



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

As we embark upon the season of holidays, there seems to be no shortage of occasions to celebrate. It is also a time of generosity in giving. By nature, nonprofits are heavily reliant on donors. But do you know why they give? In "The Art (and Science) of Giving" on pages 2 and 3, we review some of the reasons that influence prospective nonprofit donors and the types or organizations to which they give.

This time of year should also serve as a reminder to express gratitude to those around us, which can often be overlooked in the hustle and bustle of day-to-day activities. On page 4 we identify some low- to no-cost "Practical Ways to Thank and Reward Staff." These ideas can also be extended to donors, members, volunteers, and others critical to the success of your organization.



The holiday season can also bring about a surge of activity not seen in the earlier months of the year. In the era of doing more with less, interns are an effective means to grow a nonprofit's ability to accomplish tasks that might otherwise be put on the backburner. Read "Growing Capacity by Using Interns" on page 5 for ideas on how you can implement your own internship program.

As the leaves fall and the weather turns cooler, take advantage of these next few months to better understand your donors' motivations, show gratitude to your staff, and grow your ability to serve your organization's mission and you, too, will have much to celebrate this holiday season!

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

The Art (and Science) of Giving

Regardless of whether you consider fundraising a science or an art, you must acknowledge there are components of each in the business of raising money for a nonprofit. As fundraisers, we must understand the process of asking for contributions (see Six Simple Steps for Making the “Ask”), as well as the importance of developing relationships with our prospective donors. In order to do so, it can be immensely helpful to have an understanding of the key reasons people give, or do not give, to charitable organizations. So what motivates donors? Our research indicates the following, in no particular order.



People give because:

- They were asked. While large gifts are best garnered through a personal relationship, the advent of social media and online giving provides multiple avenues to request and receive donations.
- They have an emotional or personal connection to the organization's mission. This is especially true in relation to health service charities and educational institutions.
- The organization aligns with their personal or professional goals and, in some cases, can help them achieve those goals.
- They truly want to help others. A 2009, survey by the Center on Philanthropy at Indiana University found the top three reasons for giving are to help those who are disadvantaged meet their basic needs, to make the world a better place, and to make their community a better place.
- Giving helps them project or maintain a certain image. Evidence of this type of motivation can often be seen at charity galas, auctions, and other high-profile events.

Conversely, people choose not give to charitable organizations for a number of reasons that include:

- No one asked them. Seems simple enough, but hesitation to make a direct ask is often reported as the top reason people do not give charitably.
- They do not have the funds to give or the request comes at a bad time. According to Hope Consulting, individuals with household incomes of \$80,000 make 75% of individual charitable donations.
- They feel pressured or harassed to make a donation. In the same Hope Consulting study, donors indicated their main frustration as being solicited too often.
- They question the financial management, quality of leadership, overhead ratio, or effectiveness of the organization.
- Prior donations were never acknowledged, or were not recognized to their level of satisfaction. Surprisingly, but all too frequently, some nonprofits fail to thank their donors for their contributions.
- They feel no personal connection to the cause or mission of the organization.

While not an exhaustive list, it demonstrates the point that to be an effective fundraiser, we must understand the motivations behind why people do or do not give, and tailor our approach accordingly.

Upcoming Classes/Workshops

Upcoming Webinars

Go to www.theinsgroup.com to register for the following online learning events. The cost per seat is \$30.

How to Grow your Individual Donor Base

Wednesday, October 17, 2:00pm - 3:30pm ET

How to Create a Sustainable Nonprofit Strategic Plan

Tuesday, November 13, 2:00pm - 3:30pm ET

12 Steps for Securing a Successful Grant

Tuesday, December 4, 2:00pm - 3:30pm ET

Visit www.theinsgroup.com to learn more about these educational opportunities.

Grant Writing

NC Community Foundation, Kenansville, NC
October 18, 8:30 am - 12:30 pm ET

Nonprofit Fundraising

Duke University Nonprofit Certificate Program, Martinsville, VA
October 23, 9:00 am – 2:00 pm ET

Grant Writing 101

Duke University Nonprofit Certificate Program, Durham, NC
October 30, 9:00 am – 4:00 pm ET

Nonprofit Fundraising

Duke University Nonprofit Certificate Program, Elon, NC
November 7, 9:00 am – 4:00 pm ET

Fundraising 101

Duke University Nonprofit Certificate Program, Greenville, NC
November 14, 10:00 am – 4:00 pm ET

Advanced Grant Writing

Duke University Nonprofit Certificate Program, Durham, NC
December 5, 9:00 am – 4:00 pm ET

According to a the annual philanthropy report from Giving USA™, individual giving in 2011 increased 3.9% (or 0.8% when adjusted for inflation) over 2010, and bequest giving increased 12.2% (8.8% taking into account inflation). While an encouraging sign, charitable giving (in inflation-adjusted dollars) in 2011 still ranks below that in years 2004 to 2008. According to the findings of Giving USA™, total 2011 contributions of \$298.42 billion breaks down by type of recipient organization as follows:

| Recipient organization type | 2011 allocation | 2011 contribution amount (in billions) | % change over 2010 (% adjusted for inflation) |
|-------------------------------|-----------------|--|---|
| Religion | 32% | \$95.88 | down 1.7% (down 4.7%) |
| Education | 13% | \$38.87 | up 4.0% (up 0.9%) |
| Human services | 12% | \$35.39 | up 2.5% (down 0.6%) |
| Foundations | 9% | \$25.83 | down 6.1% (down 8.9%) |
| Health | 8% | \$24.75 | up 2.7% (down 0.4%) |
| International affairs | 8% | \$22.68 | up 7.6% (up 4.4%) |
| Public-society benefit | 7% | \$21.37 | up 4.0% (up 0.9%) |
| Arts, culture, and humanities | 4% | \$13.12 | up 4.1% (up 1.0%) |
| Environmental/animals | 3% | \$7.81 | up 4.6% (up 1.4%) |
| To individuals | 1% | \$3.75 | up 9.0% (not available) |
| Other | 3% | \$8.97 | not available |

Contributions by Individuals: \$217.79 billion (73%)

Contributions by Foundations: \$41.67 billion (14%)

Contributions by Bequests: \$24.41 billion (8%)

Contributions by Corporations: \$14.55 billion (5%)

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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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

Practical Ways to Thank and Reward Staff

At some point, most of us who work in the nonprofit arena have received a “thank you” from an event participant, member, or recipient of the organization’s services. But how often do we, as staff, recognize one another? Let’s face it: as nonprofit employees, we are frequently expected to play multiple roles, produce the same results as our for-profit counterparts with fewer resources, and bend our schedules around those of our volunteers. A word of gratitude can go a long way.

According to Dr. Bob Nelson, president of Nelson Motivation, Inc. and co-founder of Recognition Professionals International, thanking staff members is more than a nicety. Showing gratitude in the workplace, he says, is essential in motivating employees to continue to do good work, to stay with the organization, and to serve as the catalyst for attracting new employees.

Rewarding employees can, and should, occur at both the individual and group levels and from peers as well as superiors. When a staff member goes above and beyond the call of duty or a team achieves a milestone, prompt and specific recognition will serve as positive reinforcement.

While a simple word of thanks is always appropriate, we’ve compiled some additional ways to reward staff, taking into account a nonprofit’s ever-present budget constraints.

- Post a public note of thanks on your organization’s Facebook wall, tagging employees so the message also appears on their timeline and can be seen by their friends.
- Working at a nonprofit can often turn into a family affair. In addition to writing a personal note to the staff member, send a letter to their family members telling them how valuable their mom/dad/son/daughter/husband/wife is to the organization and thanking them for their understanding and support.
- Reward staff by giving them the afternoon free on off-worked holidays like Valentine’s Day and Halloween. Or give employees a free pass to take a day off of their choosing without using vacation time.
- Bring in a cake to celebrate the achievement of a team or organizational goal. Make sure the cake is decorated with “way to go,” “nice work,” or some other phrase that shows it was procured specifically for the occasion.
- Create a trophy that moves from one person to another as they do something noteworthy. Have each person who receives the trophy add something to it that represents them or their accomplishment before passing it to the next recipient.

These are just a few ways to recognize employee performance and commitment. Let your imagination run wild and you will likely come up with others. It doesn’t matter which method you choose; just make sure to say thank you in one form or another and your organization will be stronger for it.

Growing Capacity by Using Interns

One of the most effective and cost-efficient ways to increase your organization's capacity is to implement an internship program. Interns are students – high school, college, or graduate – who work for low or no pay in exchange for gaining practical work experience.



Gone are the days when a diploma or degree guaranteed a graduate a job. Today, companies look for students who have also amassed quality work experience prior to graduation. As a student, internships offer an opportunity to understand what they can expect in the “real world.” As an employer, internships are a great way to test

prospective future employees before hiring them. And, even if you have no permanent positions available, using interns can help your nonprofit complete projects or tasks that might otherwise be deferred.

An effective Internship program requires effort from not only the intern, but also the nonprofit. The guidelines below can help you and your interns get the most from the experience.

- Define the activities for which you will use an intern. Just as when hiring an employee, create a job description that includes expectations – including number of hours and key responsibilities – for the position.
- Interview prospective interns to assess fit with both the job and culture of the organization. The best internships are coveted positions, so you should be selective when determining who will become part of your team. Make sure both parties agree on the objectives of the internship and how they will be measured.
- Though interns may be unpaid, they should be treated as an extension of your staff. Ensure your interns are aware of how their efforts contribute to the success of the organization as a whole. Most importantly, treat them with respect.
- Interns are seeking to gain experience, so they will require supervision and coaching. Set aside time on a regular basis to meet with your interns to review their progress, answer questions, and provide both positive and constructive feedback.

Properly managed, interns can greatly increase the amount of work your organization can handle. And, ideally, your next great employee will come

The INS Group can help you learn more about evaluating your nonprofit and capacity building through comprehensive assessments, which are designed to promote healthy organizational maintenance and growth.

To learn more about our innovative solutions for nonprofits – including consultation services for executive coaching, project management, and marketing communication – visit our website at www.theinsgroup.com.

Looking for interns?

Contact your local college career counseling office or high school guidance counselor. Most job boards also have an intern designation where you can post position descriptions. Check out www.internjobs.com to see what others are posting.

Wondering how to utilize interns in a nonprofit? Interns can:

- Document processes and procedures
- Write blog, newsletter, and website content
- Research donor prospects
- Update Twitter and Facebook
- Write grants
- Manage memberships
- Plan programs or events
- Assist with accounts payable or receivable
- Help with organizational tasks
- Enter data
- Assist clients or members
- Recruit volunteers
- Compile mission-related information
- Manage project timelines

The possibilities are limitless!