

Nonprofit News

A Service of the Temple NEST

Nonprofit Evaluation Services and Training Center

Temple University Harrisburg

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NEST Nonprofit News

Welcome to the May edition of Temple NEST's **Nonprofit News**. We hope you find this to be a valuable source of up-to-date, vital information for nonprofit management, leadership and growth. **Nonprofit News** and www.templenest.org continue to offer innovative features to help build the capacity of Pennsylvania nonprofits even more. Every PA nonprofit organization can post job opportunities, trainings, conferences, news and announcements...at no cost in our newsletter and on our website. The **Nonprofit News** is here to help answer your questions, to bring you the latest news in best practices for nonprofits and to serve as a vehicle for you to share information with other Pennsylvania nonprofit organizations. Simply submit your announcement, along with a contact person/ information to: Jennifer Melochick, Temple NEST Research Analyst, jennifer.melochick@temple.edu.

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From the Director's Desk: *Why write grants?*

Nonprofits that do not purposively seek out additional funds from causal foundations may not be fulfilling their organizational mission. Over the years I've heard dozens of different reasons why agencies have declined to pursue additional funding. They include: (1) "there is not enough time provided to respond to the RFP"; (2) "grants require too much paperwork"; (3) "what will we do with the staff after the grant is completed"; (4) "our agency doesn't have the capacity to write a grant"; (5) "we have never tried that _fill in the blank_ approach before"; (6) "we applied once before and were rejected"; (7) "our organization isn't big enough to manage a grant"; (8) "we are too busy to apply for grant"; (9) "grant reviews are rigged"; (10) "we don't know where to apply for a grant"; (11) "we don't want outsiders in our business"; (12) and (13) "we already provide the best services".

Expression of any of these excuses is a strong indicator that an organization is stagnant and not functioning in a healthy manner.

While the above mentioned excuses are often provided, in my experience, the real reason that nonprofits do not apply for funds is a lack of true passion and commitment to address their mission. These organizations experience incongruence in their stated mission and their practices.

The responsibility for modifying this incongruence issue rests with the board of directors. The board is responsible for establishing the vision, mission, strategic plan, and providing the necessary motivation and support to the agency director and staff to provide quality and innovative programming.

Board members should brainstorm ideas, read scientific literature, talk with agency staff and clients, and continually receive training related to the mission of the agency. Similarly, boards should also make it a priority through policy development that agency staff has the appropriate training and access to research materials so they too can think about the big picture.

Organizations should not be content with doing a good job in providing programs and activities; they have a responsibility for identifying new solutions and approaches that meet community-based needs. Regardless of the issue (health, social, environmental, etc.) nonprofits must learn from their experiences and creatively plan for and improve their approaches. When both board members and staff have a desire to improve practice, then the above excuses will be silent and organizational mission will be achieved.

Dave Zanis, NEST Director, dzanis@temple.edu

Research: Critical Skills Survey

On April 15, 2010, the American Management Association released findings from its "Critical Skills Survey" of 2,115 managers and executives in the U.S.ⁱ The survey examined the perspectives of these executives regarding the most important skills needed and the adequacy of these skills among the workforce today as well as the new entrants to the workforce.

The top priority skills correspond with the 4 C's, and in order of priority they are: Communication (80.4%), Critical thinking (72.4%), Collaboration (71.2%), and Creativity (57.7%). These rankings are based on how employees are measured in annual performance reviews. Three out of four (75.7%) executives projected that these skills will become more important over the next three to five years, especially if the economy improves and organizations look to grow.

The survey further probed how well the current employee base matches up along these priorities. About half (51.4%) reported that their employees are only average in effective communication skills (37.4% above average). About half (51.9%) reported that critical thinking skills are above average (41.9% only average). Less than half (46.9%) found their employees only average in creativity (37.4% above average). For collaboration, 46.7% rated employees above average and 42% were average.

The study was conducted in collaboration with the Partnership for 21st Century (P-21), which extracted other data from the survey which pertains to the new entrants to the workforce; viz, high school, community college, and four year college graduates.ⁱⁱ Sadly, 42.4 percent of employers reported an overall deficiency in preparation of high school graduates. Further, 80.9 percent reported deficiencies in written communication, 70.3 percent reported deficiencies in professionalism, and 69.6 percent reported deficiencies in critical thinking. College graduates fare better, but significant deficiencies remain; written communication (27.8 percent), leadership (23.8 percent), and professionalism (18.6%). An emergent trend from the same study found that employers intend to reduce hiring of high school graduates (27.7 percent) and increase hiring of four-year college graduates (58.8 percent) and two-year college graduates (49.5 percent). This makes it imperative for more young people to seek higher education.

The Partnership for the 21st Century (<http://p21.org>) is primarily focused on our educational system and the transformational changes needed to bring about these skills. In fact, in the educational professional field, the 4 C's are often referred to as the 21st Century Skills. A considerable effort is underway to integrate computers in the classroom and to promote "challenge based learning." Greater authenticity is a key component to the new instructional paradigm. Supposedly, the advances in technology can offer opportunities for teachers to enrich the classroom with authentic experiences, especially for rural and urban low income students.

While these developments are aimed at educational institutions, there are implications for the nonprofit sector as well. The same skill sets are required among nonprofit agency employees. For human service providers, one can argue with little difficulty that these skill sets are needed by their clients as well.

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Summary of findings available at: http://www.p21.org/index.php?option=com_content&task=view&id=923&Itemid=64

The second report from Partnership for 21st Century is available at: http://p21.org/documents/key_findings_joint.pdf

New RFPs and Funding Opportunities for Nonprofits in Pennsylvania:

Keep America Beautiful: Deadline: June 1, 2010. Keep America Beautiful has begun its 2010 Graffiti Hurts Grant Program, which offers three grants of \$2,500 each to help communities step up their local graffiti-prevention activities. This year's program will present one grant to a community with a population under 75,000, one to a community with between 75,000 and 250,000 residents, and one to a community with more than 250,000 residents. The funds must be used for projects that will be initiated in fall 2010 and completed no later than December 31, 2011. Local governments, police departments, youth groups, downtown associations, crime prevention organizations, and other groups dedicated to eradicating graffiti vandalism are encouraged to apply. Proposed projects can address graffiti prevention and education, eradication, or enforcement of local anti-graffiti laws. Programs that include prevention initiatives and engage and educate youth are encouraged to apply. Visit <http://www.graffitihurts.org/> for the complete RFP.

National Endowment for the Arts Accepting Grant: Deadline: June 10, 2010. The National Endowment for the Arts' Learning in the Arts for Children and Youth category offers funding for projects that help children and youth acquire knowledge and understanding of and skills in the arts. Projects must provide participatory learning and engage students with skilled artists, teachers, and excellent art. Learning in the Arts projects may take place in school- or community-based settings and should focus on children and youth between the ages of 5 and 18 years. School-based projects are for children and youth in kindergarten through grade 12 and must be directly connected to the school curriculum and instructional program. Please note that the endowment does not make awards directly to individual elementary or secondary schools. Schools may participate as partners in projects for which another eligible organization applies. Local education agencies (school districts) and state and regional education agencies are also eligible to apply. Community-based projects are for children and youth between the ages of 5 and 18. This area supports important activities and training in the arts that occur

outside of the school system. These activities may be offered by arts organizations or by other community-based non-arts organizations or agencies in partnership with artists and arts groups. Visit <http://www.arts.gov/grants/apply/GAP11/LITA.html> for the complete RFP.

Brookdale Foundation: Deadline: July 1, 2010. A program of the Brookdale Foundation Group, the Brookdale National Group Respite Program awards seed grants to service providers that plan to offer new dementia-specific group respite or specialized early memory loss programming to participants, along with support to caregivers, in order to help individuals remain in their communities. Funding is available for up to forty organizations working to develop new dementia-specific social model programs. Grant funds may not be used to support or expand the hours, days, or service capacity of existing social, health, or medical model programs. Applicants must be nonprofit 501(c)(3) organizations or public agencies. Selected organizations will each receive grants of \$7,500 in year one, renewable for \$3,000 in year two. The sponsoring organization must provide a 1:1 match of cash and/or substantive in-kind support. Visit <http://www.brookdalefoundation.org/> for the complete RFP.

Viola W. Bernard Foundation: Deadline: August 31, 2010. The Viola W. Bernard Foundation provides support to innovative programs that address the interplay between social conditions and the psychological health of children and families. Mental Health programs that evolve from emerging issues and changing needs, requiring innovative approaches are expected to apply. The foundation makes grants in the \$10,000-\$20,000 range. Visit <http://www.violawbernardfoundation.org/> for the complete RFP.

Women Helping Others Foundation: Deadline: September 7, 2010. The WHO (Women Helping Others) Foundation supports community-focused charities that serve the overlooked needs of women, children, and families in the United States and Puerto Rico. Funding will be considered for tax-exempt 501(c)(3) charities that have been incorporated for at least three years and have total organizational budgets of \$3 million or less. Preference will be given to organizations with an operating budget of \$3 million or less, those not dependent upon government grants, and those with greater organizational program costs than personnel costs. Organizations that have previously received a WHO Foundation grant should wait three years before applying again. Funding will be considered for grant requests from \$1,000 to \$40,000 each. For the complete RFP, visit http://www.whofoundation.org/Funding/Who_funding.asp.

Important Website for Nonprofits:

The nonprofit tax season is here and the 2009 upgrades are complete. Visit <http://efile.form990.org/> to begin your efile experience. 990 Online is FREE for most organizations.

The 2009 nonprofit tax forms are currently available. 990 Online features include:

- Prepare your 990, 990-EZ and 8868 online;
- Choose between e-Filing your return online OR printing & mailing it to the IRS;
- Comprehensive error checking;
- Tips & instructions embedded within forms;
- Dedicated support staff;
- Convert returns into PDFs for easy printing & sharing;
- Internet Explorer & Firefox compatible;
- File state forms if your organization is based in Michigan, Hawaii, or Pennsylvania; and
- System features that make filing as easy as possible.

Questions? Please feel free to call the 990 Online Technical Support Team at 888-666-1773.

Nonprofit Job Announcements:

Salvation Army, Harrisburg, PA Youth Programs Department is currently seeking qualified (folks with 2-3 yrs of current experience working with urban youth) applicants for our seasonal summer program employment opportunities. Please feel free to share and pass along to others who might be interested. Perfect for college students home for the summer or those looking for some seasonal, hands on work with youth. Available positions are: (1) Summer Program SPARK Teacher (Physical Activity); (2) Summer Program Counselors (Group Leaders) for K-8 program; and (3) Summer Program Evaluator. Please visit www.templenest.org for links to complete position descriptions. All interested applicants must submit a resume and cover letter via email (jenny.gallagher-blom@use.salvationarmy.org) or fax (231-3650) attn Jenny. No calls please.

Rejoice, Inc., Harrisburg, PA is seeking a motivated and energetic candidate to supervise Harrisburg office. This candidate would oversee compliance with DPW and SWAN. This person must be detailed orientated and have a working knowledge of foster care regulations and adoption law. This non-profit agency seeks a person who truly understands the importance of finding homes for all children. Requirements: Must have MSW or related degree and at least three years of experience in adoption/foster care. Program Manager oversees case management of foster care, adoption, and matching activities. Program Managers must have good writing skills and knowledge of Excel, Word, and PowerPoint. Candidate should send resume to sagerton@rejoice-inc.org to be considered for the position.

Children's Aid Society, York, PA seeks a seasoned and dynamic full-time Executive Director to lead the organization to new levels of growth in its mission to help children become healthy, productive adults. The Executive Director works with the Board of Directors to carry out the strategic goals of CAS. An overview of responsibilities includes managing personnel and fiscal operations, assuring compliance with all State and Federal regulations, assessing organizational needs and implementing improvements. Qualifications and Required Skills: (1) Education: Master's degree preferred, Bachelor's degree required; (2) Experience: 3-5 years management experience in a multi-program, not-for-profit organization; (3) Leadership: Strong interpersonal, listening, public speaking, facilitation, and organizational skills; comfortable across economic, social, and gender lines; (4) Knowledge: Strong background in finance and fundraising with knowledge of 501(c)(3) rules and regulations; proficiency in relevant computer skills (Word; Excel; PowerPoint); (5) Communication: Advanced oral and written communication skills. Submissions: Interested candidates should submit a cover letter, resume and three (3) professional references along with their salary expectations to the address below. The deadline for submissions is May 17, 2010 to: Christian Miller, 137 East Philadelphia St., York, PA 17401.

Lower Paxton Youth Center is seeking candidates for the following positions: (1) Program Coordinator: Seeking an energetic individual to coordinate the 21st Century Community Learning Center's after-school and summer programming. The Coordinator is responsible for the daily operations including: staff supervision; working with middle school faculty, teachers, administration and the youth center director to design high quality, engaging programs; recruitment and retention of program participants; and record keeping. Candidates should hold a BA on a "child related field". This is a full time position with 30 hours per week; (2) Teacher (3 positions available): Teachers will implement the following educational programs: "Moving with Math", "Project Read" and the "21st Century After-School Project". Applicants must hold a BA in Elementary or Secondary education or have current teaching/ emergency credentials. This is a part-time position with 24 hours per week. Teachers must be in attendance during all program hours, 2PM-6PM, Monday-Thursday. Non-program hours should be spent planning and familiarizing oneself with program materials; (3) Teacher's Aide (3 positions available): Teacher's Aides participate in learning activities with the students in a supportive and nurturing environment that promotes student learning. Applicants must have a high school diploma or GED. College students in a "child related field" are encouraged to apply. This is a part-time position with 18 hours per week. Teacher Aides must be in attendance during all program hours, 2PM-6:30PM, Monday-Thursday. All applicants must have a clear state and federal criminal background check and child abuse clearance. Qualified applicants should send resume and cover letter to: Courtney Hassinger, Director, Lower Paxton Youth Center, PO Box 126331, Harrisburg, PA 17112 or email to lp youthcenter@gmail.com

Clinical Outcomes Group, Inc. (COGI), Pottsville, PA is seeking candidates for the following positions: (1) Drug and Alcohol Counselors - candidates should possess a Masters Degree or a CAC or Licensure. Counselors will provide individual, group, and family counseling services in an outpatient setting; (2) Psychiatrist - the Psychiatrist will be responsible for providing consultations and reviewing treatment plans. This position would be on a fee for service basis. COGI is an equal opportunity employer. We offer a competitive salary and excellent fringe benefits. Please send inquires to: Clinical Outcomes Group, Inc. 307 North 2nd Street, Pottsville, PA 17901.

Maternal and Child Health Consortium of Chester County (MCHC) is seeking a Director with the experience and leadership ability to manage our largest initiative the *Healthy Start Program*. This Program annually provides prenatal, home visiting, and case management to over 1000 parenting and pregnant women in the County. Please visit www.templenest.org for links to the complete position description. Candidates should email their resume, cover letter (stating salary requirements), and a writing sample (e.g. a report including a program description and relevant data; a logic model; an operations policy developed to implement a program) to: bturner@hrinnovationsllc.com. No phone calls please.

*Any Pennsylvania Nonprofit can place a **FREE** job announcement in the Temple NEST Nonprofit News. Forward the job title, description, application procedures, deadline and contact information to: Jennifer Ryan Melochick, Research Analyst at jennifer.melochick@temple.edu*

Upcoming NEST Events & Trainings:

- Tuesday June 10, 2010: Basic Grant Writing; 1PM – 4PM, Temple University Harrisburg, Instructor: David A. Zanis, Ph.D., cost is \$20
- Tuesday July 13, 2010: Essentials of a Nonprofit Website; 9AM – 12PM, Temple University Harrisburg, Instructor: Chad Harnish, Temple University Harrisburg Network Administrator, cost is \$20

For more information about any of the Temple NEST trainings visit www.templenest.org. To register for a NEST workshop, please contact Tia Gilbert-Beverly at tia@temple.edu or call 1.866.769.1860.

About the NEST:

Temple NEST provides nonprofit organizations with an independent, research-based approach toward increasing program effectiveness and organizational capacity. Based in Temple University Harrisburg, the NEST serves Eastern and Central PA.

The Temple NEST is designed to assist nonprofit and governmental human services in developing the capacity to effectively serve their communities through best practices in management, research and training. NEST brings together the expertise and skills of Temple University's faculty, staff and students with local service providers thus enabling them to better serve their clients through innovative and research supported intervention approaches.

NEST services are customized to meet the needs of individual agencies and community groups. The NEST can assist agency staff and/or board members in assessing their community needs, grant writing, management and board training, program design and outcomes evaluations.

Visit the NEST on the web at www.templenest.org or call 1.866.769.1860

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