



# Nonprofit Matters

Helping Nonprofits Fulfill Their Missions More Efficiently & Effectively

1<sup>st</sup> Quarter, 2008  
Volume V, Issue I

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*Southern Adventist University*

## Fund Raising School brings seminar to the CNP Reduced tuition & no travel costs make this training affordable!

By Angie H. Sledge

This spring, the Fund Raising School of the Center on Philanthropy at Indiana University will bring its high-level training on developing annual sustainability to the Center for Nonprofits.

prospect researchers, program officers, department heads and financial officers are all encouraged to attend.

From knowing how to use volunteers most effectively for your special event to soliciting major gifts on a yearly basis, this two-day course will help participants build a solid annual campaign fund. Participants will learn how to use the fundraising strategies that most appeal to their potential donors. They will also learn to create a broad, enduring base of supporters who will take each organization to its' annual funding goal. CEO's, development officers, annual fund campaign staff, board members, volunteers,

The training will be March 5 and 6 from 8:30 a.m. to 5 p.m. each day at the Center for Nonprofits. If you were to take this course at Indiana University, tuition plus travel and lodging expenses would cost an estimated \$1,489 (if you *drove*)! The Center is making it available for only \$450 for members or \$725 for non-members. Take advantage of this \$1,000 savings by registering today at [www.cnpchatt.org](http://www.cnpchatt.org)!

**Hot  
Button  
Issue**

### Your agency's map to success

By Sheila Moore

If you traveled anywhere over the holidays by car, you probably started your road trip with an exact destination in mind and a detailed road map that included the best way to get there in the shortest amount of time. Few of us have the luxury of time and/or resources to simply take off with a vague destination and "get there when we get there!"

see "Strategic Planning" pg. 5

### CNP Staff Contact Info.

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Lookout Mountain Land Trust Reflection Riding Arboretum & Botanical Garden Tennessee River Gorge Trust	

Visit [www.cnpchatt.org](http://www.cnpchatt.org) or call 423-752-0300 to register.

### EXECUTIVE MGMT. SERIES

*Each class may be taken individually for the fee listed below, or you may take the complete series for a discounted rate of \$140 for members or \$260 for non-members!*

**Exec. Mgmt. I:** “Key Responsibilities of Successful Nonprofit CEO’s” - The nonprofit CEO walks a fine line between managing the daily operations and keeping a visionary, governing board engaged. This course is a comprehensive overview of the chief executive’s responsibilities as they relate to the nonprofit field. The content is relevant to both new CEO’s and those seasoned professionals seeking to improve their performance.

Instructor: Angie H. Sledge

Date/Time: Feb. 5; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

**Exec. Mgmt. II:** “Building a Strong Working Relationship with Your Board” - Good boards don’t just happen. They are cultivated and “worked.” Your organization’s stability, effectiveness and even its image are largely shaped by the CEO’s working relationship with the board. This course will walk CEO’s through the various stages and steps of developing a solid working relationship with your board of directors.

Instructor: Angie H. Sledge

Date/Time: Feb. 26; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

**Exec. Mgmt. III:** “Coaching for Optimum Performance” - Learn how to set SMART goals, develop standards, design a performance appraisal system, and provide positive reinforcement as well as constructive feedback. Participants will leave with “coaching” techniques to optimize employee commitment and establish credibility as a leader.

Instructor: Sheila Moore

Date/Time: March 25; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

**Exec. Mgmt. IV:** “Strategic Planning” - This course will explain the process of specifying an organization’s objectives, developing policies and plans to achieve these objectives, and allocating resources to implement the policies and plans to achieve the organization’s objectives. Strategic planning is the highest level of managerial activity, usually for-

continued next column

mulated by the board of directors and performed by an organization’s Chief Executive Officer (CEO) and executive team. This course will also cover the basics of strategic management: its tools, its objectives, and implementation timelines.

Instructors: Angie H. Sledge and Sheila Moore

Date/Time: April 15; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

### BOARD GOVERNANCE SERIES

*Conveniently schedule after office hours, these courses are designed specifically for nonprofit board members.*

**Gov. I:** “Key Responsibilities of Nonprofit Boards” - Meaningful board experiences depend upon the ability of the entire board to work efficiently with purpose and direction. This course will examine thoroughly the ten primary responsibilities of effective nonprofit boards and provide valuable insight in how to improve and *even transform board operations!*

Instructor: Angie H. Sledge

Date/Time: February 12; 5:30-7:30 p.m.

Fee: \$40 members/ \$65 non-members

**Gov. II:** “Governance Committees- What, Why & How” - More than just nominating new members, governance committees provide the equivalent of preventive medicine to assure that the board is comprised of the right people at the right time. Further, this committee oversees board assessments, monitors productivity and impact and keeps the board operating within the confines of its bylaws. Governance committees are simply “good business,” and this course details how committees are structured to function successfully.

Instructor: Angie H. Sledge

Date/Time: March, 11; 5:30- 7:30 p.m.

Fee: \$40 members/ \$65 non-members

### GRANT WRITING SERIES

*These sessions may be taken individually at the rates listed or at the series rate of \$380 for members or \$650 for non-members.*

**Grant Series I:** “Grant Writing 101” - Participants will study the entire grant writing process, including: research, contacting funding sources, describing the project, preparing a budget and budget narrative, and reporting proce-

continued next page

Unless otherwise noted, all trainings are held at the Center for Nonprofits, 630 Market Street, Chatt.  
Find driving directions and parking information online at [www.cnpchatt.org](http://www.cnpchatt.org).

dures. 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 H. Sledge

Date/Time: February 14; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

**Grant Series II: “Grant Program Goals”** - This course will cover how to write clear goals and objectives, focusing on the important differences between goals and objectives. Participants will determine the methods the organizations will use to reach stated objectives. Participants will also learn how to write an evaluation plan in order to effectively demonstrate their program’s success. The course teaches you how to link goals, objectives, methods and evaluations in a way that will prove to funders how your program matches their stated requirements.

Instructor: Sherry Marlow

Date/Time: March 27; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

**Grant Series III, IV, and V:** This series continues into next quarter, with “*Budgeting for Grants*” on April 10; “*Advanced Grant Writing*” on April 22, 23, and 25; and “*Administering Grants*” on May 1. Visit [www.cnpchatt.org](http://www.cnpchatt.org) for complete course descriptions and to register.

### NATIONALLY-RECOGNIZED TRAININGS

**Benevon Session: “Engaging Your Board and Missionizing Your Events”** - This highly-engaged session combines two workshops! Learn a tested and proven formula for developing a steady stream of major donors who will give for operations, capital and endowment. Also learn to insert your mission into every event you are already doing to build relationships with mission-focused donors.

Instructor: Tammy Zonker, Benevon

Date/Time: January 31; 2 - 5 p.m.

Fee: \$40 members/ \$65 non-members (2007 TVFI attendees may attend this make-up session free of charge, but seats cannot be guaranteed for registrations made after Dec. 15, 2007)

**Indiana University’s Fund Raising School: “Developing Annual Sustainability”** - See page 1 for course description.

Instructor: Indiana University’s Fund Raising School

Date/Time: March 5 and 6; 8:30 a.m. - 5 p.m. each day

Fee: \$450 members/ \$750 non-members

### CORE CURRICULUM TRAININGS

**Developing Your Case for Support** - Often in our haste to spread our organization’s message (and ultimately raise critical funds) we fail to develop the most basic tool for success: the Case Statement. This vital document clearly defines the reason you are raising money and it inspires others to be actively involved in the fund development process. This class will take you through the steps of composing your own compelling statement.

Instructor: Angie H. Sledge

Date/Time: January 24; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

**Special Event Planning: AUCTIONS!** - Auctions have become a well-established method of raising funds. This course will take you through each planning stage from organizing volunteers, attracting sponsors, securing auction items, creating an auction catalog, generating publicity, conducting a live and silent auction and evaluating the event. Whether your goal is to raise \$5,000 or \$100,000, careful planning and precise execution of plans are always the keys to a successful event. Leave with reproducible forms and resources.

Instructor: Angie H. Sledge

Date/Time: Feb. 7; 9 a.m.- 12 p.m.

Fee: \$40 members/ \$65 non-members

**HR Boot Camp** - This day-long class begins with an overview of employment law, and ends with a panel discussion on HR trends and a Q & A session with local HR professionals. Topics covered will include: Basic HR law – from hiring to firing (and in-between); HR policies for nonprofits; ensuring organizational consistency; documentation; basics of performance management; and resources for HR management.

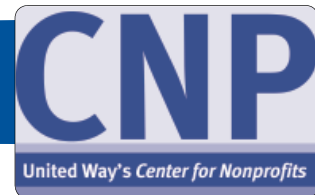
Instructor: Sheila Moore

Date/Time: Feb. 28; 9 a.m. - 3 p.m.

Fee: \$75 members/ \$125 non-members

It pays to be a...

# CNP Member





"Membership with the CNP has saved us thousands of dollars. Accessing resources through the CNP allows us to allocate our funding to programs that directly benefit our children rather than administrative costs."

- Jaime Melton,  
Development Director



## CNP members receive growing list of benefits & resources

- **Ability to check out books** from the  Nonprofit Resource Library  
CNP Library Sponsor
- **Access to free online resources** and help line
- **Discounted services** with list of preferred providers
- **Discounted rates** on CNP training, consulting and facilitation, and organizational assessment services
- **First priority** on board member referrals
- **Free online** job and event postings
- **Funding Announcements** through member emails
- **Website Design & Development**  
Receive 20% off already low nonprofit rates from SiteNow,™ the Center's web administrator. 
- **and so much more!**

### Membership is affordable for agencies of all sizes!

Agency Budget	Annual Fee
Under \$50,000	\$ 50
\$50,000—\$99,000	\$ 75
\$100,000—\$499,000	\$100
\$500,000—\$999,999	\$125
\$1,000,000—\$4,999,999	\$175
\$5,000,000 and up	\$200

Learn more at [www.cnpchatt.org](http://www.cnpchatt.org)!



## CNP member spotlight: Opportunity for Adult Reading

A conversation with Debra Connor, Executive Director of Opportunity for Adult Reading (OAR) and Center for Nonprofits' Executive Director Angie Sledge.

400 individuals each year. We do this with a very small staff, (only 6 employees, all of whom are part-time) and numerous trained and committed volunteers!



Debra Connor recently celebrated 20 years with OAR!

Angie Sledge: How long has OAR been serving the Bradley County region?

Debra Conner: 2008 is our 30th year addressing our community's adult literacy related needs.

AS: Describe OAR's mission.

DC: Working together with volunteers and the community to help adults and families acquire the skill necessary to achieve economic self-sufficiency and to function effectively in their roles as citizens, workers and family members.

AS: Tell me about your organization's size and how you get your work accomplished.

DC: Our budget is less than \$100,000, yet we serve more than

AS: What challenge will you have to address now or in the near future?

DC: Networking out computer system and providing online learning opportunities.

AS: What is something about OAR that you want to brag about?

DC: We were recently awarded a grant from the George R. Johnson Family Foundation! This grant is for technology needs, launching a PR campaign, and staff to develop our new online curriculum.

To learn more about OAR, call them at (423) 478-1117 or visit them online at [www.oar.ebradley.net](http://www.oar.ebradley.net).

## Upcoming Trainings *(continued from page 3)*

### FREE COURSES- *Special First Quarter Offerings!*

**Intro. to Foundation Directory Online** - Learn how to access the Foundation Center's database to find information on more than 80,000 private and public funders.

Instructor: Jessica C. Isle

Dates/Time: Jan. 29, Feb. 27, March 26; 11 a.m.- 12 p.m.

Fee: Free!

**Save Money on State Unemployment Tax** - Learn how your nonprofit can save money by no longer paying State Unemployment Tax (SUI). It's your RIGHT by federal law. This 30-minute conference call will address and discuss each of your options.

Instructor: Woody Clark, 501(c) Agencies Trust

When: Jan. 23; 2 - 2:30 p.m.

Where: Conference call from your own office

Fee: Free!

**Prepare for new 403(b) Plan Regulations** - This info. seminar will help you prepare for the coming changes and learn more about what they mean to you as a plan sponsor.

Instructor: Representatives from organizations listed below.

When: Jan. 31, 7:45 – 9:30 a.m. (breakfast provided)

OR 11 a.m. – 12:30 p.m. (lunch provided)

Fee: Free; co-sponsored by BB&T Huffaker & Trimble; Latimer Black and Morgan Cain, PC; Miller & Martin; Northwestern Mutual Financial Services; OneAmerica; and UBS.

## Strategic Planning: *(continued from page 1)*

Yet many organizations do exactly that by failing to formulate a strategic plan. Simply put, strategic planning determines where an organization is going, how it is going to get there and how it will know if it got there or not. An organization without a strategic plan may be like an individual who wants to travel "somewhere out west" and goes by way of Maine!

### ***What resolutions have you made for your organization's improvement?***

The Center has numerous resources to assist in strategic planning: from books on the subject in our lending library, to classes and workshops, to consul-

**Creating a Website that Works** - Learn user-friendly techniques for web design, content, online marketing, and enhanced visibility! Lunch will be provided.

Instructor: Greg Pearson, Williams Web and SiteNow™

When: Feb. 19; 9 a.m. - 12 p.m.

Fee: Free! *Limited to first 30 registrants.*

## NETWORKING GROUPS

**NEW! Lunch 'n Learns** - Open to all nonprofit staff and board members, these 1.5 hour lunch sessions will begin on Feb. 14 and continue on the second Thursday of each month.

Facilitator: Sheila Moore

Dates: Feb. 21, Topic: "Public Relations: Getting the Word Out"

March 27, Topic: "Collaboration verses Competition"

Time: 12- 1:30 p.m.

Fee: \$10 members/ \$15 non-members. *Lunch included, fee is nonrefundable and due upon registration. Future topics TBA.*

**CEO Roundtables** - The CEO Roundtables provide a CONFIDENTIAL peer advisory group to lend council, commiserate or otherwise discuss topics that are pertinent to your respective organizations.

Dates: CEO's with 5+ years experience: 3<sup>rd</sup> Wed. each month.

*Full, no new participants allowed at this time.*

ED Roundtable with > 5 years experience: 2<sup>nd</sup> Wed. each month

Time: 12- 1 p.m.

Fee: Free; *CNP members only.*

tants and facilitators who can assist your organization through the planning process.

This is the time of year for resolutions. We promise ourselves we'll diet, get better organized, and eat healthier; all aimed at formulating a plan for self improvement. What resolutions have you made for your organization's improvement?

Do you have a strategic plan in place? If not, or if your plan needs revision, the Center for Nonprofits can help! To learn more about the Center's customized services, visit [www.cnpchatt.org](http://www.cnpchatt.org) or call the Center at 423-752-0300.

*Sheila Moore recently joined the Center's staff as Senior Consultant. Learn more about Sheila on page 8.*



# Philanthropy Day success marks AFP chapter growth in 2007

By Janet Jobe

National Philanthropy Day 2007 was a huge success. Many thanks to all who participated and helped make it happen. It was our largest crowd ever. A special thank you to the students at Southern Adventist University for their volunteer work. It was our privilege to honor: the J. H. Davenport, Jr. Family, Helen Pregulman and Cornerstone Community Bank. We also appreciate Charlie Arrant for serving as master of ceremonies.

Our local chapter, AFP of SE Tenn., is working on a slate of officers for 2008. If you would like to serve in our chapter on a committee, please contact Janet Jobe, President, AFP SE TN, 423-664-1237, or via email to [jjobe@ccsk12.com](mailto:jjobe@ccsk12.com).

Thank you to the board of directors for their hard work over 2007. We experienced a year of rewarding

programs and educational opportunities, and the largest membership in our history.

If you know someone who works in the development/advancement field, encourage them to attend our meetings as your guest. These events

are an invaluable source of mentoring and networking in fundraising. We hope to see you next year and look forward to everyone renewing their chapter membership.

## Welcome New Members

- Michelle Hayes, The Samaritan Center
- Carol Killebrew Meyers, Girls Preparatory School
- Sean Pfister, Chattanooga Track Club  
*(McClarty Scholar)*
- Nikki Rigdon, Bachman Academy  
*(McClarty Scholar)*
- Jasmin Rippon – Siskin Children’s Institute
- Laurie Shipley – City of Chattanooga
- Leslie D. Smith – Orange Grove Center

# “Every Member” campaign exceeds goal; 25 percent returns to SE Tenn. Chapter

By Patti C. Harris

Thank you for your willingness to give to the AFP’s “Every Member Campaign.” We exceeded our goal of \$1,335 by 26.2 percent and saw 36.5 percent participation from our chapter’s AFP members. As a result of exceeding our goal, 25% of total contributions will be given back to our chapter to carry out our foundation’s mission here on a local level.

It’s not too late to give to the campaign! Please mail your check to: AFP Foundation for Philanthropy, 4300 Wilson Boulevard, Suite 300, Arlington, VA 22203-2967. Make sure to note at bottom of check: “EMC - TN, Southeastern Chapter.”

Thank you to the donors; this would not be possible without your support of AFP! Ribbons and pins will be awarded at our January meeting.

## Every Member Campaign Donors

### BLUE RIBBON DONORS

- Julie Beach
- Ann Billingsley
- Bill Bowen
- Beth Coleman
- Gina Crumbliss
- Margaret Frederick
- Carolyn Liers
- Christa Mannarino
- Jaime Melton
- Ed Shafer

### BRONZE RIBBON DONORS

- Meg Crimmins Beene
- Patti Harris
- Stephanie Hernandez
- Patrice Hieb

### BRONZE As of 11/27/07 *continued*

- Jane Kaylor
- Peggy Lowe
- Evonne Marler
- Joshua McManus
- Jennifer Nicely
- Angie Sledge
- Barrett Taylor
- Lesa Witt

### SILVER RIBBON DONORS

- Dan Bowers
- Karla Kurtz
- Joy McKee
- Susan Robinson

### STERLING MEDALIST Janet Jobe



# Upcoming AFP trainings and events for January - May, 2008

Compiled by AFP Board

## Vicki Clark Returns to Chattanooga

*Special Extended Session for Board and Staff*

**Dates/Time:** Wednesday, February 27, from 10:30 a.m.- 2 p.m.  
10:30 a.m. - 12 p.m.: *The Role of a Board Member in Fund and Resource Development* (special session for both staff and board members!)

12 - 1 p.m. : Lunch and networking for everyone

1 - 2 p.m.: *Staff Roles in Engaging Your Board Members*

**Cost:** AFP members: FREE!

Board members accompanied by an AFP member: \$10.00

Non AFP members\*\*: \$35

**Location:** Siskin Children's Institute

1101 Carter Street, Chattanooga, TN 37402

**RSVP** by Friday, February 22 to Jane Kaylor at [jane@rmhchattanooga.com](mailto:jane@rmhchattanooga.com)

**Meet the Funders** - Panel discussion with representatives from local funding foundations will discuss giving trends, grants do's

## Congratulations to scholarship winners

By Karla S. Kurtz

### 2008 Chamberlain Scholars:

Winners attend the 2008 AFP International Conference in San Diego, CA.

- Gina Crumbliss, Ronald McDonald House
- Christine Estoye, Siskin Children's Institute

### 2008 McClarty Scholars:

Winners receive a one-year introductory membership to AFP. Please welcome them to the SE Tennessee Chapter.

- Nikki Rigdon, Bachman Academy
- Sean Pfister, Chattanooga Track Club

Interested in one of these opportunities? Look for the 2009 scholarship applications next fall.

**AFP VISITOR POLICY** – AFP welcomes visitors to attend our educational sessions and all we ask is that you pre-register and pay the session fee (cash or checks only). AFP International allows three visits in a lifetime to chapter meetings and then membership is required for further attendance.

and don'ts and much more

**Date/Time:** Wednesday, March 26

11 a.m. – 12 p.m. panel discussion

12 – 1 p.m. lunch

**Location:** Ronald McDonald House\*

200 Central Avenue, Chatt, TN, 37403

### Planned Giving

*Getting Started* - Speaker Pete

Cooper will share considerations

and easy methods to make planned

giving a reality for your organization.

**Date/Time:** Wednesday, May 28 at 11 a.m.

**Location:** Ronald McDonald House\*

200 Central Avenue, Chatt, TN, 37403

Receive regular updates through AFP email announcements!  
Email [angiesledge@cnpchatt.org](mailto:angiesledge@cnpchatt.org) to be added to the list.

\* Free parking for trainings at the Ronald McDonald House located across 3rd Street in the Family Practice Center, as well as in the Engel Stadium lot behind it. There is also parking along the very back row of the parking lot 1 car drop.

## AFP Board

**Janet Kelley Jobe**, President  
[jjobe@ccsk12.com](mailto:jjobe@ccsk12.com)

**Marianne Edwards**,  
Legislative/Government  
[mewards@fortwoodcenter.org](mailto:mewards@fortwoodcenter.org)

**Jennifer Nicely**, Treasurer  
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**Patti C. Harris**, Development  
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**Patrice Hieb**, Secretary  
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**Jane Kaylor**, Professional  
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**Bill Bowen**, CFRE  
Past President  
[bbowen@alexianbrothers.net](mailto:bbowen@alexianbrothers.net)

**Karla Kurtz**, CFRE,  
Membership  
[kskurtz@earthlink.net](mailto:kskurtz@earthlink.net)

**Rae Young Bond**, Ethics  
[rae@chattmedsoc.org](mailto:rae@chattmedsoc.org)

**Angie Hatcher Sledge**,  
Communications & TVFI Chair  
[angiesledge@cnpchatt.org](mailto:angiesledge@cnpchatt.org)

**Dan Bowers**, CFRE  
Mentoring  
Bowers Consulting

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.



[www.cnpchatt.org](http://www.cnpchatt.org)

United Way's  
Center for Nonprofits  
630 Market Street  
P.O. Box 4027  
Chattanooga, TN 37405

Non-Profit Org.  
U.S. Postage  
PAID  
Permit # 397  
Chattanooga, TN

RETURN SERVICE REQUESTED

**Special announcement from  
the Benwood and Community  
Foundations online at  
[www.cnpchatt.org](http://www.cnpchatt.org)!**

## New staff member Sheila Moore helps Center meet growing needs

By Jessica C. Isle

After working for two years as a contract consultant for the Center for Nonprofits, Sheila Moore recently joined the Center's staff as Senior Consultant.

"Adding Sheila to our staff will make the Center even more accessible and better-able to respond to the unique challenges and opportunities facing many nonprofits," said Angie Sledge, the Center for Nonprofits Executive Director.

***Sheila's customized trainings make learning not only relevant, but fun!***

Sheila began her career in human resources, but has held positions in regional management, operations, marketing, and training and development.

"I made a career of adapting, doing whatever an organization needed me to do, and it allowed me to gain invaluable experiences in a number of areas," Sheila said.

She now puts her diversity of experience to good use as a facilitator, consultant, trainer and speaker. She has built a long client list of both regional and national organizations, for-profit and nonprofit. As a facilitator and consultant, Sheila assists organizations in moving forward on a clear, concise path and has also led a number of staff and board retreats.

As a trainer, she has received glowing reviews by participants. She strives to customize the content to the participants, address all learning styles, and make the training not only relevant, but also fun. She has authored a number of training programs, and is also certified as a facilitator for a number of nationally recognized training programs.

Sheila grew up on a dairy farm in Wisconsin but has proudly called Chattanooga home for the past 13 years. She lives with her husband and three sons in Ooltewah. See page 1 for Sheila's contact info.