

NONPROFIT MATTERS



Volume III, Issue I

Ist Quarter 2007

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CNP Staff

Angie Hatcher Sledge
Executive Director
angiesledge@cnpchatt.org

Jessica Crandall
CNP Manager
jessicacrandall@cnpchatt.org

Sarah Quattrochi
Volunteer Coordinator
saraq@cnpchatt.org

Financial Management, Board Development, and Earned Income Top the Center's Training Events for Early 2007

We are pleased to announce a compelling menu of training programs in the first quarter of 2007. The topics represented directly relate to the feedback you gave us in our recent questionnaires and online surveys. Register early! Don't miss these outstanding events.

order to protect your organization and staff, Sarbanes-Oxely's impact on nonprofit organizations (think it doesn't apply, it just might!) and much, much more! Don't miss this valuable day of focused, specialized attention to your organization's financial management.

Money Matters for Nonprofits Finally! A financial seminar in Chattanooga that speaks directly to the needs and questions of nonprofit organizations. Nonprofit CEO's, CFO's, board members and financial managers will benefit from this unique conference. Participants will learn how to avoid costly and embarrassing mistakes. Gain a better understanding of audits and how they can positively and negatively affect your organization, manage internal controls in

Presented by Tim Holmes, CPA, Petty & Landis, PC, William A. Acuff, CPA, CFE, Decosimo & Company, and Ladell McCullough, CPA, Henderson, Hutcherson & McCullough.

Vicki Clark Returning! Board Savvy CEO

Don't miss this advanced level training for CEO's and their board members. Vicki Clark will return to the Center for Nonprofits for this day long event focused on training CEO's in how to effectively work with their board.

Specific strategies will be discussed and participants are assured many "aha!" moments as they study the life cycle of nonprofit organizations.

See Training Events, Page 4

Money Matters for Nonprofits

Thursday, January 11, 2007
8:30 am—5:00 pm

Fee: By 1/5/07—Partners: \$70
Nonpartners: \$100

After 1/5/07— Partners: \$90
Nonpartners: \$100

Coming Soon—New CNP Website

The Center for Nonprofits will launch a new website in January using SiteNow. SiteNow is a product of Williams Web, a full service website development and design firm. With clients of all sizes, based all over the country, SiteNow is ideally suited to assist you with your organization's web development.

their usual non-profit rates. Visit their website at www.sitenowrightnow.com.

The Center's new site will boast a members only section that will be stocked full of the many resources you currently have to call or visit the Center in order to access. The site will also feature a community calendar to assist you with your organization's event planning. Watch your announcements for news that the site is live and ready for you to access.

Through a special arrangement with the Center for Nonprofits, Williams Web is providing **CNP members a discount of 20% off**

Course Information & Descriptions

Space is limited & advance registration required. Call 752-0300 to register.

VOLUNTEER MANAGEMENT CERTIFICATION SERIES

This comprehensive curriculum addresses every aspect of volunteer management. It was developed and perfected by a broad range of community organizations and volunteer managers through the Points of Light Foundation and represents the best practices in the field. Workbooks accompany each of the 8 classes and serve as a useful reference by setting the standard of excellence in an organization's volunteer program.

Participants may choose to attend one, several or all sessions in the series.

Whether your program is formal or informal, if you manage volunteers the best practices presented in this training series will improve your volunteer program.

Following 28 hours of classroom training, participants can complete the certification exam to become a **Certified Volunteer Manager!**

Participating organizations have included: Tennessee Aquarium, Ronald McDonald House, Reflection Riding, Tennessee River Gorge Trust, Hospice of Chattanooga, Opportunity for Adult Reading, Adventa Hospice, Moccasin Bend Girl Scout Council, Southern Adventist University, Saving Little Hearts, Hutcheson Medical Center, Chattanooga Room In the Inn, Nancy's House, United Way of McMinn & Meigs Counties, and many more.

Instructor: Angie Hatcher Sledge
Fee for all 8 Classes: \$300/partners, \$480/non-partners
Individual Classes: \$50/partners, \$60/non-partners
Time: 9 am—noon

- TBA Course 1—Understanding Volunteerism
- TBA Course 2—Planning Your Volunteer Program
- TBA Course 3—Recruiting & Placing Volunteers
- TBA Course 4—Orienting & Training Volunteers
- 1/4 Course 5—Supervising Volunteers
- 2/1 Course 6—Evaluating Your Volunteer Program
- 3/1 Course 7—Engaging Volunteers from Low Income Communities
- 4/5 Course 8—Engaging the New Senior Volunteers

Volunteer Management Series is offered only in Athens this quarter. Training site: SouthEast Bank & Trust Community Room, 1878 Congress Parkway, Athens, TN.

If you are interested in taking the full series, please call the Center for Nonprofits. A new class is being formed and dates will be announced soon.

Register online at www.cnpchatt.org

Implementing your next great idea—Do you have a project that you want to put into action? Are you frustrated at being constantly distracted by administrative chores and requests? This session will teach you strategies that will help you clarify priorities, delegate efficiently, manage time successfully and put your ideas to work. Learn techniques for building coalitions and momentum behind your project, learn to create clear step-by-step plans of action and see your ideas become a reality in an often hectic work environment.

Instructor: Steve O'Neil
Date: 2/22 **Time: 10 a.m.—noon**
Fee: \$30/partners **\$55/nonpartners**



Grant Writing—This survey course has been expanded an extra hour in order to help you understand the complete picture of grant making. Participants will study the entire grant writing process from research, contacting funding sources, describing your project, preparing a budget and budget narrative, and reporting procedures. Participants will critique actual grant proposals and utilize online research tools. If your job involves any aspect of the “grant world” this class is for you.

Instructor: Angie Hatcher Sledge
Date: 3/06 **Time 1—4 p.m.**
Fee: \$30/partners **\$55/nonpartners**

Comments from Previous Participants...

- “I learned a great deal from the session.”*
- “I feel better prepared to assist in grant writing.”*
- “Great as usual! ...excellent pace, useful anecdotal references. Thanks! “*
- “Well explained answers to questions...”*



Orientation to the Center for Nonprofits-Learn what the CNP has to offer your organization. This class provides an overview of the services and programs offered through the Center.

Instructor-Jessica Crandall
Dates: 1/23 , 2/27 & 3/27 **Time: 10—11 a.m.**
Fee: Free!

FC Search Training—Using the Foundation Center’s searchable database, learn how you can access information from more than 80,000 private and public grant making institutions.

Instructor-Jessica Crandall
Dates: 1/23, 2/27 & 3/27 **Time: 11 a.m.—noon**
Fee: Free!

January 2007

1/3 SmartPEO Meeting, 3:00—4:30 p.m.
 1/4 *Supervising Volunteers, 9 a.m.—noon; SouthEast Bank Community Room, Athens*
 1/11 Money Matters for Nonprofits, 8:30 a.m.—5:00 p.m.

1/23 Orientation to the Center for Nonprofits 10—11 a.m.
 1/23 How to Use the Foundation Center Search, 11 a.m.—noon

February 2007

2/1 *Evaluating Your Volunteer Program, 9 a.m.—noon; SouthEast Bank Community Room, Athens*
 2/6 Board-Savvy CEO, 8:00 a.m.—4:30 p.m./Special Session for board members 8—10 a.m.

2/22 Implementing Your Next Great Idea, 10 a.m.—noon
 2/27 Orientation to the Center for Nonprofits 10—11 a.m.
 2/27 How to Use the Foundation Center Search, 11 a.m.—noon

March 2007

3/1 *Engaging Volunteers from Low Income Communities, 9 a.m.—noon; SouthEast Bank Community Room, Athens*
 2/27 Grant Writing, 1—4 pm

3/13 Earned Income for Nonprofits, 10 a.m.—noon
 3/27 Orientation to the Center for Nonprofits, 10—11 a.m.

Innovation—Shared Staff

“Together, joined in effort by the burden, they staggered up the last steep of the mountain. Together, they chanted One! Two! Three! and crashed the log on to the great pile. Then they stepped back, laughing with triumphant pleasure...”

-William Golding, *Lord of the Flies*

Always seeking new and innovative approaches to helping nonprofit organizations achieve their missions more efficiently and effectively, the Center for Nonprofits is pleased to announce it's newest and most innovative program—Shared Staff!

While taking the Volunteer Management Training Series, Julie Beach (Tennessee River Gorge Trust) and Margaret Fredrick (Reflection Riding Arboretum & Botanical Garden) commented that given their current work load and responsibilities, they did not see how they each had the capacity to implement a true, comprehensive, consistent and well-managed volunteer program.

This conversation led to a series of meetings with the Center where each organization's needs and commonalities were addressed. Lookout Mountain Land Trust joined in the discussions and the result is a truly innovative **collaborative project designed to increase the capacity of each organizations ability to recruit, train, manage and recognize their volunteers.**

Through this collaborative project, the Center for Nonprofits has hired Sarah Quattrochi to serve as the volunteer coordi-

nator for the these three conservation based organizations. **This is customer relationship, wherein the volunteer coordinator's sole purpose is to effectively establish and manage the volunteer programs for each organization.**

Designed as a three year pilot project, the concept includes carefully constructed goals and outcomes that will result in each agency reporting that: 1) all of their volunteer needs are met 2) they have a 60% volunteer retention rate 3) they have a combined cost savings of 1 1/2 times the total cost of the program 4) they have increased financial and inkind contributions 5) they are able to provide at least one service that they were not previously able to provide.

Funded in part by the Community Foundation of Greater Chattanooga, Benwood Foundation, Inc., Lyndhurst Foundation, and Tucker Foundation, the project's sustainability plan has the foundations' support decreasing each year as the agencies' contribution increases. By year four, the project will be fully self-supporting.

We expect this project is the first of many opportunities that the Center has to help nonprofits share common expenses and concentrate on doing what they do best—fulfilling their missions! If you have a need or idea that may help your organization run more efficiently, call the Center. We may be able to help you improve your operations.

CNP Partnership Comes with Benefits!

The Center for Nonprofits offers a wide range of services to help nonprofits improve their management skills and operate more efficiently. Partners of the Center benefit from these services with significant savings and perks. Become a partner and start benefiting today. Joining is simple—visit www.cnpchatt.org for a partner application or call (423) 752-0300 for more information.

<u>Annual Budget</u>	<u>Fee</u>
Under \$50,000	\$50
\$50,000-\$99,999	\$75
\$100,000-\$499,999	\$100
\$500,000-\$999,999	\$125
\$1,000,000-\$4,999,999	\$175
\$5,000,000 +	\$200

Training Resources— Enjoy a savings up to 40% off the Center’s high quality training workshops. Partners pay \$30-\$40 for most courses, compared to the non-partner rate of \$55-\$70. Partners also save on New Horizons Computer Training courses—regularly prices start at \$225, partners receive at least a 33% discount.

Consulting & Facilitation—Save 25% on consulting and facilitation services. The Center hosts an expert bank of consultants that can help your organization with strategic planning, organizational assessments, grant research and writing, fundraising and board development. Partners also receive discounted rates for facilitators to assist with retreats, mergers and focus groups.

Library Resources—Sponsored by First Tennessee, the CNP’s Resource Library is open to everyone, but members may check out books for up to two weeks.

Titles cover all aspects of nonprofit management including fundraising, grant writing, board development, volunteer management, strategic planning, and evaluation. The library is also a cooperating collection of the Foundation Center—allowing visitors to research more than 77,000 funding foundations.



Funding Announcements—Receive immediate funding notifications through the CNP email announcements. Additionally, the Center shares information on collaborations and other resources.

Marketing & Advertising—Tap into a significant segment of the nonprofit sector through the Center. Partners receive discounted advertising in CNP newsletters, emails and website. In addition, partners receive **free job postings** on the website and reach a large audience of skilled nonprofit professionals.

Organizational Assessments— Save 30% on agency analysis covering areas of organizational leadership (board and management staff), financial processes, strategic planning, resource development, marketing, outcome measurement, strategic alliances, social entrepreneurship, and volunteer management.

Website Design & Development —Save 20% from Site Now.

New Training Events (continued from page one)

Board members are encouraged to attend from 8:00—10:00 a.m. when the focus will be on their role in planning for CEO succession/transition planning, CEO evaluations and much more.

Board Savvy CEO
 Tuesday, February 6, 2007
 8:00 a.m.—4:30 p.m.
 Board Members & CEO’s—8:00 a.m.—10:00 a.m.

Fee : By 1/31/07
 Partners: \$135 for CEO’s/ED’s \$40 per Board Member
 Non Partners: \$ 175 for CEO’s/ED’s \$65 per Board Member

Visit cnpchatt.org for more details

The Foundation Center’s Course - Earned Income—Assessing Your Nonprofit’s Revenue Options

This course is currently only available in New York, Washington D.C. and now Chattanooga.

In the constantly changing world of donor acquisition and development, it is essential that nonprofit administrators consider every course of revenue development. Whether your non-

profit is considering an earned income opportunity or already pursuing one, this course outlines the real potential and possible pitfalls of developing this revenue stream. Through small group exercises, you’ll learn about the characteristics of successful earned income activities and assess the potential impact of such an undertaking on your current programs, management, and staff. With the knowledge and tools this course provides, you’ll be better prepared to develop a strategy or fine-tune an existing earned income program.

- Understanding earned income: what it is, how it’s obtained
- The importance of linking earned income activity to mission
- Brainstorming and evaluating earned income options
- An organizational audit; how it can help you identify earned income potential
- The role of a business plan

Each participant will receive two free books:
*Effective Economic Decision Making by Nonprofit Organizations &
 The Nonprofit Entrepreneur*

Tuesday, March 13, 2007
 8:00 a.m.—4:30 p.m.
 \$195 per person

Salary Survey Results!

Thank you to everyone who participated in our regional nonprofit salary survey. Results will be posted online when the new website launches in January. The report will be free to CNP members.

Congratulations to Patti Harris, Executive Director of Scenic City Women's Network. Scenic City Women's Network won a free one year CNP membership for completing the survey by the October 30 deadline.

New Additions to the CNP Library



Creating a Web Site that Works, A Guide for Your Business, Greg Pearson (Donated by Williams Web)

Thank you to Allied Arts of Greater Chattanooga for the following:

Making Direct Response Fund Raising Pay Off, Outstanding Fund Raising Letters & Tips, Jerry Huntsinger

Give to Live, How Giving Can Change Your Life, Douglas M. Lawson, PhD

The Leader of the Future, The Drucker Foundation, Frances Hesselbein, Marshall Goldsmith & Richard Beckhard

The Board Member's Book, Brian O'Connell

Targeted Fund Raising, Defining & Refining Your Development Strategy, Judith Nichols, CFRE

Marketing for Nonprofit Organizations, Philip Kotler

Have a specific training need? Call the Center for Nonprofits for *customized* training programs.

If you are interested in a specific training topic or course that is not currently offered, call the Center and let us know.

Once we have at least five committed participants we will schedule a class for you.

Visit the Center for Nonprofits website (www.cnpchatt.org) for a complete menu of topics.

Board Development

Chatt. Area Board Diversity Program
Developing a Committed & Engaged Board
Welcome to the Board! Now What?
Conflict on the Board! What To Do!

Fund Development

Planning for Fund Raising Success
Writing a Compelling Case for Support
Grant Writing & Research
Consultative Selling

Program Development

Solving Mysteries of Outcome Measures
Measuring Impact! Program Evaluation
Volunteer Management Series
Needs Assessments

General

Conducting Effective Meetings
Hire Not To Fire! HR Series
Conflict Mgt. for Supervisors
Strategic Planning

And Much, Much More!

www.cnpchatt.org

Have a training need or interest that isn't listed?

Let us know!

Through our network of resources we'll organize a custom event for you.

Center for Nonprofits - "*Empowering Nonprofits in Our Community*"

The Center for Nonprofits mission is to help nonprofit organizations operate more efficiently and effectively in achieving their missions. The Center for Nonprofits serves nonprofit agencies in Southeast Tennessee, North Georgia, and North Alabama. The Center provides general training workshops, custom tailored training programs, consulting and facilitation services, board development, and a resource library dedicated to nonprofit management.

Southeast Tennessee Chapter Association of Fundraising Professionals



2007 AFP Chapter Board

Janet Kelley Jobe, President
jjobe@ccsk12.com

Jennifer Nicely, Treasurer
Jennifer_Nicely@siskin.org

Patrice Hieb, Secretary
pehieb@southern.edu

Bill Bowen, CFRE
Past President
bbowen@alexianbrothers.net

Rae Young Bond, Ethics
rae@chattmedsoc.org

Dan Bowers, CFRE, Mentoring

Marianne Edwards,
Legislative/Government
mewards@fortwoodcenter.org

Patti Harris, Development
patti@scwn.org

Jane Kaylor, Professional
Development & Hospitality
jane@rmhchattanooga.com

Karla Kurtz, CFRE,
Membership
kskurtz@earthlink.net

Angie Hatcher Sledge,
Communications & TVFI Chair
angiesledge@uwchatt.org

**Post Your Job
Openings through AFP**

**Email brief
announcements to
angiesledge@uwchatt.org**

What Does It Mean To Be An AFP Member?

So what does it mean to be a member of AFP and the fundraising profession?

The roles and responsibilities of fundraisers have changed dramatically over the past several years. Fundraisers must now be well versed in public relations, community outreach, marketing, staff and volunteer management, Internet development, and strategic planning.

Fundraising itself has segmented into specialties, including planned giving and direct mail, and fundraisers must stay on top of changes in all areas.

But despite these changes, fundraising, at its core, remains the same. Fundraisers remain in the people business. As the old saying goes, people give to people. Fundraisers connect people with causes, with organizations, with volunteers, with donors, and with dreams and visions.

AFP members know this well, because they are committed to fundraising and philanthropy.

AFP members know that everyone -- everyone -- can make a difference in the world through philanthropy.

AFP members know that philanthropy is based on public trust and confidence in charitable organizations. To ensure the public trust, they must adhere to the highest ethical standards when working with donors.

AFP members know that with the evolution of their profession, continuing education is a priority. They must remain up-to-date so they can better serve their donors and their organizations.

AFP members know that certification is the most important way of demonstrating to the public their commitment to the profession and to the highest ethical standards.

AFP members know the importance of community -- of working alongside professional colleagues to discuss, debate, and solve daily challenges.

AFP members know that philanthropy is more than a job; it's a lifelong commitment.

If you are interested in joining the Southeast Chapter of the Association Fundraising Professionals, contact Karla Kurtz at kskurtz@earthlink.net or (423) 618-8225 for membership information.

AFP Welcomes New Member!

Hollie A. Daughtery
Public Education Foundation

January AFP Meeting “The Life Cycle of Nonprofits”

Where is Your Organization? Birth, Adolescence, Puberty, Maturity, Institutionalization?

Each age dictates the type fundraising and board involvement needed for success, and this session will help you as the development officer recognize the stage your organization is currently in and help you prepare for the sometimes painful next stage.

Board members will appreciate this training session, too.

Presented by David H. King, CFRE, Managing Partner & President of Alexander Haas Martin & Partners (AHMP). David has helped clients see **results** and directed annual, capital and endowment campaigns for AHM&P for almost 15 years. In addition to campaign direction, David conducts development audits, campaign strategy studies and provides counsel to help organizations prepare and plan for increased and **results-oriented** fund-raising success.

David has been in the field of nonprofit development for almost 20 years. Prior to joining Alexander Haas Martin & Partners, he served as Assistant Area Development Director for the United Negro College Fund, Inc. and was responsible for assisting UNCF with all fund-raising efforts in Georgia, South Carolina and Tennessee. He also served as Development Coor-

dinator for The Atlanta Union Mission.

A Certified Fund Raising Executive, David is the past President of the Board of the Greater Atlanta Chapter of the Association of Fundraising Professionals and serves on the Board of the American Association of Fundraising Counsel. He is a frequent presenter and lecturer and has authored articles featured in Fund Raising Management magazine including, “What Development Professionals Can Learn from Tyrannosaurus Rex” and most recently, “Does Your Fund-Raising Program Need a Tune-Up?”

David is a graduate of Georgia State University with a degree in psychology and graduate work in non-profit administration. In 2000, David was named one of Georgia Trend magazine’s 40 Under 40: Rising Stars in Business and Politics and was named one of Outstanding Atlanta’s “Outstanding Young People of Atlanta.”

Wednesday, January 24, 2007 11:00 am—1:00 pm

**Ronald McDonald House
Central Avenue at Third Street
Chattanooga**

Fee: Free for members; \$35 for non-members.

RESERVATIONS REQUIRED!

RSVP to Jane Kaylor by Monday prior to meeting
Call 423-778-4331 or email jane@rmhchattanooga.com

AFP’s “Every Member Campaign” at 95% of Goal!

We need your help! We are only 5% away from our goal. Please consider making your gift today to AFP’s Every Member Campaign and help us exceed this year’s goal.

Remember if we exceed our goal of \$1,400, 25% of total contributions will be given back to our chapter to carry out our Foundation’s mission here on a local level.

You can safely and easily pledge your support online at www.afpnet.org. Select "Make a gift" in the green "Quicklinks" menu and choose the "Contribute" link next to the "2006 Every Member Campaign.: Remember to choose the AFP TN, Southeastern Chapter. Thanks in advance for your support!

*Thank you to the following people
for your support of AFP*

Silver Medalist

Patti Harris
Janet Jobe
Karla Kurtz
Joy McKee
Ed Shafer
Angie Sledge

Bronze Medalist

Dan Bowers
Patrice Hieb
Jane Kaylor
Evonne Marler
Maria Matthews
Jennifer Nicely
Gail Pollock
Suan Robinson
Penny Sanders

AFP Mission Statement

AFP, an association of professionals throughout the world, advances philanthropy by enabling people and organizations to practice effective and ethical fundraising. The core activities through which AFP fulfills this mission include education, training, mentoring, research, credentialing, and advocacy.

THE CENTER FOR NONPROFITS

United Way's Center for Nonprofits

630 Market Street
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Chattanooga, TN 37405

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Don't Miss...

Financial Matters for Nonprofits

January 11; Presented by Tim Holmes, CPA, Petty & Landis, PC, William A. Acuff, CPA, CFE, Decosimo & Company, and Ladell McCullough, CPA, Henderson, Hutcherson & McCullough.

The Board Savvy CEO

February 6; Presented by Vicki Clark

Earned Income, Assessing Your Nonprofit's Revenue Options

March 13; Presented by The Foundation Center

An Innovative & Affordable Approach to Providing Employee Benefits

Finding affordable health insurance and providing competitive employee benefit programs continues to trouble almost every nonprofit.

One of the most frequently voiced concerns we hear at the Center for Nonprofits relates to providing affordable health care to your employees. There is not a quick and easy answer. Tragically, we have a health care crisis in this country. That is not to say, however, that nothing can be done.

This concept is a different, but innovative approach to a major issue facing every small employer!

We have recently been made aware of a new service through SmartHireHR. Their new division SmartPEO (*Premier Employment Options*) is an employee leasing service. **This concept is being used by other nonprofits around the country as a means of providing affordable health care and other employee benefits at rates only major employers receive.**

Through a co-employment relationship with the nonprofit and its employees, SmartPEO becomes the "employer." By

becoming the "employer" SmartPEO creates a large employee pool with real buying power with the major insurance providers.

This isn't the only benefit, however! SmartPEO will help reduce your administrative burdens like payroll, payroll taxes and personnel record-keeping. They can provide expert guidance in the areas of human resources, compliance, and safety, as well as minimize employee turnover with enhanced employee benefits. In many cases employer liability can be significantly reduced.

The Center for Nonprofits invited SmartHireHR to present an information session on this concept to area nonprofit administrators. Due to the interest that was raised from the first meeting, **a second information session has been scheduled for Wednesday, January 3 from 3:00—4:30 p.m.** The meeting will take place at the Center for Nonprofits, Community Room, 630 Market Street, Chattanooga, TN.

We encourage you to attend or to send a representative from your agency or board to this important meeting. This meeting is not just for Chattanooga nonprofits, but is **open to all nonprofit administrators in North Georgia, North Alabama, and Tennessee.**