



# 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

Capacity is a hot topic in the nonprofit world, and it should be. Whether they deliver direct services, support members, or work as advocates, nonprofits need to strive continually to strengthen their capacity to do their job effectively. That can range from investing in staff or improving online fundraising to raising awareness about an issue or securing technical support and long-term funding.

Building capacity is a lot like cultivating relationships: It requires ongoing, long-term attention and commitment. Our spring newsletter looks at the issue of capacity from diverse perspectives and celebrates Donate Life Month and National Child Abuse Prevention Month.

Donate Life North Carolina is a membership organization that works to encourage more North Carolinians to register as organ, eye and tissue donors. To help do that, the Durham-based nonprofit – a client of INS Group – manages an online donor registry for the state, works with high school teachers, and trains driver license examiners.

I have a special place in my heart for Prevent Child Abuse North Carolina, a Raleigh-based statewide organization that works to help nonprofits and public agencies throughout North Carolina do a better job strengthening families. I served as director of development at PCANC from 1997 to 2006.

Ruth A. Peebles, President & Founder  
The INS Group



We also look at two recent reports that underscore the importance of capacity. A report by Dunham+Company and Next After says nonprofits are losing millions of dollars, if not billions, because they make it difficult for donors to give online. That report underscores the need to invest in digital capacity to more effectively engage donors and raise money. And two reports from the Association for Healthcare Philanthropy find that fundraising success is directly tied to investment in fundraising staff. To effectively advance the causes they were created to address, nonprofits require ongoing investment in their operations and programs. While capacity takes many forms, it remains at the heart of nonprofits' ability to do their jobs.

*The INS Group is available to support nonprofits with their processes for strategic planning, fund development, board development and other capacity-building activities.*

## Prevent Child Abuse North Carolina: Working to strengthen families

At Communities in Schools of Durham, which he served for eight years as executive director, Bud Lavery saw first-hand the role that organizational capacity can play in the success or failure of evidence-based parenting programs. A program known as “The Incredible Years” that provided 14 to 18 weeks of parenting skills to parents of children from age three to fifth grade thrived because it included technical support and coaching from Prevent Child Abuse North Carolina, or PCANC, as well as three years of funding from the state Division of Social Services.

But unable to find coaching, technical assistance or funding for a separate program known as “Strengthening Families” that served families with children ages 10 to 12, Communities in Schools had to stop offering the program. “There needed to be an organization at the state level that could advocate with funders,” says Lavery, who joined PCANC last July as president and CEO. “There has to be significant funding, ideally multi-year, and there has to be technical assistance and coaching.”

At PCANC making sure that programs devoted to the prevention of child abuse and neglect get the capacity support they need is precisely what Lavery aims to help do. The statewide group’s role is to help nonprofits and public agencies throughout North Carolina be more effective at strengthening families, typically through evidence-based programs that focus on parenting and families.

PCANC does not work directly with families but works to boost the “infrastructure” of other organizations that are effective in strengthening families. The agency also works to promote policies, legislation and funding to prevent child abuse and neglect. PCANC is an “intermediary” that is akin to a franchising company, Lavery says.

Ninety-five percent of new small businesses fail in four to five years, compared to 95 percent of new franchises that succeed in four to five years, he says. Franchising corporations “figured out that if they have a central technical office, they already have a lot of things in place that individual organizations might not have, such as marketing and production,” he says. “We’re playing a very similar role, but for nonprofits.”

So when a local nonprofit wants to launch a program to strengthen families, Prevent Child Abuse can provide it with templates showing, for example, what its true costs would be, or spelling out criteria for hiring staff.

PCANC also has worked as an advocate with major funders, encouraging them to focus on family-strengthening programs based on “research that shows they really work,” Lavery says. And it has encouraged those funders to make a financial investment in “implementation infrastructures” to ensure that local agencies that launch those programs “do it well.”

Operating with an annual budget of \$2 million and a staff of 21 people, PCANC has developed a prevention network of 300 members that serve all 100 counties in the state. It focuses intensively on 45 of its member agencies, in particular providing consulting and coaching on three evidence-based programs, including a family-strengthening program that is coled by parents and professionals. Now, it plans to expand its ability to offer technical assistance by including home-visiting programs.

The programs that PCANC supports fill a big need, and make a big impact, Lavery says. Last year, roughly 128,000 children in the state were reported for suspected abuse or neglect, and 28,000 of those cases were substantiated, he says.



**Prevent Child Abuse  
North Carolina**



Bud Lavery

***April is National Child  
Abuse Prevention  
Month.***

And according to estimates, about one in five kids will experience abuse and neglect over the course of their lifetime. Based on a statewide evaluation, Lavery says, the programs that PCANC supports “show significant results in terms of improved parenting and improved behavior of kids.”

*The INS Group recognizes the importance of organizational development and capacity building. The INS Group is available to support nonprofits with their processes for strategic planning, fund development and board development and other capacity-building activities.*

## Client profile

# Donate Life North Carolina: Inspiring organ donation

Throughout the U.S., 120,000 people, including 3,500 North Carolinians, are on waiting lists for organs. And 18 people die every day, on average, waiting for a transplant. Donate Life North Carolina, a Durham-based nonprofit, is working to help save some of those lives by encouraging more people to register as organ, eye and tissue donors.

It does that by managing the state's online donor registry in partnership with the state Division of Motor Vehicles, and by reaching out to teens, people ages 50 to 64, the DMV and, through media advertising, the general public. And its efforts have had a big impact: At the end of December, over 4.46 million North Carolinians, or more than half of those with a driver license, had registered as donors.

Reaching that milestone was the result of an effort that began in 2007, when state lawmakers passed a law that lets all individuals age 16 and older register to be organ and eye donors through the DMV when they receive or renew a driver license or identification card. "It's an extraordinary gift," says Sharon Hirsch, executive director of Donate Life North Carolina. "When people get these transplants, they can go back to a normal life."

Donate Life North Carolina is a membership organization whose members are organ recovery agencies and transplant centers. The nonprofit operates with an annual budget of \$400,000, and gets 80 percent of those funds through grants from the License to Give Trust Fund Commission, an arm of the state Department of Administration. Donate Life North Carolina also receives support from three organ recovery organizations that are members.

Donate Life North Carolina works on multiple fronts to encourage North Carolinians to register as donors, often by working to build the capacity of other organizations. In addition to managing the online donor registry at [donatelifenc.org](http://donatelifenc.org), for example, it works closely with teachers who teach driver education and health education,

and has developed a free organ-donation curriculum for high school teachers. Donate Life North Carolina also works closely with the DMV.

Seventy volunteer "DMV ambassadors," mainly transplant recipients and donor family members, are assigned to visit each of the 110 DMV offices throughout the state each quarter. State law requires that DMV driver license examiners ask people applying for or renewing a license whether they want to register as an organ donor. Donate Life North Carolina provides training for examiners about donor registration when they attend examiner training school. And it provides posters and materials for the DMV offices.

**April is Donate Life Month.**

Donate Life North Carolina also is working to "dispel some of the myths" that people can be too old to be donors, Hirsch says. Donate Life North Carolina has received a \$100,000 grant from the License to Give Trust Fund Commission to expand its use of advertising on social media, and to begin advertising on broadcast media, to encourage people to register as organ donors. The average person could save up to eight lives as an organ donor by donating two kidneys, two lungs, and the heart, liver, pancreas and small intestine.

People also can donate their eyes and corneas; skin for used in grafts for burn victims; bones, veins, tendons, heart valves, and cardiovascular tissue; and ligaments for use in repairing knees. "It's easy to register and it doesn't cost you a thing," says Hirsch. "You can go to the DMV or our website, and it takes two minutes." And organ donors make a difference. "You can save a life," Hirsch says. "And it could be someone you know."



Sharon Hirsch



*The INS Group facilitated a one-day strategic planning session for Donate Life North Carolina. The meeting resulted in a comprehensive written plan that included goals, measurable objectives, strategies and action steps, and an evaluation and management plan.*

*"Our new strategic plan, facilitated by The INS Group, is our roadmap for strengthening our infrastructure, building stronger strategic partnerships and building financial support so that we can sustain and grow the NC Donor Registry," says Sharon Hirsch, executive director of Donate Life North Carolina.*

*"By following our new plan," she says, "we anticipate that we will increase our capacity to inspire more North Carolinians to register as organ, eye and tissue donors by 200,000 new registered donors annually."*

*Donate Life North Carolina has also hired The INS Group to help it with strategic fund development planning, including a one-day board and staff retreat, and drafting a written strategic fund development plan.*

*The INS Group is available to support nonprofits with their processes for strategic planning, fund development and board development and other capacity-building activities.*

## The value of fundraising staff: Priceless

Your nonprofit's relationships with donors are integral to their giving, and the skills and experience of your fundraising staff are integral to building and sustaining those relationships. Be willing to invest what is needed to build the capacity of your fundraising staff and equip it with the best tools, strategies and practices available.

To be effective, your fundraising staff also needs to understand that fundraising is all about getting to know donors, raising their awareness about community needs, and helping them see that supporting your nonprofit will address those needs while helping the donors advance the causes they care about. And make sure your fundraising staff is big enough to get the job done.

The indispensable role that fundraising staff play, and the importance of investing in them, are clear from two new reports from the Association for Healthcare Philanthropy. The size of the professional staff directly responsible for fundraising has a "ripple effect," AHP says. Expanding the fundraising staff improves market penetration, which strengthens donor relationships and leads to bigger average gifts. And all those elements increase fundrais-

ing revenue, efficiency and effectiveness. AHP also says well-established major gifts programs increase average gift sizes significantly.

"High performing organizations know the importance of investments in people and programs, including sophisticated research programs, major gift initiatives (including well-managed campaigns), planned giving, corporate sponsorships, grant writing, and identification of opportunities for major funding from partners such as foundations, and local, state and federal government agencies," AHP says. Far too many nonprofits treat donors as automated teller machines, and simply churn out standardized and impersonal appeals for funds.

Those appeals may generate small annual "transactional" gifts, but personal relationships with donors are what lead to "leadership" gifts that can transform the way your nonprofit works and the impact your programs have in improving the lives of constituents. The immediate result of fundraising is contributed income, but that income simply is a means to the larger goal of making your community a better place to live and work.

### Smart fundraising

Generating gifts that can transform your nonprofit and its impact depends on creating a culture of philanthropy at your organization, and building donor loyalty. To help do that, you should:

- Raise awareness -- internally and externally -- of community needs.
- Get to know donors and the causes they care about.
- Recognize donors' potential value and impact.
- Give donors more voice in working with your nonprofit.
- Integrate your annual, major, campaign and planned giving programs.
- Value and invest in fundraising staff.
- Build collaboration among fundraising staff.
- Strengthen long-term stewardship of donors.

### Learn more

- Leadership giving  
[http://www.nxtbook.com/nxtbooks/afp/ap\\_20120708/index.php?startid=1#/54](http://www.nxtbook.com/nxtbooks/afp/ap_20120708/index.php?startid=1#/54)
- Growing Philanthropy in the United States  
<http://www.indiana.edu/~iunews/GrowingPhilanthropySum.pdf>
- Great Fundraising  
<http://www.claytonburnett.com/>

## Upcoming Webinars

### Need Funding?

Tried & True Strategies for Creating a Winning Proposal  
*Wednesday, April 30, 2014*  
2 p.m. – 3:30 p.m.

## Upcoming Classes/ Workshops

### Nonprofit Fundraising

Duke University Nonprofit Management Program, Durham, NC  
*Friday, April 25, 2014*

### Grant Writing and Compliance

Duke University Nonprofit Management Intensive Track, Durham, NC  
*Wednesday, May 7, 2014*

### Advanced Grant Writing

Duke University Nonprofit Management Program, Durham, NC  
*Wednesday, May 14, 2014*

### NCAPCA Not-For-Profit Conference

Dining, Dancing and Debits – Fundraising and Accounting, Greensboro, NC  
*Tuesday, May 20, 2014*

### Fundraising

Duke University Nonprofit Management Program Intensive Track, Charlotte, NC  
*Wednesday, May 21, 2014*

### Grant Writing (Federal and State Grants)

Duke University Nonprofit Management Program, Martinsville, VA  
*Tuesday, May 27, 2014*

### Nonprofit Fundraising

Duke University Nonprofit Management Program Intensive Track, Durham, NC  
*Wednesday, June 11, 2014*

### Advanced Grant Writing

Duke University Nonprofit Management Program, Greensboro, NC  
*Tuesday, June 17, 2014*



## 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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## Make it easy for donors to give online

Every visitor to your website could be a donor, yet a lot of nonprofits make it tough for donors to give online. Those barriers to giving are costing nonprofits millions, even billions, of dollars, says a new report from Dunham+Company.

The consulting firm and Next After looked at websites of 151 organizations over nine months, subscribed to their emails, and made an initial gift of \$20. The two firms studied 56 key indicators in four key aspects of online fundraising, including email registration, email communication, the donation experience, and the gift acknowledgement process.

Among the organizations studied, 127 scored 75 or below. Over one in three or-

ganizations, for example, did not send a single email to new subscribers within the first 20 days of signing up, 79 percent of emails did not personalize the "to" line with a first and last name, 56 percent of organizations did not make a single ask in the first 90 days, and 63 percent did not offer a donor "next steps" to take. Nonprofits can do better.

Your website should be an inviting point of entry to your nonprofit that gives visitors a quick summary of who you are and what you do, and invites them -- and makes it easy -- to learn more and get involved. By making your website easier to use, and making it a priority to engage and cultivate your online visitors, you can increase the chance they will become loyal supporters.

### *Donor-friendly websites*

Here are some simple steps you can take to make it easier for visitors to your website to get involved with your nonprofit.

- Keep your website simple and easy to use.
- Clearly say what you do and who you serve.
- Articulate the difference you make.
- Put a button on your home page that lets people give online.
- Set up an automated response personally thanking donors for a gift.
- Offer visitors the opportunity to sign up for a free email newsletter.
- Create a short quiz for visitors about your cause and their interests.
- Within 30 days of their email signup or quiz, ask for a donation.
- Let visitors know how they can volunteer.
- Feature a profile, even a short video, of a constituent.

### *Learn more*

- <http://www.dunhamandcompany.com/fundraising-research/>
- <http://www.idealware.org/articles/few-good-online-donations-tools>
- <http://www.rlweiner.com/resources>
- <http://www.socialbrite.org/2010/05/28/19-tools-for-fundraising-with-social-media/>