

Nonprofit News

A Service of the Temple NEST

Nonprofit Evaluation Services and Training Center

Temple University Harrisburg

www.templenest.org



Summer 2010
Volume 2, Issue 4

NEST Nonprofit News

Welcome to the Summer 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. Nonprofits can post job opportunities, trainings, conferences, news and announcements...at no cost in our newsletter and on our website. Submit your announcement, along with a contact person/ information to: Jennifer Melochick, jennmelo@temple.edu.

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From the Director's Desk: *Do you choose the training or does the training choose you?*

Have you ever received a brochure announcing a training program and thought that it would be interesting to attend? Sure, we all have, and we have probably attended some of the trainings only to walk away disappointed. In reality, we fell prey to an organization that makes their money selling information. This is not to say that training is unimportant or ineffective. Nonprofits must invest in training to meet their mission and to increase the quality of services provided to their constituencies. Managing how we provide training opportunities to our staff is an organizational investment and a responsibility. Selecting the appropriate training should be determined by need, not by happenstance brochure. Training should be undertaken when it is needed, not based on a company policy that requires every employee receive 40 hours of training per year. Training is more useful when the individual or organization identifies the need and then strategically plans a training event to meet the need. Often we can substitute another name for training.....consultation. Consultation is a proactive approach to contracting with an individual or organization to learn how to perform a specific task. Consultations can be tailored to meet the individual's needs, whereas many trainings are general in nature and may not be specific to your organization. Training programs and consultation services are best when delivered by individuals who have designed the technique, and applied the approach in practice many times and have evaluated their own practices toward quality improvement. Good trainings should not be a one-time event. Seek training (consultation) from individuals and organizations that promise continued technical assistance and follow-up. Investment in consultation is far superior to sending staff to a training event. Arguably the best approach to identifying a trainer or consultant is to contact a person who has performed research on the subject. Most researchers are more than willing to share information, engage in conversation, and forward documents. Researchers want others to adapt and adopt what they have developed. Most science that has been developed is within the public domain because it was developed with federal funding (your tax dollars). A great source for training and consultation can be obtained, at low cost, and often free from local universities and colleges. A simple tip is to contact the authors of a research paper or program manual. Training is a proactive approach to building knowledge, not a reactive approach to a brochure.

By the way, please see our list of training opportunities at the end of this newsletter.

Dave Zanis, NEST Director, dzanis@temple.edu

Research: Evaluation Capacity in Nonprofit Organizations

A recent study reported in the *American Journal of Evaluation* (Carman & Fredericks, 2010) sheds some interesting light on the challenges posed by attempting to conduct evaluation. It also bears some very important implications about an agency's capacity to conduct evaluation. Those nonprofit agencies that become successful in implementing evaluation seem also to enjoy success in other areas pertaining to the well being and survival of the agency.

Carman and Fredericks observed 19 challenges in connection with implementing evaluation. The 19 challenges are ranked ordered by frequency of occurrence among the nonprofits surveyed as follows:

19 Challenges to Implementing Program Evaluation

Not enough time	68%	Funders requiring irrelevant info	24%
Not enough funding	51%	Staff resistance to data collection	22%
Not enough evaluation expertise	50%	Problems with evaluation design	21%
Not enough staff	49%	Data management issues	21%
Not enough trained staff	46%	Confidentiality issues	21%
Lack of affordable T.A.	36%	Lack of support from board	16%
Data collection issues	35%	Communication issues over results	12%
Lack of available T.A.	28%	Computer hardware problems	11%
Computer software problems	27%	Lack of leadership from Exe. Dir.	8%
Lack of support from funders	25%		

A search for patterns among these challenges and characteristics of the agencies; e.g., age, size, and service type, revealed little for explaining how these factors operate. Using cluster analysis, however, they were able to identify three categories of agencies, based on the prevalence and similarities of the challenges experienced. In follow up interviews with agencies from the three cluster groups, they observed some striking differences.

The table below summarizes their findings in comparing agencies on their relative success in implementing evaluation. The most successful agencies tend to link evaluation to larger management issues, report evaluation results to their board on a regular basis, and gather a wide variety of evaluative data. Agencies that experience moderate success in evaluation tend to link evaluation to external accountability requirements, seem to be unclear about what to measure and how to measure it, and look to computer systems as the necessary solution to the problem. Their boards also seem relatively uninterested in evaluation.

Those agencies that are least successful in implementing evaluation seem to regard evaluation as just another challenge among many management issues. They tend to have a distributed delivery system (multi-site) and poor resources for managing a decentralized reporting operation. This last group also appears to be overwhelmed by lots of other problems regarding human capital, stable funding, etc. Most agencies in this group were very large, which counters popular conception about size and the quality of evaluation activities.

Cluster 1 – few implementation challenges	Cluster 2 – some implementation challenges	Cluster 3 – many implementation challenges
Evaluation linked to broader management systems	Evaluation linked to external accountability requirements	Evaluation just one of many management challenges
Board is regular consumer of evaluation and performance measurement	Few board members interested in evaluation and performance information	Tend to deliver services at multiple program sites
Use evaluation to promote itself to itself and external stakeholders	Frustrated trying to figure out “what to measure” and “how to measure it”	Face considerable human capital issues and funding uncertainty
Gather many types of data, including process, outcome, and consumer satisfaction	Identify evaluation challenges in terms of inadequate computer systems/software	Lack the resources to develop and support a decentralized data entry system

The important differences in evaluation experiences derive from a combination of factors. Chief among these is the purposive context of the evaluation, as depicted by the agencies in cluster 1. Second, the need for information and communication technology seems to present a substantial challenge to many agencies, as depicted by the challenges facing agencies in cluster 2 and cluster 3. Size and age does not seem to explain differences between successful implementers and unsuccessful implementers. Agencies from all clusters seem to want for more expertise and technical resources in implementing evaluation.

This work is correlation research, so it cannot tell us whether evaluation leads to a strong agency or whether a strong agency leads to good evaluation. The association is strong, however, and the likely answer is that some underlying factors are common to both. That is, whatever an agency has to do in order to develop strong evaluation will also impact on the other strengths of the agency, and vice versa. Like the song about “love and marriage” and “horse and carriage,” you “can’t have one without the other.”

Carman, J.G. & Fredericks, K.A. (2010). Evaluation capacity and nonprofit organizations: Is the glass half-empty or half-full? *American journal of evaluation*, 3(2), 84-104.

Barry Nazar, Senior Research Associate, Adjunct Assistant Professor, Temple University, barrynazar@gmail.com

New RFPs and Funding Opportunities for Nonprofits in Pennsylvania:

National Fatherhood Initiative: Deadline: July 30, 2010. \$25,000 Capacity Building grants are now available. Expand your fatherhood program and increase your reach with these one-time \$25,000 grants. With support from the US Department of Health and Human Services' Office of Family Assistance, National Fatherhood Initiative announces the availability of 25 awards, each in the amount of \$25,000 for local community-based organizations, faith-based organizations, and other grass-roots fatherhood agencies. Visit <http://www.fatherhood.org/Page.aspx?pid=634> for the complete RFP.

AstraZeneca HealthCare Foundation Announces Connections for Cardiovascular Health Grant Program: Deadline: July 31, 2010. The AstraZeneca HealthCare Foundation has received a \$25 million charitable contribution from biopharmaceutical company AstraZeneca for Connections for Cardiovascular Health, a new program designed to help improve cardiovascular health in the United States. The program will award grants of at least \$150,000 to U.S.-based nonprofit organizations that are doing innovative work in the field of cardiovascular health. Applicant organizations should be engaged in work that addresses patient cardiovascular health issues, seeks to address an unmet need related to cardiovascular health in the community, responds to the urgency around addressing cardiovascular disease or conditions contributing to cardiovascular disease, and improves the quality of patients' and caregivers' lives in connection with the services provided and work done. Visit <http://www.astrazeneca-us.com/foundation/> for complete grant information.

Ruddie Memorial Youth Foundation is accepting Applications for Youth Program Evaluation Grants: Deadline: July 28, 2010. The Ruddie Memorial Youth Foundation has announced the availability of evaluation grants for innovative youth programs (birth to 25 years of age) to fund studies that document successful programs. Grants are designed to fund the evaluation of innovative youth programs or services with the purpose of identifying which programs and services are the most effective. The foundation seeks to support programs that are innovative and have a potentially replicable service concept; are offered by small or medium nonprofit organizations (operating budget of less than \$5 million); promote scholastic, professional, athletic, and/ or other excellence in youth; and provide youth with new opportunities for health, personal growth, and success in the greater metropolitan areas of Baltimore, Madison, Milwaukee, Philadelphia, San Francisco and Washington, DC. Visit <http://www.rmyf.org/> for complete details.

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.

CVS Caremark Community Grants Program Accepting Applications: Deadline: October 31, 2010. The CVS Caremark Community Grants program awards funds to nonprofit organizations for programs targeting children (under age 21) with disabilities, programs focusing on health and rehabilitation services, public schools promoting a greater level of inclusion for children with disabilities in student activities and extracurricular programs and initiatives that give greater access to physical movement and play. In additions, some contributions are made to organizations that provide uninsured individuals with needed care, in particular programs where the care received is of higher quality and delivered by providers who participate in accountable community healthcare programs. Applicants must be nonprofit organizations or public schools located in states with CVS pharmacy stores. Qualifying organizations are eligible for grants of up to \$5,000 each. Visit <http://info.cvscaremark.com/community/our-impact/community-grants/> for the complete RFP.

Important Website for Nonprofits: StayExempt.irs.gov

Want to brush up on your knowledge of exempt organization compliance requirements and ensure that your organization maintains its tax-exempt status? The IRS provides on-line training for tax-exempt organizations at www.StayExempt.irs.gov. The site includes a virtual workshop - web-based version of the popular Exempt Organization workshops - and a number of mini-courses on topics of interest to tax-exempt organizations.

Trainings for Busy Professionals: IRETA offers Free Registration for Webinar Wednesdays

- **Overview of Adolescent Co-Occurring Disorders**, Wednesday July 21, 2010 from 1PM-3PM (EST); Trainer: Dottie Farr, LSW,LADC, CCDP-D. The combination of substance dependence and mental health problems presents challenges to effective treatment and services. This presentation is designed for addictions professionals who provide services to children, youth, families and individuals where someone is suffering from addictive and mental health disorders. Register at www.ireta.org/webinar-wed-2010-07.html
- **Creative Problem Solving for Supervisors**, Wednesday August 25, 2010 from 1PM-3PM (EST); Trainer: Amy Shanahan, MS, CASAC. Participants will receive an overview of the Creative Problem Solving (CPS) model. The CPS tools can be used by individuals, teams, and substance disorder groups to help positively generate ideas that can be put into action. Methods to implement the components of CPS and creative thinking in the changing environment of the addiction field will be discussed. Register at www.ireta.org/webinar-wed-2010-08.html
- **Issues of Women in Addiction and Recovery**, Wednesday September 22, 2010 from 1PM-3PM (EST); Trainer: Sheryl Laffey, BsED, CAC. Traditional treatment, founded on the experiences of men, fails to address the core issues of women addicted to alcohol and other drugs. As a result, women often fail to get treatment, drop out of treatment early or, having completed treatment, are unable to comply with the established aftercare plan to maintain ongoing recovery. The webinar, designed to enhance the skills of participants who provide services to addicted women, explores the impact of both addiction and recovery on women. Specific needs of the population will be discussed as well as effective strategies for addressing those needs. Register at www.ireta.org/webinar-wed-2010-09.html

To learn more about IRETA (Institute for Research, Education and Training in Addictions, please visit www.ireta.org.

Nonprofit Job Announcements:

Office Assistant

Clare House, Lancaster, PA

Small non-profit is seeking a part-time Office Assistant. Experience working with the homeless and bilingual, English/Spanish preferred. Valid PA driver's license required. EOE. Send cover letter, resume and salary requirements by to: Clare House, 344 E. Chestnut St., Lancaster, PA 17602.

New Technology and Media Consultant

National Resource Center on Domestic Violence (NRCDV), Harrisburg, PA

The primary focus of the NRCDV is to provide comprehensive information, training and technical assistance to support community response to and prevention of domestic violence. Over a 3-month period, the NRCDV seeks an on-site consultant to accomplish the following tasks: (1) Conduct an assessment of current and potential use of existing and emerging technologies and media products (such as websites, social media tools, webinars, mobile technologies, etc.) to market and create access to the NRCDV's products, resources, and materials, and to engage a broad range of constituents; (2) Prepare an interim report with the results of such assessment, and a final new media strategy report with recommendations regarding how the NRCDV can better communicate with, engage, and inform the online community and the staffing, software, equipment and training needed to do so (3) Facilitate training sessions for staff on how to enhance current usage and gain new skills to incorporate existing and emerging technology and other media strategies into our current work (4) Assist in the ongoing updating of selected NRCDV websites and the integration of a broader set of new technologies and media products.

Project Completion Date: September 15, 2010. Submit cost estimate range, confirmation of timetable, and approach by June 7, 2010 to: Farzana Safiullah, Operations Manager, 6400 Flank Drive, Ste. 1300, Harrisburg, PA 17112; Phone: 1-800-537-2238, ext. 138; Fax: (717) 545-9456; Email: fqs@pcadv.org

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.

*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 July 20, 2010: Essentials of a Nonprofit Website; 9AM – 12PM, Temple University Harrisburg, Instructor: Chad Harnish, Temple University Harrisburg Network Administrator, cost is \$20
- Tuesday September 14, 2010: Framing Evaluation with Appreciative Inquiry; 9AM – 12PM, Temple University Harrisburg, Facilitator: Barry L. Nazar, DPA; cost is \$20
- 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

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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