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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



Change is difficult—and inevitable—for any organization. Those that survive must be willing to take calculated risks and address fundamental issues affecting workplace culture, public image, and potential for growth.

This month's newsletter from The INS Group is about change—from everyday problems affecting staff to long-term challenges like pursuing new revenue streams. First, we sit down with the Community Foundation of Greater Greensboro and Communities in Schools of Greater Greensboro to explore how a partnership with The INS Group enabled these organizations to [reach new donors](#) of color in their community. Next, we take a look

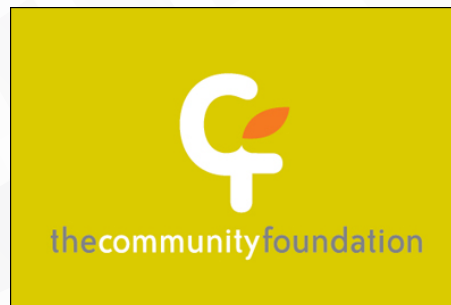
at the [financial and cultural costs of burnout](#) as well as some tools that nonprofits can use to address burnout across their organization. We also investigate three nonprofits that went through [major rebranding efforts](#)—and analyze the strategic steps they took to ensure their success. Finally, we examine [social enterprise](#), the risks and benefits, and characteristics that organizations should demonstrate before pursuing social entrepreneurship.

What changes is your organization experiencing lately? We're excited to share that The INS Group has [secured a second contract](#) with the U.S. Department of Labor! Tweet us at [@TheINSGrp](#) or reply to this message about changes in your organization—we'd love to hear from you. From strategic fund development to executive coaching to grants management, The INS Group can help your organization build capacity to survive any challenge that comes its way.

Ruth A. Peebles, President
The INS Group

CLIENT SPOTLIGHT:

Community Foundation of Greater Greensboro & Communities in Schools of Greater Greensboro



In 2014, The Community Foundation of Greater Greensboro wanted to expand its reach and engage more donors of color in local philanthropic giving. So the Foundation launched the Expanding Community Giving Initiative, selecting six area nonprofits to participate and develop their fundraising capacity among communities of color.

A grant enabled the Foundation to partner with The INS Group in support of this new initiative. Over a period of six months, The INS Group provided multiple fund development services to participating nonprofits, including group webinars and workshops as well as individualized executive coaching, retreats, and strategic fund development.

“We were in a time crunch,” says Athan Lindsay, Community Relations Officer for the Community Foundation. “The INS Group basically did what was years of work in a six-month time frame.” In particular, Lindsay observed that the one-on-one coaching provided by The INS Group helped organizations the most. “There was an organization that had never developed a fundraising plan or strategic fund

development plan,” he remembers. Another organization had a fiscal sponsorship but no nonprofit status. “As a result of working with The INS Group, they ended up getting their own 501(c)3,” Lindsay says. “To truly embrace fundraising, they realized they needed to become their own organization.”

Communities in Schools of Greater Greensboro (CISGG) was one of the six nonprofits that participated in the Foundation’s Expanding Community Giving Initiative. The INS Group assisted CISGG in several areas, including the creation of a fundraising plan. “This was desperately needed,” says Jimmi Williams, Executive Director of CISGG. “The fundraising plan was momentous. We had not had one of this depth and breadth before,” he says.

The INS Group also helped CISGG leverage an important existing resource: its own Board of Directors. “There’s so much that happened with CISGG, from getting the Board more engaged but also the organization realizing they had assets and resources on their Board,” notes Athan Lindsay. “The INS Group’s services

stimulated a great deal of discussion and reflection around the role of the Board in fundraising,” adds Williams. “This was a critical conversation and one that we had not had very candidly or pointedly in the past.”

Both Williams and Lindsay say that The INS Group played a critical role in the success of the Initiative and building participating organizations’ capacity around fundraising. “For the Community Foundation, it’s given us a very strategic plan to follow to cultivate and pursue our own donors of color in a way that we haven’t focused on before,” reflects Lindsay. “Best of all, it feeds into our strategic plan.” Lindsay strongly recommends that nonprofits seek out support from The INS Group for a variety of organizational and fundraising needs. “Ruth goes beyond the contract. Our Chief Development Officer was very impressed by her and her ability to complete the work,” he says. “She said Ruth is one of the best consultants she’s been around.”

[Contact The INS Group today](#) to see how we can help your organization build capacity around fundraising, strategic fund development, Board development, and more!

The INS Group Receives Second Contract with U.S. Department of Labor

In continued support of the U.S. Department of Labor’s Employment and Training Administration, Office Of Apprenticeship, The INS Group has been awarded its second contract to assist with modernizing the national apprenticeship system. Key efforts include an expansion of apprenticeship into new industries, partnering with workforce and educational systems, and providing increased opportunities for underrepresented populations.

As the Prime Contractor for this award, The INS Group is providing a team of Senior Specialists and Subject Matter Experts that: (1) provide facilitation support, research, logistics, training guides, meeting summaries, and process maps; (2) support businesses in the development of new Registered Apprenticeship programs; (3) provide business outreach coaching and technical assistance to Office of Apprenticeship staff throughout different regions; and (4) develop training materials, videos, and webinars to support the ApprenticeshipUSA Initiative.

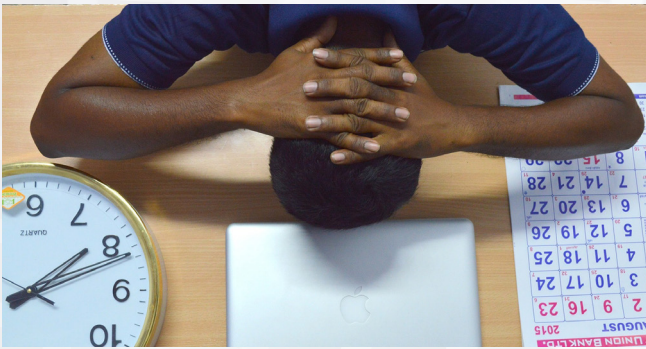
BURNOUT

What are the True Costs of Burnout for Nonprofits?

Burnout occurs in every sector, but it has a special reputation among nonprofits. Google “nonprofit burnout” and you’ll find a book-length list of articles dedicated to preventing or managing this all-too-common occurrence.

Yet while the human costs of burnout have been well explored—low morale, health-damaging stress, job dissatisfaction—many nonprofits do not consider the significant cultural and financial costs that accompany burnout. If nonprofits want to recruit and retain the best changemakers, why do we continue to allow burnout to be the unaddressed elephant in the room?

Below are some fascinating facts about burnout and how it affects organizations—as well as tools that organizational leaders can use to address it (instead of expecting employees to manage their stress away).



Burnout costs nonprofits thousands of dollars in lost staff each year. When an employee leaves, it takes an estimated six to nine months of that worker’s salary for the organization to find, train, and hire a replacement. But burnout becomes [doubly expensive](#) the more experience, training, and skills that an employee has. For example, a CEO making \$100,000 a year costs \$213,000 to replace (213% of the employee’s original salary). Given this reality, it makes sense for nonprofits to invest significant efforts in retaining their senior-level staff so that vital knowledge and skillsets are not lost.

But keep in mind: even the youngest, most enthusiastic staff members suffer from burnout, too. Work with your staff to devise strategies for keeping all levels of staff engaged, balanced, and feeling appreciated—and then give them the autonomy to carry out those ideas.

Burnout “sickens” an office’s culture. People notice when their coworkers become unhappy and change their outputs. The Wall Street Journal reports that “[bad behavior](#), such as anger, laziness, and incompetence, is remarkably contagious.” In addition, [a study](#) of nurses working in intensive care found that those who heard their colleagues complain about burnout were significantly more likely to experience it themselves.

Work with your staff, particularly managers, to identify signs of burnout and create a formal plan for addressing it. *Psychology Today* notes that burnout is “[a state of chronic stress](#) that leads to physical and emotional exhaustion, cynicism and detachment, feelings of ineffectiveness, and lack of accomplishment.” While not all burnout is caused exclusively by professional stress, naming and acknowledging it can be a powerful first step in letting employees know they are supported. Organizations that work to mitigate burnout early on can reduce turnover and maintain a healthy office culture.

3 Tools for Nipping Burnout in the Bud

1. Incorporating this [stress-performance curve](#) into weekly supervision meetings is a useful way to visualize, quantify, and discuss employees’ needs and workloads.
2. This [mobile app](#) allows employees to capture their work demands, office environment, and job satisfaction—and then create a customized action plan to share with supervisors.
3. This [burnout self-test](#) can help employees gauge how close they are to becoming burned out.

3 Nonprofits that Successfully Rebranded—and How They Did It

There are many reasons why organizations choose to rebrand themselves. Outdated logos, mergers, and misperceptions of an organization's mission are all compelling reasons to reinvent a nonprofit's image.

Here are three nonprofits that survived the rebranding process thanks to planning, strategy, and forward thinking.

1. YMCA of the USA



In 2010, the YMCA underwent a huge branding rehaul, launching a new logo and framework focused on youth development, healthy living, and social responsibility.

Why they did it: The YMCA was seen in many communities as a cost-effective place to exercise—but not much else. Organization leadership wanted people to “better understand the benefits of engaging with the Y,” says Kate Coleman, senior vice president and chief marketing officer of YMCA of the USA. “We [simplified] how we describe the programs we offer so that it is immediately apparent that everything we do is designed to nurture the potential of children and teens, improve health and well-being, and support our neighbors and the larger community.”

How they did it: The YMCA launched a new logo—its first redesign in 43 years—with bright colors intended to reflect the diversity of its communities and activities. The YMCA also started calling itself the “Y,” echoing how the organization is often referred to publicly. Finally, the Y's new framework demonstrates the organization's broader programmatic focus for individuals, families, and communities.

Why it was successful: By tapping into its nickname, the “Y,” the YMCA affirmed itself as a cultural institution that is here to stay. It also refreshed the public perception of its mission and programs with a framework that engages a new generation of members: kids. The YMCA spent two years conducting analysis and research for its rebranding effort—which clearly paid off.

2. Families Moving Forward

In 2015, two organizations serving homeless families in Durham, NC realized they had shared goals—so they decided to merge and combine their areas of expertise. Genesis Home and the Durham Interfaith Hospitality Network (DIHN) are now Families Moving Forward.

Why they did it: Genesis Home, an emergency shelter, wanted to move families more quickly into permanent housing. DIHN, a network of faith-based institutions, sought a site to conduct its work and leverage its strong volunteer base. Their new organization, Families Moving Forward, now has greater capacity to serve families' needs while they stay in the shelter and to provide aftercare that helps families from becoming homeless again.

How they did it: Both organizations spent several months discussing and finalizing the merger. When Families Moving Forward launched in late 2015, the organization unveiled its new name, logo, mission, and website via a press release, newsletters, and strategic communications to volunteers, donors, and the public.

Why it was successful: Both Genesis Home and DIHN were well-established organizations that had served the community for decades, so reminding people about the Families Moving Forward merger is still an act in progress. “It's really hard when you have two organizations that have been operating for 20-25 years and everyone knows those names,” says Aubrey Thorlakson, Development Associate for Families Moving Forward. The organization knows that it must continually communicate its new mission and name—for as long as it takes. “We're doing different things, including a special new dinner event, to get our name out to volunteers, donors, and the greater Durham community,” she says.

3. Pledge 1% Colorado

In 2014, the Entrepreneurs Foundation of Colorado co-founded Pledge 1%, a global platform designed to inspire early-stage corporate philanthropy. Two years later, the Foundation rebranded itself as Pledge 1% Colorado to better align with its well-known platform.

Why they did it: Rebranding allowed the Foundation to strategically coordinate with the Pledge 1% platform and simultaneously unveil new programmatic offerings.

How they did it: The Foundation sent announcements via email, social media, newsletters, and its website to the hundreds of companies participating in its network.

Why it was successful: The new Pledge 1% Colorado logo and website perfectly mimic the branding of Pledge 1%, tying the two together visually. Because the rebranding took place only two years after the launch of Pledge 1%, there was sufficient time for both brands to grow together and for participants and the public to begin associating the two.



Is Your Nonprofit Ready to Take on Social Entrepreneurship?

Multiple nonprofits have successfully become social enterprises to create new revenue streams and further their mission. [Girl Scouts of the USA](#) sells cookies and empowers girls, [Juma Ventures](#) operates concessions stands and employs economically disadvantaged teens, and the [Women's Bean Project](#) hires women with backgrounds of chronic unemployment to manufacture gourmet goods.

Social enterprise means using the power of the marketplace to solve social problems—but there are important considerations that nonprofits should make before they should venture into this arena.

When is an organization ready to become a social enterprise?

Nonprofits should demonstrate three readiness factors: organizational commitment and preparedness, organizational strengths that translate into opportunities, and a sufficient base of customers who are able to pay for services or goods.

Social enterprise is a careful balance of using business to help an organization reach its mission and financial goals. Successful organizations will show alignment with mission and assets, a business mindset, and a balance between focus and flexibility. Social enterprise is no small undertaking—but it is one that can reap benefits with proper planning and preparation.

What are the benefits and risks?

There are a number of benefits and risks to creating a social enterprise with regards to an organization's mission, operations, and finances. While becoming a social enterprise can generate new sources of revenue and diversify funding streams, capital and start-up funding are significant expenses—with no guarantee of success. [A recent survey](#) found that revenue across social enterprises varies widely, with the most successful organizations being those that have been around the longest (not surprisingly).

Another risk in creating a social enterprise is how that shift will be perceived by funders and the general public. Organizations may face difficulty balancing both their mission and money, causing mission drift from their core activities to those that support the social enterprise. In addition, traditional funders may reduce their support over concerns about significant organizational shifts.

However, successful organizations are those that take accountability for achieving their social objectives, using business tools and strategic thinking to ensure that staff and leadership are prepared to take on this new challenge. A spirit of innovation, accountability, and embracing results can increase cost efficiency and effectiveness and bring a nonprofit to new levels of impact.

Resources for Creating a Social Enterprise

- The [Social Innovation Fund](#) works with intermediaries (e.g. grantmakers) to support nonprofit innovation and enterprise.
- The [Center for the Advancement of Social Entrepreneurship](#) at Duke's Fuqua School of Business offers publications, venture support, and fellowship opportunities.
- This [feasibility analysis](#) can help organizations determine whether they are ready to initiate a social enterprise.

CONTACT THE INS GROUP

P.O. Box 20575 | Raleigh, NC 27619
919-266-3072 (office) | 919-217-2316 (fax)
info@theinsgroup.com | www.theinsgroup.com

 facebook.com/INSGrp

 twitter.com/theinsgrp

 linkedin.com/in/theins-group

The INS Group can assist you with:

- Organizational Assessments
- Strategic Planning
- Strategic Fund Development Planning
- Board Development
- Grant Writing and Research
- Board Fundraising Training
- Executive Coaching
- Project Management
- Marketing Communication