



## INSIDE THIS ISSUE

p. 3 *Philanthropy 101 – To Give or Not To Give*

p. 4 *Faith-Based Organizations – Bridging the Gaps*



# innovative nonprofit SOLUTIONS

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**Our Mission:** We help organizations create innovative solutions to build their capacity.

We accomplish this by assessing, designing and implementing strategic fundraising, marketing and management programs for nonprofits, community-based, faith-based and educational institutions and government agencies nationally.

## Message from our President



For many in our industry July 1 marks the beginning of a new fiscal year which means a new budget and a fresh start. July also marks the midway point of the year and the time of year when fun in the sun seems to be a primary focus. But of course, even though we may take some much needed time off for vacationing the work of our industry is never done. During spring 2008 and into this summer, we have seen an increase in needs across our nation and globally. The economy and unpredictable devastating weather has placed a strain and added stress to many non profits trying to address the concerns and needs of their communities. Evaluating, planning, and action are always important but especially now when there is so much to do with often too little time and resources.

In this issue we hope to provide examples of what others are doing to meet this season's challenges and how they are finding success. You'll find key topics such as: Strategic Planning – being able to do more with less and maximizing resources; Education – effectively teaching philanthropy in the classroom; Faith-Based Organizations – what you need to know about government funds and how you prepare to apply for them; and Online Social Networking – collaborating, learning, and sharing.

Enjoy your summer and take some time for yourself. But stay in touch - The INS Group will be working steadily to provide you with resources and services that will help you plan, respond, and succeed. We hope you will use the Innovative Nonprofit Solutions E-Newsletter as your primary resource for information about strategic planning, fund development, grant writing, and research. What are some of the current celebrations and challenges in your organization? How has the information in our newsletter helped? Send comments to [info@theinsgroup.com](mailto:info@theinsgroup.com).

- Ruth A. Peebles, President and Founder, The INS Group



## Living Waters Christian Fellowship – Writing Their Vision and Making It Plain

Living Waters Christian Fellowship (LWCF) is located in Newport News, VA, a transitional community with many to serve. Approximately two years ago, LWCF decided that having a strategic plan would be critical to their ministry’s ability to accomplish their goals, to respond to their members’ needs, and to make sure their vision was known and understood. After completing an informal internal process they turned to The INS Group to facilitate a formal strategic planning retreat and to create a written plan. Philip Page, Jr, a minister at LWCF and their coordinator for the strategic planning process shares his insight on how this process was beneficial.

**INS: Holding formal strategic planning retreats with an outside facilitator is very new to churches. Why is this process not as common among churches?**

**PPJ:** Churches may be a little scared to have someone from the outside come in and walk them through a process. They may feel that they are admitting that something is wrong or there is a problem. At LWCF, our pastor, Bishop Steven W. Banks, had approached this process from a place of strength not deficit. He has always acknowledged that there is so much in a ministry--so many talents, and areas of wisdom that he really wanted to capture those things on paper and then release it in the form of a strategic plan. We believed the best way to do that is to have someone with a fresh perspective from the outside look at it and help us line things up better.

**INS: How did LWCF make the decision to go through a strategic planning process?**

**PPJ:** We are a pretty young ministry but as you do anything over the course of a bunch of years you find out that things you wanted to do a few years ago were never done. Somebody remembers, “Oh we said we were going to try that...,” but we didn’t. You end up without a base to build on and you don’t know who had responsibility for it or why it wasn’t done – there is a little bit of a frustration that comes from that. Through Bishop

Banks’ initiative, we identified one of the drivers for the process was the frustration caused by realizing that we could be more, we could do more, and we have numerous resources that we had not maximized.

**INS: How is LWCF using the strategic plan?**

**PPJ:** We have continuous follow through – our strategic planning team meets bi-monthly to: review our plan, check to see if we are on track, and make adjustments as needed; realign ministry services for better coordination; establish *5 Star Services* for increased communication and distribution of church information; be selective in our grant writing – seeking grants that are in perfect alignment with our mission; create strategic partnerships with businesses and other organizations. It has also helped our planning team to better communicate through a common vision, experience, and language.

**INS: What are your final thoughts on the strategic planning process?**

**PPJ:** Any sized church can benefit from this process. It really is an investment in your ministry not an expense because you can see some benefits and results from it. It will help you examine the effectiveness of your activities and provide tools for accountability to make sure your time, resources, and energy are being put to good use. I strongly encourage strategic planning for all churches.

## CFBCI: Center for Faith-Based and Community Initiatives

CFBCI works collaboratively with Department of Labor (DOL) agencies to fulfill the Department’s fundamental goal of creating a prepared and competitive, safe and secure American workforce.

As of 2008, 35 governors’ and 100+ mayors’ offices are dedicated to expanding faith-based and community initiatives and strengthening Faith-Based and Community Organizations (FBCOs) to extend their vital work.

From 2002-2007, DOL awarded **1,365 grants worth \$742,157,109** to FBCOs, states, and Work Force Investment Boards (WIBs).

Year	Grants	Dollars <i>(In millions)</i>
2002	102	\$31
2003	143	\$55.5
2004	237	\$182.4
2005	296	\$159
2006	248	\$126.3
2007	339	\$187.5

**For the detailed report:**  
<http://www.dol.gov/cfbci/renewing.pdf>



## Philanthropy 101 - To Give or Not To Give

You go to class, learn about local non profits, and give away money – this is the new hands on approach to learning about giving and the idea is growing amongst college campuses. Supported by various entities such as family foundations, investment companies, and even individual professors, philanthropy courses are giving college students an opportunity to learn about non profits including how to create a board of directors, creating a mission statement, making decisions on who or what to fund, and the importance of giving back.

The inspiration largely comes from those who wish to encourage the younger generation to give of their own time, talent, and treasure. The Manuel D. and Rhoda Mayerson Foundation of Cincinnati, OH, conducted a survey of students who participated in the Mayerson Student Philanthropy Project. Their findings were impressive – 80% of students surveyed reported they made a donation to a non profit since they took the class and about 30% reported they are considering careers in the non profit sector.

Professors teaching these courses find the opportunity to give students a hands-on experience can be most effective in teaching compared to just reading about it. There are numerous lessons to learn not only about philanthropy but also in understanding the impact of an individual's decisions and the impact of engaging in your community. These courses can engage students in various subjects such as history, economics, sociology, philosophy, and theology.

Students are excited to have the opportunity to not just study theory and history but to actually participate in a process that results in real communities with real people getting real help. Through these experiences students can broaden their options to considering job opportunities in the non profit sector or even establishing their own non profit or fund.

At Davidson College in Davidson, NC, 30 students evaluated 118+ organizations, reviewing project proposals, and discussing who should receive funding and how much. One of four colleges supported by the Sunshine Lady Foundation, founded by Doris Buffet, older sister of billionaire

Warren Buffet, Davidson College has received the NASPA's *Best Practices Award for International Education and Learning in Student Philanthropy* and has partnered with the Z. Smith Reynolds Foundation of Winston-Salem, NC to distribute a list of proposal recommendations to local churches, foundations, and individual donors to encourage information sharing and collaboration amongst non profits.

### *What is the value of these courses to the non profit sector?*

Money given to local non profits per class: **\$4,000 - \$10,000**

Teaching the younger generation the importance of giving, helping them develop an appreciation for the work of non profits – their staffs, volunteers, and donors, and developing the next generation of non profit professionals and philanthropists – **Priceless**

### *Sources:*

- <http://philanthropy.com/free/articles/v19/i14/14001401.htm>
- <http://www3.davidson.edu/cms/x24166.xml>
- [http://www.boston.com/business/globe/articles/2007/12/14/fidelity\\_program\\_encourages\\_good\\_will/](http://www.boston.com/business/globe/articles/2007/12/14/fidelity_program_encourages_good_will/)

## Funding Philanthropy in the Classroom

The following support undergraduate courses that teach philanthropy:

### **Brennan Family Foundation** \$50,000

Supports a student-led grant-making program at Colgate University

### **Roger F. Grein**

\$5,000 per course

Supports philanthropy classes at Xavier University (Ohio), Chatfield College, Wilmington College, & Loyola University (Illinois)

### **Fidelity Charitable Gift Fund**

\$15,000 Fund per school

Boston University, California State University at Fresno, Portland Community College, UNC-Chapel Hill, Whitworth University

### **Manuel D. & Rhoda Mayerson Foundation**

\$4,000 per course

Endows 5 to 7 courses per semester at Northern Kentucky University

### **Stardust Foundation**

\$80,000+

Supports Stardust Student Philanthropy Fund at Arizona State University. Students give away \$20,000 - \$25,000 per semester

### **Sunshine Lady Foundation** \$300,000

Supports courses at: Cornell University, Davidson College, the University of Mary Washington, & the University of Virginia. Students give away \$10,000 per class

# Faith-Based Organizations – Bridging the Gaps

The United States Federal Government does not have a formal definition of the term, “Faith-Based Organization (FBO) or Institution.” FBOs have been commonly described as *organizations or projects that provide human services through a foundation of faith integrated into their organization*. In recent years there has been more discussion and policy changes impacting the partnerships between FBOs and federal, state, and local governments especially as it relates to funding opportunities.

## Meeting the Need

Historically, FBOs have provided outreach, leadership, and assistance to their communities through events, special programs and projects. Soup kitchens, temporary housing for the homeless, after school programs, job training, and substance abuse counseling are just a few types of assistance provided by FBOs. Funding for these services

generally come from church collections, private and/or public foundation grants, and individual donors.

## What Has Changed?

In terms of government funding resources, FBOs are now able to compete for government grants with fewer restrictions and without having to veil their religious affiliation or activities. **Charitable Choice**, a model of improved cooperation between government and faith-based organizations and part of the 1996 welfare reform legislation, is a provision designed to remove unnecessary barriers previously hindering certain federal funds to be granted to FBOs.

## Charitable Choice rests on four principles:

1. **A Level Playing Field.** Faith-based providers are eligible to compete for funds on the same basis as any other providers neither excluded

*Continued on page 5*

## The INS Group Seeking... Administrative Assistant

The INS Group is in search of professional, organized, and detail-oriented candidates for a part-time Administrative Assistant

### Duties include:

- Researching potential clients and workshop participants
- Building and maintaining company database(s)
- Researching helpful resources (websites, publications) to be posted on company website
- Preparing workshop packets
- Preparing PowerPoint presentations
- Assisting with marketing and coordination of workshops and webinars, and e-newsletter distribution

- Proofing letters and other documents
- Copying and filing

### Qualifications:

- Bachelor's Degree preferred (Candidates with administrative experience or executive administrative experience are encouraged to apply)
- Expert in Microsoft Word, Microsoft Outlook, Excel, PowerPoint, and Publisher
- Ability to multi-task and work independently
- Nonprofit experience a plus

### Please send cover letter and resume to:

Administrative Assistant Position  
The INS Group  
P O Box 20575  
Raleigh, NC 27609

You may also email to [info@theinsgroup.com](mailto:info@theinsgroup.com). No phone calls please.



## Do You Know The First Step To Successfully Securing A Grant?

Find out by listening to our **12 Steps for Successfully Securing a Grant** CD.

This effective grant writing learning tool is now available for only \$10.

Visit [www.theinsgroup.com](http://www.theinsgroup.com)  
to order your CD today!

*“We used to think applying for a lot of grants was a good strategy but Ruth Peebles helped us understand how being selective...understanding that more is not necessarily better...could be more beneficial...writing for grants that are in perfect alignment with what we are about would be a better use of our time and energy.”*

Philip Page, Jr.  
Living Waters Christian Fellowship  
Newport News, VA

## FBOs – Bridging the Gaps *Continued from Page 4*

nor included because they are religious, too religious or of the wrong religion.

1. **Respect for Allies.** The religious character of faith-based providers is protected by allowing them to retain control over the definition, development, practice, and expression of their religious beliefs.
2. **Protecting Clients.** In rendering assistance, religious organizations shall not discriminate against an individual on the basis of religion, a religious belief, or refusal to actively participate in a religious practice. If an individual objects to the religious character of a program, a secular alternative must be provided.
3. **Church-State Separation.** All government funds must be used to fulfill the public social service goals, and no direct government funding can be diverted to inherently religious activities such as worship, sectarian instruction, and proselytization.

### *Do Most FBOs Have Sufficient Capacity?*

Concern expressed by many faith leaders is whether most FBOs have the adequate support and infrastructure to compete for these grants. The process of identifying which funding is available, completing and submitting proposals, managing funding reporting and requirements, and creating and delivering programs while managing overall operations is overwhelming for most but almost impossible for smaller FBOs with limited staff and volunteers. These FBOs are usually most in need of funding and support for the tremendous needs in their communities.

Although Congress appropriated over **\$289 million** between 2002 – 2007 through the **Compassion**

**Capital Fund (CCF)** to help FBOs increase their effectiveness, enhance their ability to provide social services and create collaborations to serve those most in need, expand their organizations, and diversify their funding sources; there are still many challenges to most FBOs to successfully complete the grant proposal process.

The CCF has granted funds in 5 critical areas:

- 1). Leadership Development, 2). Organizational Development, 3). Program Development, 4). Revenue Development Strategies, and 5). Community Engagement.

### *What are Next Steps for FBOs?*

If your FBO is seeking funds through government grants, then planning will be critical for your success. Prior to applying, it is important that you are able to:

- Survey your community – what are the most critical needs?
- Survey your leadership and membership – what is your capacity and commitment (with or without government funds) to address those needs?
- What support or assistance will you need – should you apply for organizational development dollars first to help position you for future program development funding?
- How will you sustain programs or projects you've started with government grants when the funding stops?
- Who can you collaborate with in your community (businesses, other FBOs, schools, etc.)?

Positioning your faith-based organization to receive funding (government, public, or private) to do your good work takes time, energy, and commitment.

### *Sources:*

- <http://www.acf.hhs.gov/programs/ccf>
- <http://www.hhs.gov/fbci/funding>



## Online Social Networks

In the last year you have probably received more invitations to be “*linked-in*” or “*ning-ed*.” The growth of social networking amongst professionals, community advocates, and individual citizens has been incredible.

How can online Social Networking help you or your organization?

- Creates opportunity for board members, volunteers, and donors to communicate and be more interactive
- Provides an online presence for your organization – you may get connected to someone across the country or internationally
- Provides technology to coordinate efforts internally or externally
- Provides a platform to create a think tank to problem solve and share ideas

You can create a social network for your organization or join an already established service.

### *Established networks:*

- [www.ning.com](http://www.ning.com)
- [www.linkedin.com](http://www.linkedin.com)

### *Create your own*

- [www.socialengine.net](http://www.socialengine.net)
- [www.groupmembersonly.com](http://www.groupmembersonly.com)