



# innovative nonprofit solutions

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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

When I was a child, I relished the thought of summer vacation: nearly three months of no school and no responsibility. But as the landscape of the nation has changed, some school schedules have had to adapt to meet the needs of the times. Today, many cities augment traditional school schedules with year-round options. In *Diversity: Who Needs It?* we address how nonprofits must also adjust to cultural, racial, and age differences in order to be sustainable.



As you'll see in our *Nonprofit Leader Spotlight*, Anita Earls has done more than thrive at the Southern Coalition for Social Justice. She has created an organization that truly addresses the needs of the underserved.

Parents with children who *are* out of school for the summer may want to explore occupying them with the philanthropically-geared game profiled in our *Nonprofit Initiative Spotlight*. Designed to teach the value of charitable giving to children in a fun way, your kids won't even mind that they're learning during vacation!

Summer may no longer be responsibility-free but, as an adult, I've learned to be okay with that. We all have to adapt – right?

Ruth A. Peebles, President &  
Founder of The INS Group

## Diversity: Who Needs It?

Most of us in the nonprofit world have heard the word **diversity** tossed about in various contexts. We complete grant applications that request statistics on the diversity of populations served, we brandish the term when discussing the recruitment of board members, our marketing materials intentionally reflect people of all races.

But how diverse, REALLY, is the nonprofit sector as a whole? A 2010 study from the Chronicle of Philanthropy found that 92% of national nonprofit organizations are led by white executive directors, and that only 7% of the nation's top 400 nonprofits have chief development officers of color.

This study is corroborated by another published in April 2011 by a partnership of CommonGood Careers and the Level Playing Field Institute, who surveyed more than 25,000 people in the nonprofit sector. The results, documented in *The Voice of Nonprofit Talent: Perception of Diversity in the Workplace*, showed that of the 90% of employees who felt their organization valued diversity, 70% thought their employer did not do enough to promote it in the workplace. Robert Schwartz, executive director of Level Playing Field Institute, says this creates a “vicious cycle where people of color leave the sector or plan to leave the sector...due to hollow diversity statements without real action, thereby making it even more difficult to recruit diverse employees.”

**diversity: the state or quality of being different or varied; a point of difference**

### Why is diversity important?

In her book, *Opening Doors: Pathways to Diversity*, Diana Newman says that nonprofit fundraising tactics ignore more than 30% of the current population as traditional strategies are geared specifically toward Caucasians, who make up 69% of the last census. To “attract and include... diverse populations, an organization must create a development plan that is appropriate to the specific group(s) it wishes to approach,” says Newman.

The United States Census Bureau estimates that by the year 2042, the majority of Americans will be people of color, which means that the 69% Caucasian population will dwindle year upon year. And by 2030, nearly 20% of all Americans will be age 65 or over. If nonprofits are to thrive, fundraisers must alter their tactics to be more inclusive of cultural, racial, and age differences.

Says Rev. Clarence Williams, director of racial equality and diversity initiatives at Catholic Charities USA: “There is no way for nonprofits to realize the fullness of their intentions without including the perspectives of the people they desire to relieve social distress. To solve any problem requires a diagnosis. The social treatment cannot be devised without the assistance of the people seeking help.”

If we in the nonprofit sector are going to continue our work successfully, we must look at diversity from multiple angles:

- Are our staff and board truly reflective of the population? If not, how can we relate to our stakeholders?
- Do we actively promote inclusiveness? Do we value and reward different perspectives?
- How must we adapt our programs and services to meet the needs of a changing population base?
- How do our fundraising and marketing strategies need to change to reach a broader audience?

Who needs diversity? **Simply stated: We all do!**

## Nonprofit Leader Spotlight: Southern Coalition for Social Justice

**Anita Earls**, executive director of the Southern Coalition for Social Justice (SCSJ), has always been driven to empower the underserved. So it only seemed fitting that after earning her J.D. from Yale Law School, the Seattle native – who was raised in a mixed-race family – headed south to litigate civil rights cases at a private law firm in Charlotte, North Carolina. The former Confederate states, especially those with large populations of blacks, Latinos, and other underrepresented groups, lead the way in economic disparities and are the ideal hub for making a significant social impact.

In 1998, however, Earls was lured to Washington, DC, when she was appointed by President Clinton to the post of Deputy Assistant Attorney General for the U.S. Department of Justice Civil Rights Division. She landed another prestigious position in the nation's capital at the Lawyers Committee for Civil Rights. Still, "I really felt like I was 10,000 feet above what's going on in the community and didn't feel like I was making a maximum impact," says Earls. "None of these roles felt like they were responsive to the needs of minority communities."

That's what prompted Earls to establish the Durham, NC-based SCSJ in 2007. Along with a multi-disciplinary group of lawyers, researchers, organizers, and media experts of color, Earls uses a "community lawyering" approach to support communities engaged in social justice struggles in order to dismantle structural racism and oppression. In 2011, for instance, SCSJ lobbied to prevent a sewage plant from being built in rural New Hill, NC. The residents, who are primarily low-income blacks, were also not going to be given access to the utility services. Although unsuccessful in preventing the plant from being built, SCSJ negotiated an impactful community settlement agreement. Wake County officials agreed to finance the construction of a \$500,000 community center, build bus stops for local children, and connect the community to the water-treatment plant—all preserving the value of New Hill homes.

SCSJ often partners with like-minded organizations in the South to defend and advance rights using a combination of legal advocacy, research, organizing and communications. Earlier this year, SCSJ participated in a press conference with the NC NAACP and other civil-rights groups to raise concerns with voter ID legislation that would have sweeping racially discriminatory effects.



*Anita Earls*

### SCSJ's five focus areas include:

**Environmental justice:** to mitigate and prevent negative environmental impacts where communities of color and economically disadvantaged communities are disproportionately burdened

**Voting rights:** to protect the right of all citizens to cast a ballot and have that ballot count equally; defend and implement the Voting Rights Act; combat voter suppression and any unfair practices that threaten free democratic participation in elections

**Criminal justice:** to reverse the negative effects of the war on drugs; eliminate racial bias in the criminal justice system and the collateral consequences that arise from it

**Immigration rights:** to protect immigrant rights; support organizing of immigrants and allies for immigration reform; end the unjust and inhumane implementation of immigration policies; end racial profiling in immigration enforcement

**Human rights:** to protect and advance the fundamental human rights of all people; increase recognition of expanded political, civil, economic, social and cultural rights in U.S. law

*"We compliment the strengths of existing organizations in the South," says Earls. "And when our work results in community organizations realizing the power and ability to impact daily lives, that's when we're most successful!"*

## 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

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## Upcoming Webinars

Our webinar series resumes in the fall. Visit [www.theinsgroup.com](http://www.theinsgroup.com) in August to see our exciting new webinar calendar and learn more about upcoming educational opportunities.

## Upcoming Classes/Workshops

### Advanced Grant Writing

Duke University Nonprofit Certificate Program  
August 13, 10:00 am – 4:00 pm, Greenville, NC

### Nonprofit Fundraising

Duke University Nonprofit Certificate Program  
August 14, 9:30 am – 4:30 pm, Greenville, NC

### Grant Writing

Duke University Nonprofit Certificate Program  
August 15, 9:00 am – 4:00 pm, Durham, NC

### Nonprofit Fundraising

Duke University Nonprofit Certificate Program  
September 11, 9:00 am – 4:00 pm, Durham, NC

### Nonprofit Fundraising

Duke University Nonprofit Certificate Program  
Intensive Track Program  
September 18, 9:00 am – 4:00 pm, Durham, NC

## Conferences

### Alliance for Nonprofit Management

#### 2013 Annual Conference

August 7-9, Newark, NJ  
[theallianceconference.org](http://theallianceconference.org)

### Nonprofits Making the Difference

#### 2013 Statewide Conference for North Carolina's Nonprofit Sector

NC Center for Nonprofits  
September 19-20, Concord, NC  
[www.ncnonprofits.org](http://www.ncnonprofits.org)

*\*Ruth Peebles will serve as a curbside consultant at the statewide conference.*

## Nonprofit Initiative Spotlight: Talk About Giving

If you HAD to give away \$10, to whom would you give it? What does it mean to be charitable? How do you feel when you help others? These and 57 other questions are part of an innovative card game called Talk About Giving designed to prompt multi-generational dialog about the value of philanthropy.

The game was officially launched in 2011 by the Columbia, SC-based Central Carolina Community Foundation, which serves 11 counties in the Midlands by distributing grants and scholarships and helping local donors. Today, thanks to significant funding from a local family foundation, the game has evolved into an entire movement that includes an interactive website at [www.talkaboutgiving.org](http://www.talkaboutgiving.org) filled with resources, activities, and even a book club. “Like any other value, if you don’t discuss the act of giving with your children, it won’t be learned,” says Catherine R. Monetti, founder of the marketing firm Riggs Partners, who conceived the idea several years ago while serving on the Community Foundation board. While watching an *Oprah* interview with Maria Shriver and her mother Eunice, it dawned on Monetti that philanthropy was passed down from one generation of Kennedys to the next. “It made me stop and think. When was the last time we’d had a conversation in our house that resembled that which took place?”

Monetti wasn’t alone. Research has found that while nine out of 10 parents want their offspring to be charitable, 77 percent of children under the age of 17 are either completely unaware that their parents give charitably or they are clueless about how and to whom. Fortunately, studies have also confirmed that parents wield tremendous philanthropic influence over their children. (To download the Foundation’s white paper “Today’s Children, Tomorrow’s Philanthropist,” visit [http://www.talkaboutgiving.org/wp-content/uploads/2011/04/TAG\\_whitepaper2.pdf](http://www.talkaboutgiving.org/wp-content/uploads/2011/04/TAG_whitepaper2.pdf).)

“If we don’t consciously include our children in meaningful dialog about the need to be charitable,” Monetti explains, “we may well rear an entire generation of adults that doesn’t know how to take care of the world and each other!”

Critical to effectively getting Talk About Giving off the ground and making it an interactive experience was an investment in a dedicated multimedia manager. “Social media is constantly evolving and you need someone who can stay up on trends in order to maintain relevance,” says Kristin W. Williamson, the Community Foundation’s interactive marketing manager. “We knew this wasn’t something that could be accomplished using a volunteer.”

The commitment appears to be paying off. More than 700 Talk About Giving card games have been sold since December 2012, and the Community Foundation gained national notoriety last year when The New York Times featured the initiative. Talk About Giving’s most loyal customers are financial planners. Dealing with the intersection of families and financial literacy on a daily basis, they’re snatching up the games by the caseload. And although there have been other games introduced that focus on giving, “they target teachers,” says Monetti. “Our message is that it’s the responsibility of the family – not schools – to discuss the important issue of philanthropy with children.”

Another message the Central Carolina Community Foundation hopes to convey is that individual donors don’t have to be wealthy to give. “It’s hard for a foundation to be relevant to everyone in the community,” concedes Williamson. “This initiative lets us reach out to the majority.”

