

Nonprofit News

A Service of the Temple NEST

Nonprofit Evaluation Services and Training Center

Temple University Harrisburg

www.templenest.org



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NEST Nonprofit News

Welcome to the Fall edition of Temple NEST's **Nonprofit News**. We hope you find this to be a valuable source of important 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. Our website is updated weekly with new funding opportunities, helpful websites, events and opportunities all tailored to the specific needs of the nonprofit community. Nonprofits can post job opportunities, trainings, conferences, news and announcements...at no cost in our newsletter and on our website. Submit your announcement and contact information to: tuh@temple.edu.

The theme of this edition of **Nonprofit News** is social entrepreneurship. A social entrepreneur really is a visionary; someone who develops a traditional business (profit-driven) approach to solve or alleviate a social problem or condition. The social entrepreneur depends on and measures success by the improvements in human capital, not just the bottom line. While it is true that any form of entrepreneurship does need some degree of financial success to move forward, social entrepreneurs funnel prosperity into communities and populations in need or overlooked by other social programs. The issue of **Nonprofit News** is proud to share the story of a local social entrepreneur, Andrea Stoner Lehman, MSW, and how an idea transformed not only the author, but her community. Please forward your stories connected to social entrepreneurship to the NEST at tuh@temple.edu.

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From the Director's Desk: Philanthropy should invest in Social Entrepreneurship

Social Entrepreneurship is a business initiative established by a nonprofit organization designed with two purposes: (1) to raise revenue that could be reinvested back into the nonprofit agency and (2) to meet a niche consumer need. Investing in social entrepreneurship is a strategic opportunity for funders to help nonprofits develop an ongoing revenue stream toward organizational self-sufficiency. Social entrepreneurship should be encouraged and rewarded by funders. Examples of nonprofit business initiatives include: product sales; training; consignment shops; greenhouses, recreation, physical fitness, etc. Often clients served by the agency are given opportunities to develop employment skills and become independently employed.

Success of a social entrepreneurship initiative is similar to success in the for profit sector. A sound business plan is necessary. In fact, nonprofits will compete with for profit organizations. Competition is a healthy concept in an evolving society and results in service quality based on price. In the long run, success is determined by the consumer based on utilization of service.

Organizational success is often based on the capacity of the nonprofit to raise revenues and reinvest these revenues back into service delivery. If logic holds true, organizations that reinvest their profits back into their business will achieve success. Social entrepreneurship is an important survival tool for nonprofit organizations. Governmental support is unable sustain the growth of the nonprofit sector. Nonprofit organizations need to establish strategic partnerships that generate revenues which can be reinvested to meet a community and organizational need. All nonprofits have the capacity to diversify revenue streams and a business venture can be a profitable investment.

Philanthropy that encourages social entrepreneurship is essential to the growth of the nonprofit sector and addressing societal needs. Community Foundations, United Ways, Corporate Foundations, and individual philanthropies should invest in nonprofit entrepreneurship and reward nonprofits that maintain such initiatives.

Dave Zanis, NEST Director, dzanis@temple.edu

Feature Article: Lancaster Creative Reuse: My Path from Consuming Idea to Realized Project

Andrea E. Stoner Leaman, MSW, NEST Guest Contributor

Late last summer, through a convergence of circumstances, I learned about creative reuse centers (CRC): Places where community excess (business overstock, seconds and scraps, as well as individual craft stashes) are collected and made available at low cost to anyone who can use them for creative purposes. Things that may otherwise, for convenience, be thrown away, instead become a resource for youth organizations, schools and families.

I did some preliminary research and learned that there was currently only one CRC in Pennsylvania—Pittsburgh Creative Reuse—and that the closest to Central Pennsylvania were more than three hours away. I live in Lancaster County where thriftiness, practicality and creativity abound. “This is the place!” I thought, and set out to make it happen.

The Passion

I was taken aback by how consumed I was by this idea. This passion motivated research and forward momentum like few other factors could. It also had the benefit of being infectious.

Research

At the time, I was pursuing my Masters of Social Work at Temple University Harrisburg, with a focus in Management and Planning. I was lucky to be able to incorporate research into papers for my management classes. Additionally, the insight and advice from my professors was and is invaluable. I did an extensive study through Fall 2009 to learn: How many creative reuse centers are there? What model do they operate on? What are their expenses? How are they funded? What factors contribute to success or failure? I corresponded with a number of center directors, including two with knowledge of centers that had gone under.

I learned almost all the centers are nonprofits, two-thirds on their own, and a third as a part of another nonprofit. The guiding advice I gained was to start small—to take one manageable step at a time. This was also reflected in the timelines I read of the larger centers. Ones that are now 7-day-a-week 23,000 square foot warehouses once began in a room in a church basement, open one day a week, with only volunteers. Additionally I was told repeatedly: “Rent will kill you.” I was encouraged to explore the options of low or no cost space.

Understand the local partners

The next step was to begin to talk to organizations in Lancaster to discover how best a CRC would fit in to the local context. I was again lucky to make time available for this by incorporating beginning this nonprofit program into my practicum hours at TUH. Through these meetings two important points emerged: 1) The advice was that instead of starting our own nonprofit program at this time, that funders appreciate collaboration. We were encouraged to find an existing nonprofit we could operate under. 2) Space: Our largest need, which seemed unlikely, was a large amount of space (the smallest CRC is 1000 sq feet) at a low cost. Several persons directed us to a new project happening in town. A theater was taking over a large old building and desired to turn it into a cooperative center that provided affordable space to arts, community and environmental organizations.

Find the other passionate people

In early fall 2009 I got connected with another woman with the same dream, by making sure I always left my contact info with anyone I talked to about the project. In mid-spring 2010 we decided to convene a group of those we had seen had a similar passion in the project. Most of this group of about eight knew me, but did not all know each other. This group met several times through the spring to begin to form the shape of the center.

Fiscal Sponsorship

We approached a Lancaster arts organization to explore partnership. They felt our missions were compatible and agreed to consider working with us. I researched what fiscal sponsorship entails (the resources on the Foundation Center website were very helpful), and in late May we discussed together what a contract would look like. This relationship allows us to focus on program start up, rather than the details and regulations of nonprofit formation. Additionally, we may apply for grants through them, a process that would have been delayed until we were granted nonprofit status. Lastly, we gain expertise and advice through the legal and nonprofit representatives on their board.

Income

We ran a small fundraising drive among the people we had connections to as a committee. This has allowed us to cover some start-up expenses until store income can contribute. I learned after this drive that “People give to people, not projects” and this was reflected in who responded—those who were strangers who had only been briefly introduced to the idea did not choose to participate. We applied for a local grant and will learn this month if we received it.

Social Media

When opening was in sight we began a Facebook page. This provided information and pictures. Each committee member shared it with their networks and interest spread. We specifically waited to start the page so that interest wouldn't wane with inaction.

Manageability

We looked at ourselves as a group of volunteers, our other commitments and decided we could manage being open one day a week and one weekend morning, as well as First Fridays. Some of us are home with children and others are between jobs, which allows for the time to work on this project. Administrative details are worked on from home. With the low rent this allows us to not be overwhelmed, while still able to grow as interest and partnerships develop.

Lancaster Creative Reuse opened on August 6, 2010. Community interest and support has been strong. We began as a low-cost art and craft supply store, and have added a workspace where children can create with the scraps available. The future could hold workshops, birthday parties, summer camps, field trips, etc. We want to increase the community's access to the arts by making supplies affordable. Constant evaluation of our goals and outcomes will be crucial to understanding our community impact.

Andrea can be reached at LancasterCreativeReuse@gmail.com.

Research: Entrepreneurism in Private vs. Nonprofit Sectors

The notion of an “entrepreneur” is usually associated with business enterprises. That is, an individual, or small group of individuals, come forth with some kind of innovation and bring it to market. Typically, they also assume the risks for carrying out the venture. Presumably, they are induced to take such risks for the anticipation of monetary rewards. What makes the whole thing work is a marketplace of problems and opportunities. Other factors contribute as well, such as the access to information, the barriers for entry into a market, and the ability to recruit others (investors) to share risks. We could add, entrepreneurial ventures usually start as some kind of “local” initiative (if only because there is an embryonic phase).

In the nonprofit sector, similar ingredients exist, but perhaps in different proportions or priority. There is a field of problems and opportunities. There are innovators who devise new ways of addressing these issues and take risks in the form of career opportunity costs. There are others (funders, donors, and volunteers) who provide resources and share the risks. There are needs for and means for disseminating information. There are barriers to entry in the form of regulations, zoning, and requisite financing. And, again, there is usually some local initiative that is essential to bringing an innovation into existence. It's not a stretch to presume that entrepreneurship is a driving factor in the nonprofit sector as well.

So, what's the difference? Some might wonder if ethical considerations distinguish the two. Typically, ethical standards are very explicit in the nonprofit sector as principles of organizational charter, written codes of ethics, and terms of agreement for grants and contracts. This exists in the private sector as well, though, especially among the professions, such as financial planner, accountant, doctor, lawyer, engineer, etc. Even in the more general fields of private enterprise, however, notions about shareholder rights, reputation, branding, customer satisfaction, social responsibility, and public good will be prominent considerations among entrepreneurs (see Harris et al., 2009; for review of ethics and entrepreneurship).

Many would probably conclude that *purpose* is the distinguishing factor. As the reasoning goes, the purpose of private sector entrepreneurship is making a profit. Whereas, the purpose of nonprofit sector entrepreneurship is to make a community-wide benefit. One seeks to make money and the other to do good deeds. The truth is not as monochrome as this suggests. As Russell Ackoff (1980) points out, making a profit is not the purpose of business, it is a requirement. When you're out of cash, you're out of business. This axiom applies to the nonprofit sector as well. For all intentions, good or ill, money is a critical bottom line for both sectors as a matter of existence. It has to be done, but beyond that basic necessity, money doesn't fully explain why people do it.

If making money is not the purpose of either, then what is? The answer lies in what they wish to do with the money. Entrepreneurs in the private sector probably have narrower, self-interested, purposes in mind, such as quality of life, status, sphere of control, and access to opportunities. Selfish as these things seem, the majority of the world's philanthropic largesse actually comes from these entrepreneurs, ultimately. And, entrepreneurs can only succeed in their ventures if they manage to provide the public with new and better ways of having what they want or need. Nonprofit entrepreneurs seek a wider purpose focused on community-wide quality of life, status, sphere of control, and access to opportunities. Some of these benefits accrue to the entrepreneurs personally, but generally it's a more selfless pursuit. In return for such self sacrifice, the nonprofit entity is exempt from taxes.

Overall, the similarities far outweigh the differences. According to Austrian economist, Carl Menger (1981), there are four aspects to entrepreneurial activity: (1) They actively obtain information about the situation, especially long term. (2) They make calculations of feasible efficiency/effectiveness. (3) They make *acts of will* that assign goods/services of higher order to particular production processes. (4) They supervise the execution of that production process. If they make a true profit, it means they have exceeded the current supply-demand-price equilibrium. They have changed the marketplace by offering a better “mousetrap.” Competitors, who do not measure up to the better mousetrap, lose their profits, and it's “out of cash, out of business.”

In the long run, the same things happen in the nonprofit sector. What's missing is the distinctly clear outcome measure; i.e., profit. The very word, “profit,” is eschewed. After all, they are “nonprofit.” But the making of better “mousetraps” occurs in the nonprofit sector and it shapes the selection of winners and losers, survivors and non-survivors. There is a supply-demand-price equilibrium even in community-wide purposes. To declare nonprofit status does exempt an entity from taxes, but it does not exempt an entity from economic market forces.

The chief difference between private and nonprofit sectors regarding entrepreneurship is that many nonprofit practitioners seem reluctant to recognize themselves as entrepreneurs. And, consequently, they often fail to develop and exercise the skills of an entrepreneur. Entrepreneurs are always hungry for market data, have active R&D programs, and they evaluate everything continually. They are keenly aware that everything is dynamic. And, they see themselves as one of the forces that causes those dynamics, rather than a passive responder.

In an earlier article, the NEST featured a study by Carman & Fredericks (2010) which compared nonprofit agencies according to the caliber of their evaluation activities. A major finding was that those nonprofit agencies that possessed well developed evaluation programs closely connected with management initiatives fared much better on all counts compared to those who merely conducted evaluation because a funding source mandated it, or those who did not conduct evaluations at all. Those successful nonprofit agencies were adopting the repertory of entrepreneurs. The message is clear. Take control of your destiny and embrace entrepreneurship. And entrepreneurship is advanced by research, evaluation, quality assurance, and certain styles of leadership which promote innovation – a topic for next month.

Carman, J.G. & Fredericks, K.A. (2010). Evaluation capacity and nonprofit organizations: Is the glass half-empty or half-full. *American journal of evaluation*, 31(1), 84-104.

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Harris, J.D., Sapienza, H.J., & Bowie, N.E. (2009). Ethics and entrepreneurship. *Journal of business venturing*, 24, 407-418.

Menger, C. (1981). *Principles of economics*. Trans. James Dingwall and Bert F. Hoselitz. New York: New York University Press.

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New RFPs and Funding Opportunities for Nonprofits in Pennsylvania:

- **Dollar General Literacy Foundation Announces Waiting List Reduction Grant Program**

Deadline: September 30, 2010

The Dollar General Literacy Foundation has announced that it is accepting applications for its waiting list reduction grant, a new program. Responding to increased demand for adult literacy services, the new grant program is designed to help nonprofit adult literacy organizations remedy their waiting list issues and get more students involved in educational programs sooner. The waiting list reduction grant will help literacy programs find ways to immediately engage potential students in learning activities. To be eligible, nonprofit organizations must provide direct service to adults in need of literacy assistance in one of the following instructional areas: adult basic education, GED diploma preparation, or English as a second language. The maximum grant amount is \$10,000. The complete RFP can be found at <http://www.dollargeneral.com/dgliteracy/Pages/WaitingList.aspx>.

- **Microsoft Elevate America Announces New Employment Services Grant Initiative**

Deadline October 8, 2010

Microsoft Corporation has announced the launch of the Elevate America community initiative, a new grant program to support nonprofit organizations offering employment services, including technology skills training and job placement, in local communities across the United States. The initiative is the latest extension of Elevate America, which was launched in 2009 to provide people across the country with no- and low- cost access to the technology they need to find employment. Grants will be allocated through a Request for Proposal process which invites nonprofits to share their plans for partnering with Microsoft on creating successful, scalable programs that respond to the twenty-first century skills training and employment needs of people across the U.S. For this initiative, the company has a particular but not exclusive interest in working with partners focused on the needs of women and young workers (ages 18-25). Successful grant recipients will be funded to provide individuals with the support they need to find employment. The services provided by grant recipients to ensure a fully supportive experience for participants must include technology skills training, job placement, and strong employer connections and may also include career counseling and other support services such as childcare, transportation, and housing. Grant applicants must be U.S.-based tax-exempt 501(c)(3) nonprofit organizations and their partner organizations, which may include workforce agencies, community colleges, labor organizations, and other nonprofit organizations. Complete grant program guidelines and an eligibility survey for nonprofit organizations are available at <http://www.microsoft.com/about/corporatecitizenship/en-us/community-tools/job-skills/Community-Initiative/>.

- **Mary Byron Project Invites Entries of Innovative Domestic Violence Programs for Celebrating Solutions Awards**

Deadline: November 29, 2010

The Mary Byron Project created the annual Celebrating Solutions Awards program to honor innovative programs that demonstrate promise in breaking the cycle of domestic violence. MBP typically presents four awards of \$10,000 each to pioneering programs that can serve as models for the nation. These are awards for accomplishments, not grants for future projects. Recipients are not required to render any further services as a condition of receiving a Celebrating Solutions Award. To be eligible for the award, a program must address the issue of domestic violence and be part of a U.S. nonprofit with 501(c)(3) status under the internal revenue Code or a government agency. Both the nominated program and the institution must have been operating for a minimum of three years. The program should be replicable, or, if it is national in scope, should have applications for individual communities, regardless of their size or ethnic population. Organizations operating outside the United States or a U.S. territory are not eligible. Visit the Mary Byron Project Web site at <http://marybyronproject.org/CelebratingSolutions.html> for complete program guidelines and application forms.

Nominations for the Nonprofit Innovation Awards are open for 501(c) 3 organizations that are located in and serve the Central Pennsylvania region.

This fourteenth annual program rewards creative organizations of all sizes and their executives for demonstrating innovation in their daily operations. Up to 35 finalists will be selected for recognition in five categories:

- Brand Identity/Unique Marketing Campaign
- Collaboration
- Management Operations
- Programs
- Nonprofit Leadership Excellence

ELIGIBILITY REQUIREMENTS:

- Recognized by the IRS as a 501(c)(3) organization
- Located in one of the following counties: Adams, Cumberland, Dauphin, Lancaster, Lebanon, Perry, and York
- Innovation was implemented no earlier than January 1, 2008

*Please note: Statewide nonprofit organizations are NOT eligible as this is a recognition program for the Central PA region only.

A judging panel will determine the finalists; and winners will be announced at the awards breakfast in February 2011. The winner of the Nonprofit Leadership Excellence category will receive a check for \$1000 made payable to his/her organization and the winners in each of the remaining four categories will get checks for \$2000 to continue their organization's work in the Central PA community. Please visit www.CentralPennBusiness.com/events to submit an entry, download the nomination form or for more information about the awards. DEADLINE to nominate is Tuesday, October 19, 2010 at 5pm. Questions? Contact Colleen Jones at 717-236-4300.

Please Join TEMPLE NEST in bidding farewell to Jennifer Ryan Melochick

It is with a sad heart that Jennifer Ryan Melochick, research analyst, and our Nonprofit News editor, producer, staff writer, technical assistant, and any other possible job function is leaving the Temple NEST. She will be greatly missed and we wish her great success in her new position with Clinical Outcomes Group, Inc.

Nonprofit Job Announcements:

The **Ned Smith Center for Nature and Art** in central Pennsylvania seeks an Executive Director with direct professional experience in key aspects of the Center's core mission - bridging the worlds of the arts and natural sciences, in celebration of both - and who brings significant fundraising and demonstrable management background.

The Ned Smith Center, which houses a \$2.5 million wildlife art collection in a gallery/educational facility on 500 wooded acres, is in the fifth and final phase of an ongoing campaign to build and endow a \$5 million performance amphitheater. The Center maintains a robust adult and youth educational program, conducts ground-breaking wildlife research, and hosts a thriving arts community, including a resident theater company and collaborations with regional symphonies and ballet troupes. The Center seeks a visionary leader who embraces the importance of connecting people, nature and the arts.

To apply, please submit a cover letter, résumé and references prior to Oct. 11, 2010, to directorsearch@nedsmithcenter.org, or by mail to Mr. Bruce Walter, Ned Smith Center for Nature and Art, 176 Water Company Rd., Millersburg, PA 17061. (Electronic submissions preferred.)

Cleve J. Fredricksen Library, Camp Hill, PA is look for a part-time Development Coordinator. Reporting to the Library Director, the Development Coordinator is directly responsible for planning, implementing, communicating and evaluating all fundraising efforts. The position is also responsible for two fundraising events (5K Library Loop and Birdie-for-Books) annually. This position coordinates the fundraising efforts of the Board of Trustees, and works with the Development Committee and the Director to strategize the development effort. Development Coordinator supervises the 15 hr/wk Development Assistant.

Required: Bachelor's degree, 2 years experience in development with non-profits, computer competence using Microsoft Office software, excellent oral and written skills. Preferred: Masters degree, proven record of designing and implementing a successful comprehensive development plan, grant experience, CFRE or ACFRE credentials.

Hours: 30 hours/ week. Starting salary: \$19.00/ hr. Applications & job descriptions available at the Fredricksen reference desk, East Pennsboro circulation desk or www.fredricksenlibrary.org (The left hand side bar click "About Fredricksen" and click "Work with us at Fredricksen")

Return completed applications to the reference desk or mail to Human Resources Coordinator, Cleve J. Fredricksen Library 100 N. 19th St.; Camp Hill, PA 17011. EOE

P.R.O.B.E., Lebanon, PA, has two positions available. Interested applicants should send a cover letter and resume to P.R.O.B.E., 815 Cumberland St., #206, Lebanon, PA 17042 by September 24, 2010.

1. Counselor to provide career guidance and supportive counseling in a program serving single-parents/displaced homemakers/individuals in transition in Dauphin/Cumberland County. Empowerment counseling model used. Full-time position; primarily daytime hours with some evenings required to facilitate support groups and periodic evening classes. Basic computer skills and a familiarity with business software a necessity. Valid driver's license and reliable transportation required. Bilingual abilities (Spanish-English) considered a plus. Qualifications: Bachelors degree in social sciences, psychology, human services, or other related program preferred. Student in a related field considered. Credit will be given for life experience and community service. An Equal Opportunity Employer.

2. Bi-lingual (Spanish-English) Assistant Counselor to provide career guidance, financial education and supportive counseling in a program serving single-parents/displaced homemakers/ individuals in transition in Lebanon County. Empowerment counseling model used. Part-time position; primarily daytime hours with some evenings required to facilitate support groups and periodic evening classes. Basic computer skills and a familiarity with business software a necessity. Valid driver s license and reliable transportation required. Qualifications: Bachelors degree in social sciences, psychology, human services, or other related program preferred. Associates degree or student in a related field considered. Credit will be given for life experience and community service. An Equal Opportunity Employer.

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; (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.

Temple NEST is seeking a full time Research Coordinator. This position is responsible for assisting NEST with evaluation workshops and trainings, evaluation contracts, collecting data, maintaining databases, newsletter production, and contract management. Qualifications include a bachelor's degree, master's preferred. Competitive salary and excellent benefits. Please email dzanis@temple.edu for more information.

*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 the Temple NEST at tuh@temple.edu*

PA Nonprofit Events, Trainings and Networking Opportunities

- **2010 Capital Region Basic Needs Summit**

Wednesday, October 27, 2010

9:00 a.m. to 4:00 p.m.

New Hope Brethren in Christ Church, Harrisburg, PA

Plan to attend the 2010 Basic Needs Summit this fall. This event provides a forum for front line workers and supervisors to discuss the growing demands from individuals and families for assistance with basic needs and where to find resources to meet these demands. The summit is facilitated by United Way of the Capital Region. We will have limited space for exhibits and displays from our non-profit community. More details will follow with the registration information. Registration information will be available in September. Space will be limited.

- **CRAM 2nd Annual Crime Prevention Brunch**

Christian Recovery Aftercare Ministry, Inc.

Empowering Ex-Offenders...Promotes a Safer Community

Saturday October 9, 2010

10:00 AM - 12:00 PM

Shiloh Church of God in Christ

(Social Hall - Lower Level)

5050 Derry Street

Harrisburg, PA 17111

Partnerships & Collaborations

Join us in the fight to reduce recidivism, enhance community responsibility, utilize resources and create opportunities.

- **Volunteers Needed**

The *CONTACT Helpline* needs phone room volunteers.

For almost 40 years, CONTACT has provided 24 hour 7 day a week health and human services information and referral. We offer an extensive 55 hour training that will not only prepare you to make a difference in your community, but will help your personal communication and listening skills as well. For more information, [[click here|www.contacthelpline.org](http://www.contacthelpline.org)] or call (717) 652-4987.

Upcoming NEST Events & Trainings:

- Tuesday October 5, 12, and 19, 2010: Advanced Grant Writing Workshop Series (3 sessions); 9AM – 12PM, Temple University Harrisburg, Facilitator: David A. Zanis, Ph.D.; cost is \$50.00
- Tuesday November 2, 9, and 16, 2010: Building Evaluation Capacity Workshop Series (3 sessions); 9AM- 12PM, Temple University Harrisburg, Facilitator: Barry L. Nazar, DPA; cost is \$50.00
- Thursday November 4, 2010: State Charity Registration Laws Webinar with guest Tony Martignetti, Esq., Martignetti Planned Giving Advisors, LLC; time and log-in information TBA; FREE to PA nonprofits

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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