



INSIDE THIS ISSUE

- Client Spotlight: First Baptist Church of Raleigh
- 5 Tips for Hiring Your Next Executive Director
- Managing Organizational Growth: A Success Story
- Why Staff Buy-In Matters

OUR MISSION

The INS Group helps nonprofits, government agencies, and faith-based institutions create innovative solutions to build their capacity and sustain their programs and services.

We accomplish this by assessing, designing, and implementing organizational development strategies that focus on improving effectiveness and enhancing the organization's sustainability. The INS Group was established in 1999 and provides organizational development and capacity building services nationally.

Message from the President



This month's newsletter from The INS Group focuses on a common theme: change. From hiring new leadership to overhauling organizational strategy, change can be terrifying—but there is help ahead!

In this issue, we look at The Inter-Faith Food Shuttle, a "nontraditional food bank" that has found long-term success with innovative programs responding to community needs. Next, The INS Group sat down with Dr. Dumas Harshaw, Jr. of First Baptist Raleigh to explore how his church adapted to an aging congregation and uncertain future. Third, we analyze five tips nonprofits can use to hire their next Executive Director and engage

their Board of Directors in the process. Finally, we show three powerful reasons why staff buy-in matters in all forms of decision making.

No matter what kind of change your organization is facing, The INS Group offers a comprehensive suite of services related to succession planning, executive coaching, project management, and more. [Contact us](#) today!

As we begin the holiday season, all of us here at The INS Group thank you for subscribing to this newsletter. We are excited to unveil some new changes to our website in 2018—see you then!

Ruth A. Peebles, President
The INS Group

CLIENT SPOTLIGHT

First Baptist Church of Raleigh

In early 2015, Dr. Dumas Harshaw, Jr. began to realize that his church's congregation was changing. The pastor of [First Baptist Church](#) in Raleigh, North Carolina knew that his church needed a new plan for the future.

"I could see the generation that had been so strong in sustaining the church begin to die out," remembers Harshaw. "As that was happening, I saw we were also not bringing in people at the same level as earlier years."

But the church had no process in place for navigating such an uncertain future. After receiving a recommendation from a friend, Harshaw contacted The INS Group to create a plan that would allow the pastor and congregation to work together in finding a solution.

Over the next year and a half, The INS Group led First Baptist through significant strategic and leadership planning designed to facilitate communication and buy-in among members of the congregation.

"It was really well organized," says Harshaw. "Ruth outlined the path ahead and put together timelines and desired results. There was constant communication, understanding, and debriefing."

The INS Group also took steps to ensure that members of First Baptist's congregation were actively involved and informed throughout the process. Today, members of the congregation remain highly engaged. "So many people have participated in surveys and expressed their opinions in group meetings and signed up to be part of the implementation process," observes Harshaw. "New energy is beginning to emerge, and that's exciting. We have meetings every week."

Harshaw recommends that other churches struggling with change consider strategic and leadership planning. "All churches go through historical and spiritual processes. There will come a time when there will be changing of guard," he says. "Now we live in the atmosphere of a secular society, and it's reflected in church as well. Your church may need to go back to the table and ask, Why are we here? What are we doing? What message do we want to give to others? To stay vibrant and engaged and aware, you have to have someone from outside come in and raise some questions."



How does Dr. Harshaw feel about First Baptist's future today? "It's like a miracle to me. Where we are, it's simply an answer to a prayer," he shares. "We have longtime and newer members as well as members who have been here a while but were never involved. It's intergenerational and diverse." Today, Harshaw regularly recommends The INS Group's services to other churches. "Ruth brings a lot of professionalism and a high level of skills and resources. It was a blessing to find and work with her."

Is your faith-based organization considering a new plan in the face of change? Contact [The INS Group](#) to learn how we can help.



5 Tips for Hiring Your Next Executive Director

For nearly two decades, [Band Together](#) has carried out a unique mission: using live music to raise funds and awareness for local nonprofits. Since 2001, the organization has helped its Triangle-area nonprofit partners fundraise nearly \$8 million, in the process transforming itself into what it calls a “philanthropic machine.”

Earlier this year, Band Together’s longtime Executive Director resigned, leaving the organization without a leader. Below, Robert Ramseur, Jr., President of Band Together’s Board of Directions, describes five steps that helped the organization find the right fit.

- 1. Create a formal succession plan or take foundational steps for long-term planning.** Band Together’s Board of Directors didn’t have a succession plan in place when their ED gave notice—but they had already taken early steps in planning for the future. “Several years ago, we created a strategic planning committee within the Board that looked at who we were as an organization and compiled information from partners and stakeholders,” remembers Ramseur. “That information helped steer the hiring process.”
- 2. Examine your organization’s mission and priorities.** “Define the mission of the organization first, perhaps even conduct a long-range planning session with the Board,” suggests Ramseur. “We made sure we had a really good handle on our mission and where we wanted to go as an organization before we started looking for our new leader.”
- 3. Have the Board take ownership of the hiring process.** Band Together’s Board of Directors split into three subcommittees: one to create the job description, another to review résumés, and a third to conduct interviews. “We had the job description for our first ED, but after reading through it, we realized it needed to change,” says Ramseur. “We took a lot of time to examine the role of the ED and think about what we

wanted in somebody. It was a pretty interesting process because we found out we were looking for something different than what we originally thought.”

- 4. Take advantage of outside resources and expertise.** Before starting interviews, the Board consulted with an HR professional who gave a seminar on the interview process. “That was really valuable because what we ended up doing was defining the questions we were going to ask,” says Ramseur. “We honed in on who we are as a organization, what we were looking to do, and who fit our mission.” Ramseur also attended a nonprofit board governance course at Harvard Business School. “I came back ready to charge ahead because the Board had had all these discussions about succession planning but we just didn’t have anything formal,” remembers Ramseur. “By the time I got back, we got the announcement that the ED was leaving.”
- 5. Take your time.** “It was very lucky we did not fall into the trap of moving too quickly to hire someone and ending up with wrong person,” reflects Ramseur. “Prior to doing that soul searching exercise, we had identified a number of candidates we thought would be a perfect fit for us. But after we put the hiring process into motion, we realized we were looking for someone different.” Ramseur recommends that, when possible, organizations not set deadlines around making a hire. “The only deadline we had was a résumé cutoff so we could get people off the fence,” he says. “We wanted to find the right person and it didn’t matter to us how long it would take. We ended up hiring our new Executive Director in less time than I expected.”

Is your organization looking for resources related to succession planning? Contact [The INS Group](#) to learn how we can help.



Managing Organizational Growth: A Success Story

The [Inter-Faith Food Shuttle](#) launched in 1989 with a simple observation: edible food was being thrown out by food vendors instead of making it to the hands of the hungry. Twenty-eight years later, the Food Shuttle has evolved into a thriving nonprofit that recovers over six million pounds of food a year across seven counties in North Carolina, with various programs designed to break the cycle of hunger.

How did the Food Shuttle grow from a grassroots effort to an inventive powerhouse tackling hunger across the state? The INS Group sat down with Executive Director Dave Koch to learn more.

“When Jill Staton Bullard and Maxine Solomon founded the Food Shuttle in 1989, the focus was around the recovery of food being thrown out from local restaurants and grocery stores,” says Koch, who joined the organization in January 2016. Today, the organization feeds 60,000 people a month and offers a number of educational and community food programs designed to “feed, teach, and grow.”

Key partnerships and strategic planning helped fuel the Food Shuttle’s growth over time, says Koch. After joining Feeding America, a national network of more than 200 food banks, the Food Shuttle was able to benefit from relationships with Walmart and other grocery store chains to recover large amounts of perishable food. “That enabled a lot of growth in terms of volume collection,” notes Koch.

However, former CEO and co-founder Jill Staton Bullard made sure to create other pathways for growth during her 26 years at the Food Shuttle—primarily through the creation

of inventive programs designed to meet community needs. Today, the Food Shuttle’s Culinary Job Training Program offers 11 weeks of classroom learning and hands-on kitchen experience for participants, 70% of whom find a related job within 18 months. Meanwhile, Catering for a Cause provides affordable catering services to nonprofits, and the Food Shuttle regularly prepares meals for soup shelters, summer camps, and other programs. “We are a nontraditional food bank,” observes Koch.

Koch hopes that the Food Shuttle will increase its impact in the coming years by expanding programs within all seven counties it serves. (Currently, 80% of its services are in Wake and Durham Counties.) He would also like to expand programs targeting two vulnerable populations: children and seniors. “Our most impactful service is child hunger programming—Backpack Buddies and school pantries,” says Koch. “We deliver 2,300 backpacks each week during the school year, but there’s such a tremendous need. We could easily double, triple the number of backpacks we deliver.”

After 34 years in the corporate and nonprofit sectors, Koch is well accustomed to watching organizations change over time—and he has plenty of advice for nonprofit leaders. “Financial stability is always the key to an organization’s stability,” he observes. “Too many nonprofits get dependent on grants that are time limited and potentially take them places they shouldn’t be.” Koch also argues that it is critical for nonprofits to develop long-term strategic and funding plans. “Nonprofits, to be really viable, need to have a source of revenue generation that supports their mission,” he says.

Is your organization ready to plan for the future? Contact [The INS Group](#) to learn more about our strategic planning services.

