

# The Center *for nonprofit resources*

## Nonprofit Thought Leadership A YEAR IN REVIEW



2017

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## A NOTE FROM THE CENTER

### Heather Bradley & Toni Shoola

The Center for Nonprofit Resources has a rich history of providing access to experts on a wide variety of topics to support excellence in the nonprofit sector. In 2017 our partnership with these experts evolved to include the creation of original material to share both prior to their local workshop and to be available in the C4NPR archives.

We asked each expert to select the platform they preferred to present their fresh content. Some were guest bloggers on Gearing Up, the C4NPR blog. Others chose to digitally record a C4NPR Chat. We thank each and every one of them for being willing to try an innovative approach to help nonprofit professionals stretch and explore new approaches.

When we stood back at the end of the year and evaluated this body of knowledge in its entirety, we realized we had the opportunity to curate an incredible volume of thought leadership. You will find concepts, tools and resources sure to get you thinking about the possibilities for your nonprofit.

The Center continues this practice in 2018, and we encourage you to watch for the publication of new content throughout the year and the publication of the 2018 issue of Nonprofit Thought Leadership: A Year in Review.

Heather Bradley  
Director  
The Center for Nonprofit Resources

Toni Shoola  
Associate Director  
The Center for Nonprofit Resources

## TOP 5 WAYS TO WIN OVER THE MEDIA



**Amanda Aldrich**

### **1. Respect deadlines.**

Reporters are up against brutal time constraints. They have very little time to conduct interviews, put together a story, and submit it to their editor for review. Always ask what they need from you, and get back to them as soon as possible.

### **2. Make them your top priority.**

Never, ever blow off reporters. They help you get your story out there, attract new supporters, and recruit new volunteers. Plus, their coverage costs you nothing but time! Treat them as you would a major donor or funder. Give them your full attention.

### **3. Details matter.**

Include everything they'll need – date, time, location, etc. Offer to send them an email if you're talking over the phone. Make it easy for them. On the other hand, don't bog them down with lots of detail. They don't need to know your whole life story. Just the facts, ma'am.

### **4. Be creative.**

They're constantly bombarded with requests for coverage. Entice them with a story that is different and captivating. If you've had the same event year after year, or the same program you've been running for a decade, find a new way to talk about it. Tell your story through a new lens. Find a client who is receiving your services to speak to them. Give them something visual to share with their viewers and readers. Share a little known fact about what you do every day. They will appreciate it.

### **5. Be nice.**

They don't have to do a story on you. There are dozens of other organizations out there who they can contact. They are reaching out to YOU. Thank them for it! They will return the favor when they're in need of a story the next time.

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*Amanda Aldrich is the Founder and President of The Genuine Nonprofit, LLC, a consulting company focused on providing creative marketing and communication's solutions for today's nonprofit. Her well-rounded experience includes serving as a volunteer, employee, executive director, board member, and ally to an array of local and national nonprofit organizations including Cherry Street Mission Ministries, American Red Cross, Girl Scouts of Western Ohio, United Way of Greater Toledo, and more. She understands the delicate balance of maximizing budgets and staff time with sharing a compelling, authentic and uncomplicated message to supporters. She is passionate about helping nonprofit leaders further their mission through effective, efficient and straight-forward strategies.*



# MARKETING AND MEDIA

## Your WHY Advantage



### Ridgely Goldsborough

Ridgely Goldsborough explains how changing your messaging can help distinguish your nonprofit and create an instant connection with donors, key stakeholders, staff and volunteers.

Click the following link to watch the clip: <https://youtu.be/9uQqglrj0s>



In his second video, Ridgely explains how changing your messaging can create an instant impact for your nonprofit. Click the following link to watch the C4NPR Chat: <https://youtu.be/vOrWowYDTU0>.

*Author and International Speaker, Ridgely Goldsborough believes in taking complex and challenging topics and making sense out of them. He started his first business at the age of 16 and after graduating from Law School in 1987 has started a total of 43 companies. For one of those businesses, he founded Domain Street Magazine, the very first internet-based magazine about the domain name industry.*

*Ridgely and his team have over 400 active websites in multiple business verticals. He speaks around the world in both English and Spanish as one of the foremost experts in internet marketing, with a specific emphasis on cause-based marketing the secret sauce to online campaigns. He has written 14 books and created dozens of audio and video programs on success and prosperity, and conducted many online marketing campaigns resulting in millions of dollars in sales.*

*In addition, Ridgely is the founder of the WHY Advantage for Business and [www.AvatarFormula.com](http://www.AvatarFormula.com), the revolutionary marketing and messaging program used by professionals worldwide to attract ideal clients based on the company's WHY. He is a frequent speaker at the top internet marketing conferences, and acts as a facilitator and trainer for high-level masterminds for CEOs and CEO retreats.*

*Ridgely received his B.A. in Spanish from the University of Virginia, his J.D. from Whittier College School of Law and his Masters Writing Certificate from UCLA. When not traveling, Ridgely lives in Florida on the water, with his wife, Kathy. They share a passion for travel, dining and philanthropy.*

## VISUAL LITERACY



### Adam Levine

Every day, we are bombarded with so much information that our senses – our vision in particular – exist in a state of constant overload. Being able to identify, interpret, and act upon visual information – a skill-set known in the art and communication world as visual literacy – is more crucial than ever in an increasingly competitive, complex and interconnected world.

In this short excerpt from our recent C4NPR Chat with Adam Levine (Asst. Director, Toledo Museum of Art), he explains the concept and how nonprofits can apply visual literacy to deepen impact.

Click the following link to watch the Chat: <https://youtu.be/vOrWowYDTU0>.



To learn more about the Toledo Museum of Art's Visual Literacy workshops, visit their website: <http://www.vislit.org/ggseswb2fns8m5gkIrv8csb8y16mlg>.

# ORGANIZATIONAL MANAGEMENT

## DATA VISUALIZATION



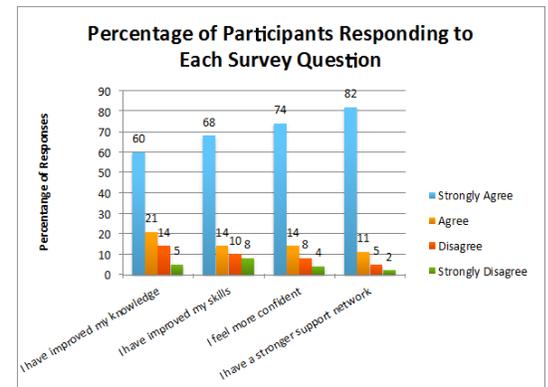
**Jacob Burgoon**

You're a hard working nonprofit professional, I can tell. You've pain-stakingly planned and executed an evaluation for your organization. You've collected and thoroughly analyzed your data. And now it's time to show everyone what you've found. Here is the big reveal:

Hmm ...

Give me a minute to figure out what I'm looking at here ...

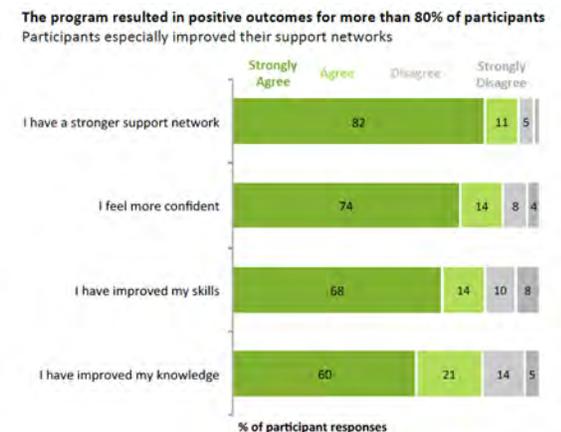
This graph may be colorful, but it doesn't quite get the message across. If the message is, "most people experienced positive outcomes," then I'd say the graph is marginally effective at best. There are a lot of unnecessary things included in the graph—grid lines, angled text, legend—that distract from what is really important. Graphs like this one are far too common. If we're not careful, we can undermine hard work and good data with underwhelming and distracting data displays. It doesn't have to be this way.



Data visualization—the process of visually communicating data—is becoming increasingly important as we collect increasingly more data in our organizations and as a society at large. (And I know we've all felt the pressure to collect more data.) To some, data visualization may seem to be just a nice add-on—a way to add a punch of color or make the numbers "go down easier." Data visualization is more than just making things look good; it's a way to ensure people are seeing and remembering the right message.

Studies have shown that people process information more effectively when it is presented visually. However, harnessing the power of cognitive psychology is not quite as easy as making any old graph. The "click and viz" (short for visualization) method is bound to result in graphs like the one above. With a firm purpose in mind and equipped with some visualization guidelines, we can make the graph much better.

Now your graph really tells your story. So get your data viz on, nonprofit professional, and show the world what you're all about!



*Jacob Burgoon is the director of Nonprofit and Government Operations at MetriKs Amérique, where he develops and manages the evaluation of several nonprofit programs in northwest Ohio. Jacob has ten years of experience mostly focused on the evaluation of educational programming at institutions such as the Toledo Lucas County Library, the Toledo Zoo and Aquarium, and the Toledo Museum of Art. Jacob has also worked with school districts and nonprofit funding agencies to evaluate programs and train nonprofit professionals about the continuous improvement cycle, including logic models, evaluation design, data analysis and data visualization.*

*Jacob is also an instructor in the School of Educational Foundations, Leadership and Policy at Bowling Green State University, where he teaches Classroom Assessment, Research and Statistics. In addition to teaching, Jacob also collaborates with faculty on the evaluation of grant-funded STEM education projects. Jacob received his Bachelor's and Master's degrees in Biology from the University of Toledo, and is currently completing his Doctorate in Educational Psychology.*

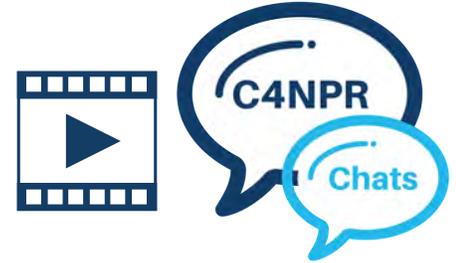


# ORGANIZATIONAL MANAGEMENT

## THEORY OF CHANGE

**Al Onkka**

What is a Theory of Change? Why should your organization understand the benefits? In this short video, our subject matter expert Al Onkka introduces the concept of The Theory of Change. Click the following link to watch the Chat: [https://youtu.be/B\\_gcoNwfWol](https://youtu.be/B_gcoNwfWol).



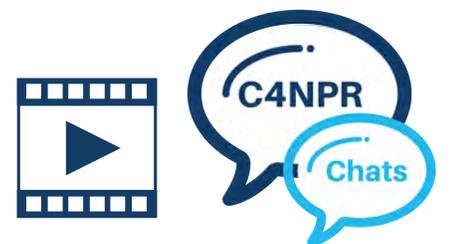
*Al Onkka is a Principal Consultant at Aurora Consulting, a Minnesota-based firm serving nonprofits. He works at the leadership level to help nonprofits plan for the future and evaluate their impact. Al Onkka has worked in the field of evaluation, promoting data-based decision-making and organizational learning, since 2009. Al earned his master's degree in Evaluation Studies from UMN's Department of Organizational Leadership, Policy and Development. He serves on the board of the Minnesota Evaluation Association and enjoyed his recent tenure as board chair of Rainbow Rumpus, a Minneapolis literary nonprofit. He's been a Senior Consultant at Aurora since 2015 and is a co-owner and principal as of 2017.*



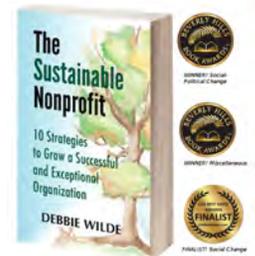
## THE IMPACT OF AN OUTCOME-BASED CULTURE

**Debbie Wilde**

What is possible for an organization with a culture that values outcomes over activity? In this short video, our subject matter expert Debbie Wilde shares the value of creating an outcome-based culture. Click the following link to watch the C4NPR Chat: <https://youtu.be/DHctwFnkQDs>.



*Debbie Wilde, MNM, is an author, coach, visionary and passionate spokesperson for the power of performance-based leadership. Debbie is the author of The Sustainable Nonprofit: 10 Strategies to Grow a Successful and Exceptional Organization. In her 30 years as the Executive Director of a nonprofit, Debbie developed fundraising strategies and organizational performance based on measured outcomes. This strategic direction resulted in financial viability; attracting strong candidates for board, volunteers and staff positions; and clear community impact. Her lectures and workshops cover new ground for participants, deepening personal and organizational insight and impact.*



# BOARD GOVERNANCE

## I AM...A PLANNER

**Regina Pinney**



One of the habits of highly effective people, according to Stephen Covey, is to begin with the end in mind. It is also one of the habits of highly effective organizations. Many would contend that the end goal of a nonprofit organization is accomplishing their mission and achieving their vision.

It doesn't matter what word you use - end, outcome, intention - the concept is clear: know where you want to be and then work to arrive there. Notice that beginning with the end is circular, not linear. There is a saying, be careful what you say after "I am..." because your brain will manifest the words. The beginning and the end are connected.

Knowing where you want to be or what you want to be is grounded in the ability to plan and predict. The power of a plan is not the plan itself, but rather the planning-the middle.

Highly effective organizations are not just working their missions or working towards the end goal, they are working the middle. They are always in a state of planning-succession planning, board development planning, recruitment planning, financial planning, program planning. This state of planning is interdependent on the process of identifying where we are, where we want to go and how we get there.

Planning allows us to avoid static conditions.

Becoming and being an organization with a culture of planning is one of privilege. It means that we as an organization have the time necessary to plan, resources are available to be planful and we have the brainspace to think about our work beyond today. Organizations that are in a constant state of chaos (high board turnover, high staff turnover, financial stress, the real or perceived notion that there is no time to do or think about anything differently) are unable to plan, predict, identify cause or effect, and are unable to control consequences.

Often, organizations don't see the connection between their lack of planning and their constant state of chaos; whereas organizations that consider planning as non-negotiable see the chaos decrease-even in uncertain times.

When we enter this constant state of planning, we enter a state of being that allows us to pivot, to acknowledge that change is constant and necessary. Planning allows us to act in spite of uncertainty. Planning allows us to be comfortable in not being able to plan for every possible situation and outcome.

We, as an organization, become resilient, adaptive and sustainable.

*Regina Pinney has been the Executive Director of the Nonprofit Network (a nonprofit organization) since June 2009. With twenty-five years working in the nonprofit sector, she has a full range of experience in fundraising, marketing, governance, management and grant writing. She has led Nonprofit Network from being a county-specific nonprofit management support organization to an international resource specializing in capacity building, professional development, and governance and organizational management.*



# FINANCIAL MANAGEMENT

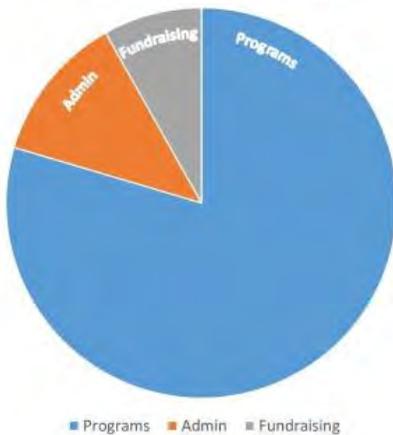
## A GRAPHIC RE-VISIONING OF

### Curt Klotz

Most nonprofit leaders agree that we need a new way to communicate about the true costs of our programs and the vital importance of strong organizational infrastructure. But we have not yet developed a simple, consistent message when sharing our view with potential supporters and investors. We are stuck with old terms and old images.

The following series of images and descriptions is really a blog in pictures. How we visualize our understanding of nonprofit structure and programs shapes the overhead debate. It's time to get graphic about our new ideas – to deploy fresh images to help educate ourselves, the public and our funders.

A Tired Old View of Our Organization



### It's Time to Retire This Pie Chart

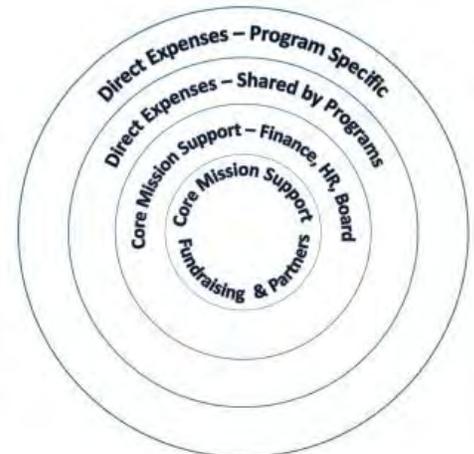
When nonprofits are viewed this way, no matter how hard we try to think differently, we imagine important infrastructure of our organization as taking a slice out of the pie – as diminishing the “real” work of our mission. Strategic financial functions, good governance and the development of key funding partnerships are vital to strong organizations. We need a new way to communicate this truth.

### We Need a New Image

Rather than thinking of our investment in key infrastructure as diminishing our programs, it should be seen as valuable **Core Mission Support**.

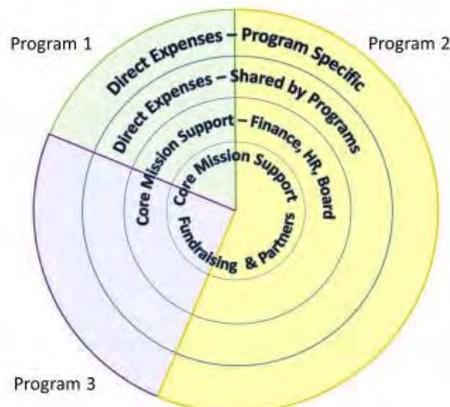
Core Mission Support functions are necessary, vital and integral.

- Strong, strategic finance and accounting
- Progressive human resources practices
- Capable, responsive board governance
- Talented and engaged development staff



### Whole Organizations and True Program Costs

Each of our programs is built around, is supported by, and shares responsibility for **Core Mission Support**.



All of the resources we need to accomplish our programs are the True Program Costs, which include four types of expenses:

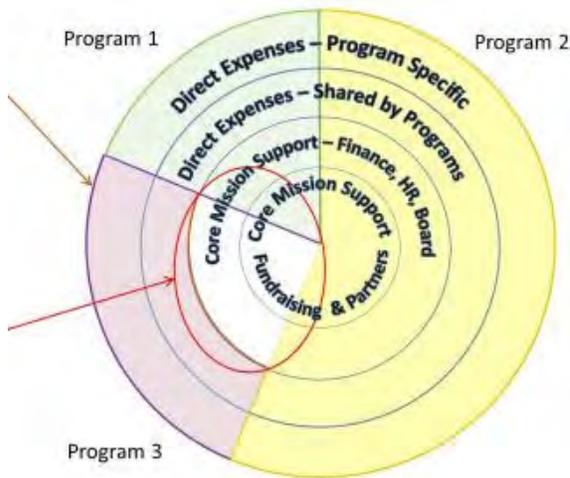
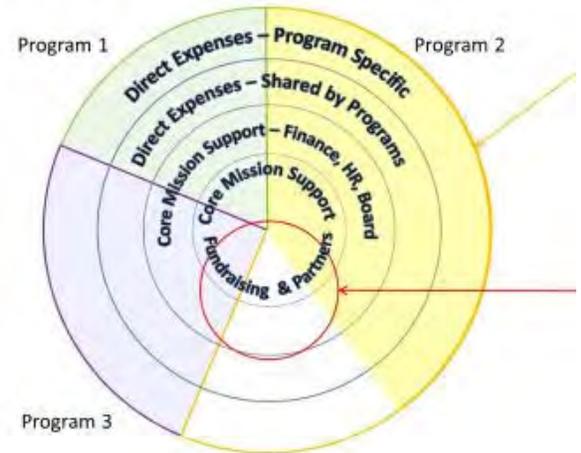
- Direct Expenses: Program-Specific
- Direct Expenses: Shared by Programs
- Core Mission Support: Finance, HR and Board
- Core Mission Support: Fundraising & Partners

# NONPROFIT OVERHEAD

## Under-Funded Programs Create a Gap at the Core

Some programs are only partially funded by contributions or by earned revenue.

When a program is only partially funded, the expenses not covered include a proportionate share of the Core Mission Support. This creates a gap in funding for the finance, human resources, governance and fundraising infrastructure that support the entire organization.



## Line-Item Funding Creates a Gap at the Core

Some funders limit their support to only the direct expenses of program.

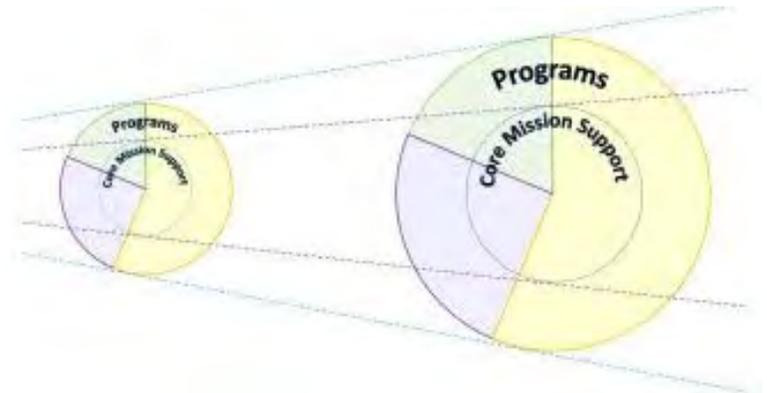
When funders support only direct expenses, they deny funding for Core Mission Support. This leaves a gap at the center of our organization. Not only is one program affected, but the health of the entire organization is at risk.

## Invest in the Core to Grow the Mission

The growth and effectiveness of our mission work depends on having a solid core at the center of our organizations. Investing in our infrastructure is savvy, prudent and absolutely necessary.

## Go Visual With Our New Thinking

Once we have a new way of understanding and communicating about the Core Mission Support needed by our organizations, it is our job to share our thinking with others. Our funders, supporters and investors all want us to succeed. They are partners in accomplishing our mission work. But like us, they may need help re-imagining the role strong infrastructure plays in amplifying program effectiveness. By providing a simple visual guide, we can help transform the way we talk about, picture and ultimately fund the Core Mission Support that is at the center of all great nonprofits.



*Nonprofits are Curt Klotz's passion and profession. He has taught in inner city D.C. with the Higher Achievement Program, coordinated national communities of volunteers with the Lutheran Volunteer Corps, and supported persons living with HIV/AIDS at Seattle Shanti. At the Indian Law Resource Center in Helena, Montana, he discovered his calling to be a nonprofit CFO. A stint at the chairperson of the Montana Nonprofit Association deepened his commitment to the nonprofit sector as a whole. Joining NAF has given him the perfect opportunity to share his passion for nonprofit finance every day and use his 30 years of experience in the nonprofit sector to make a positive, lasting difference in the world.*



# FINANCIAL MANAGEMENT

## FISCAL FITNESS: MANAGING NONPROFIT HEALTH



**Dione Alexander**

We all know that looks can be deceiving. The friend that looks like a 98-lb weakling may actually be an Olympic champion while the friend with the perfect beach-body may not be able to walk a brisk mile. Organizations, like people, can easily mask their real condition and by the time they acknowledge their health challenges their strength may be seriously compromised.

Fiscal fitness is critical to the nonprofit sector because so many communities rely on these organizations to deliver services that meet life needs from housing to education to arts. Nonprofits get fit and stay well like their human managers by: eating right, working out, maintaining a healthy weight and getting sufficient rest.

- **Eating right** means understanding and managing the resources that the organization is taking in and in what proportions. Do you have the right kind of funding, in the right amount, at the right time, to advance the mission?
- **Working out** is about expending energy and building muscle or “capacity.” Are you maximizing and leveraging your financial investments in programs and do your financial-decisions reflect the positive outcomes that you want?
- **Maintaining a healthy weight** reflects how well the organization balances the size, scope and scale of their work. The organization may need to bulk up or thin down in certain areas in order to achieve better fiscal and programmatic results.
- **Getting sufficient rest** may seem easy thing but sometimes we get stuck on the treadmill of life-moving fast but going anywhere. Nonprofit leaders need to take time to step away from day-to-day financial “transactions” in order to plan for long-term financial “transformations.”

There is no magic pill that can substitute for the heavy-lifting needed to get in fiscal shape but once an organization starts the exercise it will become a welcomed life-long habit. Get moving!

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*Dione Alexander serves as a Principal of RoundBox Consulting, an impact solutions consulting firm dedicated to the philanthropy, nonprofit and community/social finance sectors. She previously served as the V.P. of the Midwest Region and the V.P. of National Capital Asset Development for Nonprofit Finance Fund (“NFF”), a national community development financial institution (CDFI) dedicated to the social benefit sector. Ms. Alexander has also held executive level positions in banking and the public sector. She is a graduate of the School of Business and Industry at Florida A & M University and the Graduate School of Banking at Louisiana State University.*

*Ms. Alexander has served on numerous boards and committees to include the Conservancy for Cuyahoga Valley National Park, The Cuyahoga County Public Library Foundation, The Alliance for Nonprofit Management, the W.K. Kellogg Foundation’s Mission Driven Investing Committee, the Investment Advisory Committee of Mission Throttle LC3, Nonprofit Enterprise at Work (NEW), the Detroit Development Fund, Northwest Initiatives, and Delta Sigma Theta Sorority, Inc. She has been a guest blogger and contributor to various nonprofit sector publications to include the Chronicle of Philanthropy. She also serves as the President of Village Capital Corporation (VCC), a leading CDFI based in Cleveland, OH.*

# FUNDRAISING

## SHARE THE LOVE: USING SOCIAL MEDIA TO SHOW GRATITUDE



**Steven Shattuck**



We had a chance to chat with Steven Shattuck of Bloomerang. Steven shares trends from the research in our relationships with donors and the actions nonprofits can take to successfully leverage social media in fundraising. Click the following link to watch the C4NPR Chat: <https://youtu.be/avjFADIsTQk>.

*In 2015, he co-founded Launch Cause, a registered 501(c)(3) not-for-profit organization dedicated to helping emerging nonprofit organizations enhance the impact of their work through collaborative office space, shared services, educational programming and networking with other nonprofit professionals.*

*As a HubSpot Certified Inbound Marketer, Steven is a contributor to NTEN, Nonprofit Hub, Ragan, Social Media Today, Search Engine Journal, The Build Network, Technorati, Content Marketing Institute, Conductor and Business2Community. He is a frequent conference speaker and webinar presenter.*

## MAJOR GIFT FUNDRAISING AND SUCCESS WITH SPECIAL EVENTS CAN GO HAND-IN-HAND



**Jay Love**



In this C4NPR Chat, Jay Love of Bloomerang will help us understand how major gift fundraising and success with special events go hand-in-hand. Click the following link to watch the C4NPR Chat: <https://youtu.be/LdCiT3LTKIA>.

*Jay B. Love is the CEO and Co-Founder of Bloomerang. The organization serves the nonprofit sector only with cutting edge technology tools built upon best practices for fundraising and communications. He has served this sector for 34 years and is considered the most well-known senior statesman whose advice is sought constantly.*

*Prior to Bloomerang, he was the CEO and Co-Founder of eTapestry for 11 years. Jay and his team grew the company to more than 10,000 nonprofit clients charting a decade of record growth. Prior to starting eTapestry, Jay served 14 years as Vice President of Sales then President and CEO of Master Software Corporation. MSC provided a widely-used family of database products for the nonprofit sector called Fund-Master.*

*He is a graduate of Butler University with a B.S. in Business Administration. Over the years he has given more than 2,500 speeches around the world for the charity sector and is often the voice of new technology for fundraisers. He is a current Member of the AFP Ethics Committee and former member of the AFP International Board. He was the Founding Chairman of NPower Indiana, Founding Member of Tech Point Foundation and Founding Member of the AFP Business Member Council. He is a former board member of The Lilly School of Philanthropy at IU and Gleaners Food Bank. Jay currently serves on the board of Conner Prairie Interactive History Park, The Butler University Innovation Fund, The United Methodist Foundation of Indiana, and The Fundraising Effectiveness Project.*

*He and his wife Christie, the former Executive Directive for the Lawrence Township Schools Foundation, served as Co-Chairs for the Indianapolis Fort Harrison YMCA 2011 Capital Campaign, and are the proud parents of three children as well as six grandchildren.*

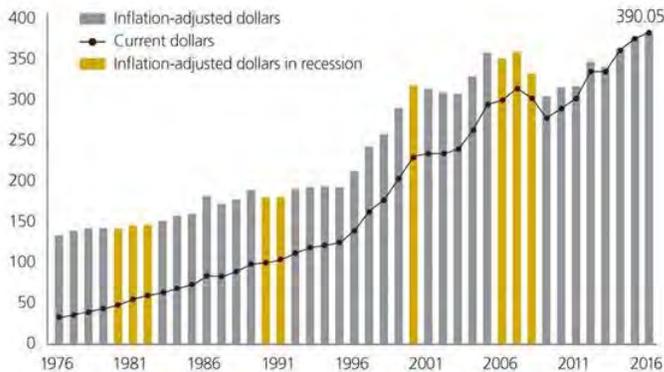
# FUNDRAISING

## THE FUTURE OF PHILANTHROPY



### Melissa S. Brown

Charitable giving in the United States is about 2% of GDP. Giving USA reports that each year, except 2008-2010, philanthropic giving has increased. It makes sense to assume that charitable giving will continue to increase as the economy grows.



But, what if...upcoming generations give differently than their parents and grandparents do or did? Individuals' charitable priorities shift from religion and basic needs? New technologies influence how people learn about causes and decide to give?

In fact, all of these events are happening and affecting charitable receipts at organizations across the U.S.

Board members, staff and volunteers feel the pressure to implement whatever is "new and shiny." Among those ideas is fundraising from Millennials. But the oldest Millennials are 36 or 37. Most do not feel financially secure to give even 1% of their income, let alone the 2% or more that Boomers and Silent generations contribute.

Between Boomers and Millennials, though, is the so-called Generation X. People in this cohort were born 1965 through 1980. The 66 million Gen-Xers are a major player in today's philanthropic landscape, and will be for at least a decade or two, as Millennials' earnings rise and as Boomers move to fixed-income retirement.

What do you know about Generation X's: Philanthropic preferences? Giving habits? Communication style? Volunteer commitments?

Planning now to engage Gen X donors and volunteers may be one of the most essential things you do for your organization's financial security for ten or more years. To learn more about charitable giving by generation, check out this infographic from mobile cause: <https://www.mobilecause.com/generational-giving-infographic/>.

*Melissa S. Brown helps charities turn knowledge into action. She is known to Toledo-area audiences as a presenter who makes the annual Giving USA data engaging and useful. Her consulting services range from literature reviews to survey design and reports. Major projects include the Nonprofit Research Collaborative, a twice-annual survey to assess what works in fundraising. She teaches for The Fund Raising School and presents online and in person. She volunteers with AFP Research Council, Association of Philanthropic Counsel, and Giving USA Advisory Council on Methodology. Before founding Melissa S. Brown & Associates in 2011, Melissa worked at the Indiana University Lilly Family School of Philanthropy, where she edited Giving USA. She studied at Reed College and the University of Pennsylvania.*

*In addition to research and writing, Melissa enjoys gardening, with an emphasis on native, tall-grass prairie species, and bird watching. In her dreams, she travels to Costa Rica, where it never rains and every bird she sees poses for a perfect photo.*

## CALL YOUR LAWYER



### Patty Wise

If we're going to decide not to hire a job applicant because of her background report (provided by a third-party firm), do we have to tell her that? Can we just say we chose another applicant?

Do I need to see the actual document(s) presented by an employee completing the I-9 upon hire? Is a photocopy acceptable? How about an expired version of the document? We don't have a specific section in our handbook regarding harassment on the basis of race. Do you have some suggested language?

May an employee take FMLA leave for his stepdaughter's hospital stay? We want to change our FMLA "leave year" from a calendar year to a rolling period measured forward. May we do that effective at the end of this month?

Often, the first inclination for employers is to consult with an attorney regarding these questions and similar issues. And that is fine, of course, but might not be necessary. Many times, answers can be obtained from free resources available from various government agencies. Even if these free resources don't provide all the answers, clients can be better prepared to effectively utilize legal counsel after using these resources.

For the background check question above, the FTC provides tips for businesses on legally using background information. And, the EEOC provides detailed information about criminal background checks and guidance on the topic. Given recent interest in re-entry and employment of convicted offenders and the proliferation of "Ban-the-Box" laws, it may be advisable to review your background check process with legal counsel.

But many questions can be addressed in these resources.

- (1) <https://www.ftc.gov/tips-advice/business-center/guidance/background-checks-what-employers-need-know>
- (2) [https://www.eeoc.gov/laws/guidance/arrest\\_conviction.cfm](https://www.eeoc.gov/laws/guidance/arrest_conviction.cfm)

As to the I-9 process, substantial information is included in a booklet produced by the U.S. Citizenship and Immigration Services: <https://theimmigrationbulletin.files.wordpress.com/2017/03/handbook-for-employers.pdf>

The EEOC provides a significant number of resources for employers, from its many publications and Guidance documents to employer-specific training and general seminars. For this particular question, the following resources would be most useful: (1) <https://www.eeoc.gov/policy/docs/race-color.html>  
(2) [https://www.eeoc.gov/policy/docs/qanda\\_race\\_color.html](https://www.eeoc.gov/policy/docs/qanda_race_color.html).

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*Patty Wise is a labor and employment lawyer and a partner with Niehaus Wise & Kalas. She is certified by the Ohio State Bar Association as a specialist in that area of practice. She was appointed by Chair Jenny Yang to the EEOC Select Task Force on Workplace Harassment and is a member of the SHRM Labor Relations Special Expertise Panel which she co-chaired from 2014-15. Patty carries Martindale-Hubbell's AV Preeminent rating and has published books on harassment and retaliation. Patty was recently the keynote speaker for the EEOC Technical Assistance Program Seminar in Indianapolis.*

*Patty is a former senior vice president and in-house counsel for a multi-billion dollar bank holding company, and has been an adjunct or visiting professor at The University of Toledo College of Law since 1999. In 2014, she was appointed by the Supreme Court of Ohio to serve as a member of the Board of Professional Conduct. She continues to serve clients of all sizes in a variety of industries and professions.*

*She is a frequent speaker for state banking associations, SHRM and serves on the faculty of the Human Resources School of the Graduate School of Banking at the University of Wisconsin in Madison. She served as special counsel for the Ohio Attorney General from 2003-2007.*

# LEADERSHIP & HUMAN RESOURCES



## DARING LEADERSHIP

**Janet Flood**

In this short video (50 sec.), expert Janet Flood of Horizon Leadership explains "Daring Leadership" and why it is critical for success. Click the following link to watch the C4NPR Chat: <https://youtu.be/UChbz6SVoso>.



*Janet Flood is an internationally certified executive, leadership and team coach and consultant. She is a caring and provocative ally for leaders and organizations as they boldly transform. She serves clients in the public, private and nonprofit sectors. With a degree in social behaviour and international coaching credentials, Janet is uniquely qualified to help individuals, teams and organizations confront the status quo, find the opportunity that lives within change, and cultivate conditions that support collaboration and innovation. As a certified facilitator of The Daring Way™ program, created based on the research of Dr. Brené Brown, Janet brings a unique focus on the vulnerability that lives in leadership to her work with clients.*

*In addition to being the Founder and CEO of Horizon Leadership Institute, Janet serves on the Faculty of CRR Global and is an associate coach with Epiphany Coaches. She is also a member of the Pillar Non Profits Design Collective, an Advisory Services Group specializing in consulting and capacity building in the nonprofit sector. Prior to launching Horizon Leadership, Janet had a successful career as a fundraising executive and raised over \$100 million for Western University, Victoria Hospital and St. Joseph's Health Care Foundation.*



## GRANTWRITING

### COMMON MISTAKES MADE BY GRANT SEEKERS

**Mary Sobecki**

Check out this excerpt from our C4NPR Chat with Mary Sobecki. Mary shares common mistakes made by grant seekers. Click the following link to watch the C4NPR Chat: <https://youtu.be/2pxhk8BNAJ4>



*Mary currently serves as the Executive Director for The Needmor Fund -- a local private foundation (founded by Duane and Virginia Secor Stranahan) that supports social justice work and community organizing all over the country. Prior to joining Needmor, Mary was employed by Toledo Community Foundation, where she served as Senior Program Officer and later as the founding Director of The Center for Nonprofit Resources.*

*Mary also consults with local nonprofits in the areas of board development and grantsmanship. In addition, she currently serves on several nonprofit boards including Philanthropy Ohio, Neighborhood Funders Group and The First Tee of Lake Erie.*

*Prior to becoming involved in philanthropy, Mary worked for several nonprofits in northwest Ohio, including Children's Resource Center in Bowling Green, Ohio, and the Y.W.C.A. of Greater Toledo. She also has a background in stand-up and improvisational comedy.*

# 5 FREE SOURCES OF LOCAL STATISTICS FOR YOUR PROPOSAL



Linda Koss

Looking for quick statistics for your proposal?  
Trying to keep on top of population, labor and health trends?

Here are five sites that can increase your knowledge.

- **County Trends, Ohio Development Services Agency-** This puts you in touch with County Profiles, a quick overview of population, trends, large employers, and labor force and wages for each county. It also provides a link to Ohio County Indicators, which compares counties for population shifts and forecasts. Click the following link to access this resource: [https://development.ohio.gov/reports/reports\\_countytrends\\_map.htm](https://development.ohio.gov/reports/reports_countytrends_map.htm).
- **Hospital Council of Northwest Ohio Community Reports-** Links to county health reports across northern Ohio and southeast Michigan. Years vary by county. Click the following link to access this resource: <https://www.hcno.org/community-services/community-health-assessments/>.
- **US. Bureau of Labor Statistics-** Local Unemployment Statistics Tables State, metropolitan and county labor statistics for the United States. Click the following link to access this resource: <https://www.bls.gov/lau/tables.htm>.
- **American Factfinder Community Facts-** Need quick and easy statistics on a city, town, county, state or zip code? Just put them in the search box and find ready-made statistics from the decennial census or the latest American Community Survey. Click the following link to access this resource: [https://factfinder.census.gov/faces/nav/jsf/pages/community\\_facts.xhtml](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml).
- **Ohio School District Profile Report-** Link to Ohio school district profiles 2015-2016, with demographic breakdown, percentage of children in poverty, teacher salaries and experience, revenue and funding statistics. Click the following link to access this resource: <http://education.ohio.gov/Topics/Finance-and-Funding/School-Payment-Reports/District-Profile-Reports>.

*Linda Koss has been the Grantsmanship Librarian at the Toledo Lucas County Public Library for over 20 years.*

*One of the many great resources made available to our community by the Toledo Public Library system is the Foundation Directory Online (FDO). FDO is a listing of over 100,000 private foundations and corporations that give grants to nonprofits. This is available only at Main Library, Business Technology Department.*

*For help in finding grant opportunities, email Linda Koss ([linda.koss@toledolibrary.org](mailto:linda.koss@toledolibrary.org)) or call 419.259.5209*



TOLEDO  
LUCAS COUNTY  
PUBLIC  
LIBRARY

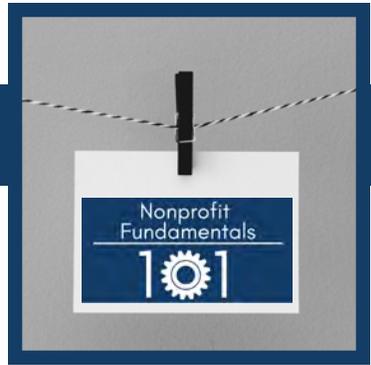


FOUNDATION  
CENTER  
Knowledge to build on.

# ADDITIONAL OPPORTUNITIES

## NONPROFIT FUNDAMENTALS:101

Nonprofit Fundamentals: 101 is one of the many resources available on-demand through The Center. This database of video resources are a great place to start when learning about a new topic or a nice refresher for those who are looking for one. As the name suggests, this database of online resources will cover the basics of the topic areas identified.



In its entirety, the 101 series provides an essential body of knowledge for nonprofit professionals who want to strengthen core competencies.

### BENEFITS

- no-cost training
- on-demand when you need it
- all training vetted by the C4NPR staff for quality
- content supports the six competency tracks in the Nonprofit Management Certificate program
- great refresher for the seasoned nonprofit professional

Access this  
great resource  
at  
[c4npr.org](http://c4npr.org)



## LEAN SIX SIGMA SOLUTIONS

Recognizing the mounting pressure to increase efficiency and effectiveness in nonprofit operations, sector leaders are seeking systemic ways to eliminate waste, save dollars and strengthen organizational stability.

The Center for Nonprofit Resources responded to this capacity building need by partnering with GOLeanSixSigma.com to make LEAN Six Sigma (LSS) resources accessible to nonprofit professionals.

The successful implementation of LEAN Six Sigma initiatives begin with a culture and leadership supportive of an LSS approach, and is not strictly a focus on the tool set.

Building on this premise, The Center provides LSS training to help leaders understand what LEAN Six Sigma is, why organizations use the methodology and the various roles needed to create a LSS culture. White and Yellow Belt training provides the foundational understanding of LSS. Green Belt training will continue to equip employees who spend some of their time on process improvement teams.

This combined training approach develops effective people within your organization by involving employees in the improvement process and builds trust by promoting a shared understanding of how each person is important to the organization's success.

### BENEFITS OF LSS

Learn more at: <http://www.c4npr.org/main/lean-six-sigma-solutions/>

#### TOOLS

- Maximizing your organization's efforts toward service delivery to your clients
- Services that are completed faster and more efficiently without compromising quality

#### CULTURE

- Increases employees' sense of ownership and accountability
- Increases employee efficiency
- Increases trust within an organization
- Increases the effectiveness of your organization to allocate resources/revenue