories speak of overcoming AIDS, cancer, physical disabilities, chemical dependencies, and abuse. They tell of teens forming support groups, teaching lessons based on their experience, mentoring, and raising money for nonprofit causes. Perhaps most important, they show us that these young people's activities for the community don't make them exceptional. We all have it in us.

It is inspiring and instructive for those of us working in nonprofits to see how people overcome their difficulties, especially when those people are our future leaders. Jackie Walman reminds us that volunteering by young people is increasing, both in terms of the percent of youth volunteering and the number of hours they average. *Teens with the Courage to Give* shows us that many teenagers are willing to make a difference and are, in fact, suffused with the desire to help the community. It reminds us to encourage them. It teaches us the benefits of spending time with them and tapping the resources they have to offer. ■

Terrence Fernsler is development director for Columbia-Pacific Resource Conservation and Economic Development District in Montesano, Washington.

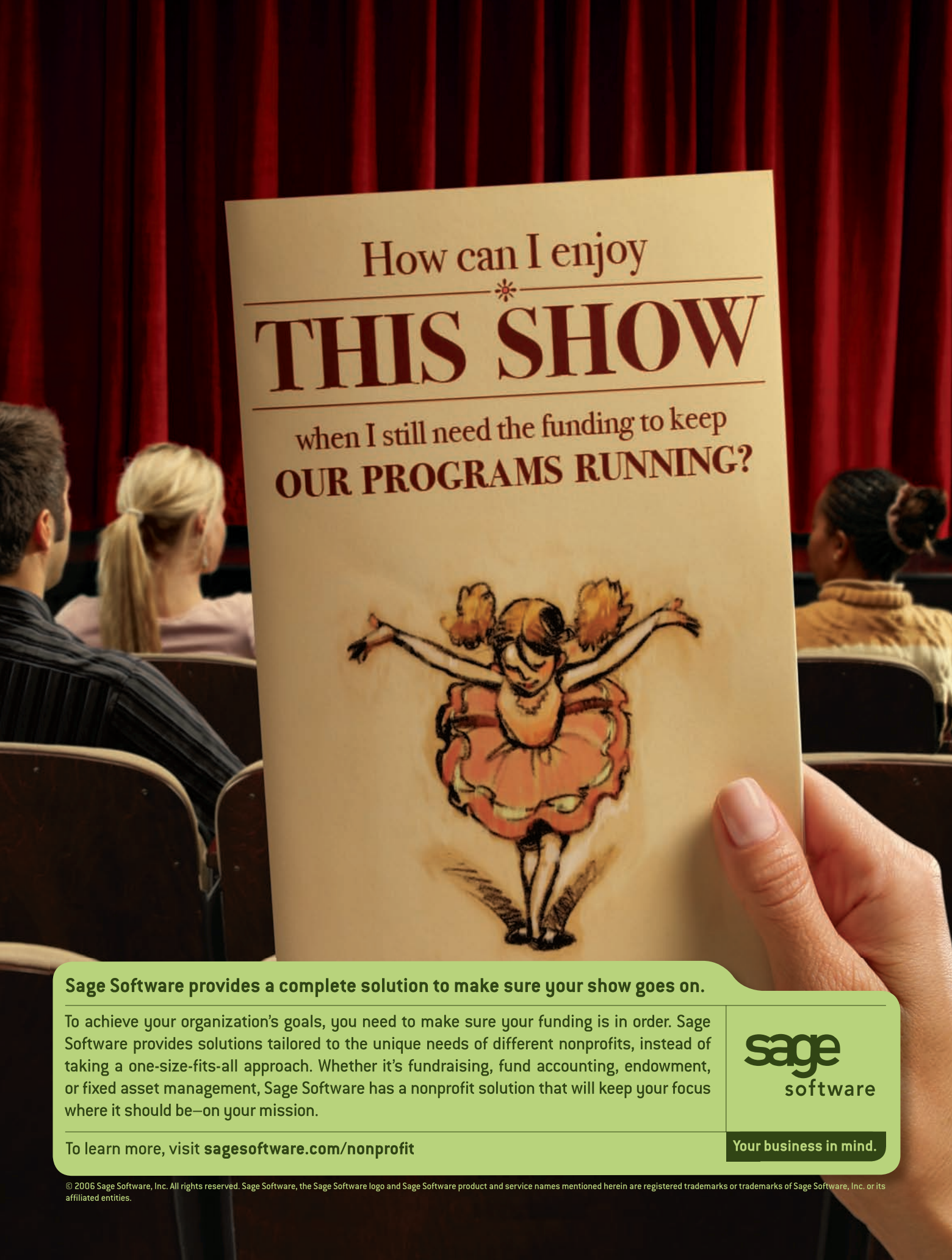
Nonprofit *briefs*

Going against the Odds

"You can get straight A's in marketing and still flunk ordinary life." According to Paul Newman, that's what he told Lee Iacocca after Iacocca's Pinto caught fire.

And that's just one of many insights into entrepreneurial thinking to be gleaned from Newman's wise, funny book, *Shameless Exploitation in Pursuit of the Common Good* (published by Nan A. Talese, www.nanatalese.com), in which he and his business partner, A. E. Hotchner, describe how a zany idea to market Newman's salad dressing resulted in earnings of over $150 million, which they've given to countless charities. They attribute their phenomenal success mainly to luck, but it's clear that doggedness, dedication to quality, refusal to compromise, and a complete dismissal of conventional thinking also played large roles.

Newman writes that he has always been perverse about complacency. "A movie guy and his writer buddy going hard against the odds. Like Butch and Sundance jumping off a cliff into a business and marketing canyon — the fall will get us if the sharks in the supermarkets don't. It was a lunatic thing, like a bumblebee or a helicopter. There's no reason for it to fly, but then again, there were the Wright brothers."



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