H-1B Suspension Might Push Researchers Elsewhere

By Amy Siskin

Premium processing for all H-1B visa petitions will be suspended beginning April 5. The suspension, which is expected to last up to six months, means that petitioners will be unable to file Form I-129H, Request for Premium Processing, and that all such forms filed with an H-1B petition will be ignored, according to United States Citizenship and Immigration Services (USCIS). Premium processing guarantees those seeking an H-1B visa that their petition will be processed within 15 days for an additional fee of $1,225.

Nonprofits are among the most aggressive users of the H-1B visa, particularly education and research organizations. Reasons for the suspension include USCIS falling behind on processing petitions due to the high volume in recent years and prioritizing the adjudication of H-1B extensions, according to USCIS. Requests for expedited processing can still be considered on a case-by-case basis.

2017 NPT Best Nonprofits

Strong Focus on Organizational Culture Drives Staffing Choices at The Best Nonprofits

By Mark Horwitz

A classic source of frustration is when employees come up with an idea during a meeting. The boss hears that comment but had it in the back of his mind for years. Then, weeks later it comes out as the board's idea, forgetting that the colleague started it.

"It's classic that managers do this accidentally, duplicate it as if it's their own idea. Obviously, that's frustrating for that employee," said Charles Best, founder and CEO of DonorsChoose.org, a 17-year-old nonprofit in New York City. "Whenever there's a workplace where employees feel they will be acknowledged and get the justified glory for bringing the one to come up with an idea, they'll come up with rich ideas." He said.

"Giving credit where credit is due is one reason why people would want to be here." Best said.

Recognition, trust and support -- both monetary and otherwise -- are among the critical tenants that make up a great nonprofit to work for, according to The NPT's 2017 Best Nonprofit To Work For The List. Sponsored by Harrisburg, Pa.-based Best Companies Group for the seventh annual report, which ranked DonorsChoose.org as the Best Nonprofit in the 2017 list.

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You hear about places where employees can bring their true selves to work. It's important, especially for younger people.

—Charles Best

70 percent to be low on the middle 60s. Among the eight categories of questions, the largest disparity overall between organizations that made the Best Nonprofit list and those that did not was found within "pay and benefits" (10-point differential) and "leadership and planning" (10-point differential).

- Leadership and planning, 86 percent compared with 74 percent.
- Corporate culture and communications, 86 percent to 75 percent.
- Flexibility, 90 percent to 81 percent.
- Work environment, 85 percent to 63 percent.
- Relationship with supervisors, 82 percent to 85 percent.
- Training, development, and resources, 84 percent to 69 percent.
- Pay and benefits, 86 percent to 70 percent.
- Overall engagement, 82 percent to 59 percent.
- Survey average, 69 percent to 77 percent.

Within "leadership and planning," the disparities among seven questions were in the double-digits, with the highest (10 points) on the statement, "There is adequate follow-through on departmental objectives." The leaders of this organization care about their employees' well-being.

Although statements and questions within the pay and benefits category most consistently hit the largest disparities between organizations that did not make the list, the largest found in the survey overall was on the statement, "Starting salaries are adequate to provide quality production services," within the category of corporate culture and communications. Three-quarters of organizations on the list responded positively to that statement compared with barely half of those that did not.

Recognition is important to employees and not just at DonorChoose.org but consistently across all 50 of the Best Nonprofits. One of the statements where Best Nonprofits diverged from others was: "This organization gives enough recognition for work that is well done." About 84 percent responded positively to that statement compared with just 65 percent among other organizations that didn't make the list.

You hear about places where employees can bring their true selves to work. It's important, especially for younger people," Best said.

Best said the implementation of a new instant messaging tool with helping to do that. DonorChoose.org moved from Skype to Slack for intra-office instant messaging during the summer of 2015. He described Slack as a sort of "next-generation bulletin board" in which users can subscribe to particular topics. "At first we were resistant because we simply thought it would enable group chat a little more serendipitously. Of course, it turned out to be a lot more than that," Best said.

The 560 Slack users at DonorChoose help nurture camaraderie as well as organize around
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Continued from page 4

projects. It allows for direct, one-on-one private conversations, dialogue with teams, and connections with staff across different personal interests.

Some teams use Slack exclusively for project management, but the organization I'm speaking to has teams decide how to use it. Affinity groups have formed, ranging from call centers to fitness buffs to neighborhoods. “It’s a great way to get out organization-wide messages, instead of email or it might not merit email,” he said, adding that Slack has become the way that employee anniversaries are acknowledged.

“It’s created a greater sense of kinship, enabled colleagues to bring their true self to work,” he said, and know more about what their colleagues are up to without feeling overwhelmed or over-sharing.

“Slack actually conveys a lot more information to people than email ever did. Not people are spending less time, or at least much more productive time, with their colleagues,” he said.

The founder is confident that DonnaChoose has enough of a performance-minded culture — “everyone thinking like an owner culture” — but he doesn’t believe there’s an issue of employees spending more time on the lower Slack channels than work.

Last year’s No.1 organization, Team Rubicon, returns to the list this year. Ranked No.3 overall after scoring 40 percent.

The Los Angeles, Calif.-based charity hired an additional head on the human resources team and initiated programs around growing and supporting remote staff, supervisory development and automation (real-time performance management) - that will roll out this year.

Team Rubicon saw improvement in communication across offices by implementing best practices that are new habitual behaviors, according to Dr. Junior Resources Dale Schmitz. During virtual meetings with a meeting lead, a moderator monitors the chat bar, acting as a voice in the room for those dialed in or asking for a chance to speak. Even something as simple as rearranging all staff meeting space to identify where people should stand and look to engage the remote audience has received good feedback, she said.

With about half of its staff in satellite offices or working from home, Team Rubicon put a lot of effort into making and fun employee engagements suitable for participation across all locations. The hope was that employees would feel included and "grow a strong sense of workplace culture regardless of where they sit, but it turns out they felt it was cheap and a waste of time," said Schmitz. This year, Team Rubicon will focus on enforcing benefits of each location and recognizing and celebrating their differences versus trying to create a virtual office culture, she said.

The last time that the Center for Trauma & Resilience made the list were the National nonprofit list, it went some initial hesitation and even unhappiness from peers in their community.

The center has a contract with the sheriff’s department to do trauma sensitive yoga groups with jail inmates. Fanning said that incarcerated people typically also have been victims at some point in their lives and cope with that stress and anxiety. Staff often want the assignment and have no hesitation because inmates are so much more appreciative, she said. "They see in jail are really appreciative of someone coming in and taking the practice to heart," she said, using the practice to calm themselves.

There is a sort of counter-intuitional to it -- that a victim services group is doing service for perpetrators -- "we are trying to have a bigger lens than that. They had victimization in their lives as well and that’s what we are trying to serve," Fanning said.

We look at trauma as a health issue not just a victimization issue. Look at both victims of crime and other service providers, and what impact trauma has on someone’s health,” Fanning said. "Trauma is more than just memory or psychological impact but affects someone’s overall health," she said.

The center’s name change has helped to shift attitudes around that as well as an empowered staff to be able to address trauma in a bigger circle, helping people increase social support, reduce the cost of health problems. "It’s brought to the forefront of a start, health disparities and those kinds of more community and longer-term impact of trauma, she said. NPT

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Large Organizations

Career Growth, Life Balance Keep Staffing Stable

By Mark Harrison

The SAFE Alliance, employees are allowed to bring their babies to work for six months after they return from family leave. More than a dozen employees took the organization up on the perk last year.

"There were just babies everywhere," said Daniel Cox, executive director of SAFE, Austin, Texas-based nonprofit. "As long as it doesn't interfere with their jobs, people are like, 'Okay,' letting them bring them back," he said. That's on top of the on-site daycare where employees get priority and a discounted rate.

It's not just daycare that made SAFE a pioneer among the Best Nonprofit To Work For last year. It ranked No. 2 among large organizations and No. 5 overall. With some exceptions, Samsung doesn't overcompensate more than five people, according to Malyska. The effort to keep a low employee-to-supervisor ratio aims to combat high turnover at an organization that deals with foster care, domestic violence and other sensitive topics. Supervisors are also required to have meetings at least once every other week for an hour and help staff through difficult situations.

"We want them to feel connected," he said.

If employees see an avenue for career growth, they won't want to leave the organization but at the same time, SAFE has supervisors who are very green. So Malyska has written and delivered trainings on effective interviewing, performance management, sexual harassment and other topics related to conflict resolution.

"We are growing this curriculum at one to two trainings per year, and doing them in a rotation, one topic per month," he said. "Most employees have been excellent and trainings are collaborative with group work that gets participants involved and encourages them to apply real-life scenarios to the material they are learning," Malyska said. "The idea is to get the supervisor to a great place that can lead better," he said, noting that people don't put their jobs but rather their bosses.

Adequate staffing levels appear to be the biggest issue among large organizations in the seventh annual report. In response to the statement "Staffing levels are adequate to provide quality products/services," an average of 77 percent of employers at nonprofits that made the list answered positively, compared with 15 percent that did not.

SAFE operates two large campuses and one satellite office downtown, which in total comprise more than 25 acres and 14 buildings. The alliance is the result of a merger of Austin Children's Shelter and SafePlace. The consolidation took effect Jan. 1. But discussions started as far back as 2011. SAFE Alliance in 2013 began providing coordinated planning, human resources, finance and other administrative functions to both organizations. Late last year, the two boards voted to complete a full merger.

Part of what made the merger easier was the CEO at the time children's shelter, used to be CEO at SafePlace.

"Having people at both ends made it easier to make it happen but the culture of each organization was very different," Malyska said. "Being very regulatory at the shelter given the rigorous, government-mandated feeling while SAFE was more of a grassroots, feminist organization."

"We had a lot of conversations about what values from each organization were going to be forwarded to this new organization," he said. "Both were competitive in size, budget and staff, so it was more about gaining each legacy organization a place at the table to talk about what was important to them."

When the alliance first was formed, it wasn't initially meant to be a merger nor was it in the plans. "We pooled the employee group and offered everyone the same benefits but we operated with different employee handbooks," Malyska said. "There were even three different boards of directors: one each for SAFE, Austin Children's Shelter and SafePlace."

As the chief human resources officer, Malyska was looking at different sets of policies, depending on which office he was in that day. "As an employee I needed to follow different policies, too. We truly realized that merging organizations surveyed but a wide gap still remains between employees at the Best Nonprofit that averaged more than 71 percent in agreement, while those at organizations not on the list were closer to 50 percent.

Alzheimer's Association went through a merger of sorts of its own, and yet still made the Best Nonprofit To Work For list for the fourth year in a row. The Chicago-based charity was the top-ranked large organization (250+ employees) and No. 19 among the 50 recognized.

This year's recognition comes after a reorganization, consolidating 81 chapters and 40 standalone affiliates into one national entity. The reorganization took effect July 1, after affiliates decided by Jan. 15 whether to remain the organization. About six affiliates broke from the process to remain stand-alone local nonprofits.

The organization included several specific email communications for news related to the changes occurring in the association and unhinging the organization ("ALZsummer Mix" and "ALZ Insider") as well as a human resources/salary relocation class, with news interest for newly merged chapters to assist in transition activities.

President & CEO Henry Jexter said communication and commitment to mission were paramount throughout the multi-year reorganization process. "Carrying forward during and after the changes, we worked hard to communicate the organization," Jexter said, including several town halls with staff across the country. "We were a participatory organization in terms of the way we work. When the changes certainly we had lots of changes at discussion," he said.

"The thing that's most critical in engaging people in a meaningful and staying attention to the input. You can't follow every piece of input because it doesn't always agree. But paying attention to it, staying true to the mission of the same time -- that's what driving us, to be true to the mission and people, that's the core of ALZ. Jexter said.

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The NonProfit Times April 1, 2017
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Changes Changes

An employee engages a child during one of SAFE’s training programs.

Families, caregivers and staff gather for an Alzheimer’s Association event.
The thing that’s most critical is engaging people in a real way and paying attention to the input. — Henry Johns

memorates its 20th anniversary and is planning events throughout the year. Flower has made it clear she wants the convention to be about the employees. Like many nonprofits, SAM recognizes employees when they reach certain milestones with the organization. For their fifth anniversary, employees receive a pen but after that, they get to choose their own award from a catalog at each five-year increment. It can be anything from a purse to a toaster or clothing, endowed with SAM’s logo or not. "People really like it, being able to pick what they want, they appreciate getting something they would like or use," Clark said.

Satisfaction surveys of employees show that the No. 1 draw is the flexibility of schedules. Clark said. Staff can meet with consumers when it’s convenient for them so they’re not just sitting in the office but out in the field on case management. "We get a lot of productivity out of people that way," she said. SAM serves diverse populations, ranging from mental health to the developmentally disabled and in some counties early childhood intervention.

Employees have been taking advantage of SAM’s various wellness programs throughout the year, including stress management, smoking cessation and exercise among others. Initially, the program started with a trainer visiting offices, meeting with several staff in person, according to Clark. It has since transitioned online with tools like SelfMeeting.com, so any site can participate. "People who’ve done the courses need something more," she said, so it might be time to re-tool the program again.

Stop challenges and weight loss competitions are "The Biggest Loser" have worked better for wellness than seminars and classes, "That’s been a work in progress," Clark said, as they try to find ways to get staff more motivated and participating.
Medium-Sized Organizations

**Team Building And Feedback Keeps Office Positive**

By Amy Sessions

Docusing on the Manhattan office might give any number of alreadyemployee-friendly work places scattered throughout New York City. Despite the open layout and amenities, it would all be for naught without the people in the seats, according to Sam Apino, talent and culture manager.

"The people make this a fun place to be," said Apino, "I think a lot of places try to build this culture and too much time is spent on paper. How can we get scooters and football tables and catered lunch? We have a lot of these things, but, at the end of the day, if you don't have people who are invested in your mission, the football tables will just be sitting there or you'll have people who are unproductive and won't be there for a while."

If asking that balance seems tricky, it's because it is, according to Apino, which is why her job is dedicated to finding it. It's key, she said, is being intentional and strategic in the hiring process, searching in particular for a cultural fit. Cultural fit does not mean seeking out a homogenous work environment, but rather a blend of people from various backgrounds who learn and communicate differently, but are all capable of actively contributing early on.

Apino described hiring as "monumental" and the most important thing an organization can do aside from becoming self-sustaining. With just 50 full-time employees, the staff is too small for a personnel fly under the radar and the open-office setting adds to the sense that each employee makes a cultural difference. As such, Apino said that DaSomething.org doesn't settle when it comes to making a hire and holds out for candidates who fit the office culture. "If you have people who follow your core values, you're going "have people contributing positively to the culture," she said.

DaSomething.org is among several medium-sized organizations, defined as having between 50 and 249 employees, that has identified the importance of employees in creating positive work environments, having fun at work (97 percent vs. 97 percent), feeling as though leaders represent organizational core values (97 percent vs. 78 percent) and being in a position to do their best work (89 percent vs. 62 percent) were among the largest differences makers between employees of organizations that made this year's Best Nonprofits to Work. In fact, those that didn't. As such, the hiring process has been used by some non-profits to mean a means of gaining an edge.

Checking in at No. 6 among medium-sized organizations and No. 11 overall, DaSomething.org offers a few of its positions including a four-week volunteer stipend for every two years worked and student-loan forgiveness of up to $60,000 after five years on the job provided that previous monthly payments have been made.

The loan forgiveness program was identified as a way to increase diversity in the workplace as those from low-income backgrounds might be less inclined to enter the nonprofit sector with hefty student loans given the generally lower salaries.

The organization has also instituted FailFast, a biannual meeting aimed to promote the value of taking risks, taking fast and learning quickly. Apino said, Participants, usually about five per FailFast, dress up in pink bos and discuss strategies taken during recent events, why they failed and what was learned. The conference is held every second year and is designed to encourage innovation and provide a platform for learning from others.

One recent example of a FailFast presentation was when the organization's chief technology officer presented on big-data projects, discussed the organization took on too many of them in 2015, how he could have noticed that other projects weren't proving successful enough and should have encouraged his team to focus on highest priority, and how to avoid the mistakes in the future.

Even with all the perks offered, Apino said that the one tactic used by DaSomething.org that she recommend to other organizations comes back to building staff, particularly in the cultivation of an internship program. The organization is very intention in its hiring of interns and makes sure to avoid the typical go-to tasks of administrative work or fetching coffee. About 20 to 25 percent of staff are made up of former interns. Apino said, describing the internship program at DaSomething.org's "secret sauce" and a pipeline to future sponsors, donors and colleagues even if the interns eventually move on elsewhere.

The National Institute of Aerospace (NIA), which checks in at No. 25 among medium-sized organizations and No. 45 overall, too, has developed an employee pipeline. A research institution, NIA trains mainly from its consortium of university partners including the University of Virginia, University of Maryland and Georgia Institute of Technology, and Nasa's Langley Research Center, which is near Nia's Herndon, Va. headquarters.

Headquarters are often full of students, researchers and employees from a wide variety of backgrounds, many of them from outside the country, according to Douglas C. Stanley, Ph.D., president and executive director. NIA seeks to achieve that diversity during all the annual events, with a focus on attracting the next generation. The organization hosts, for instance, an international lunch and learn in which everybody brings in an international dish to reflect their heritage.

The mixture of Nia's work, with researchers often collaborating with peers in other organizations on long-term projects, led to an emphasis on autonomy. Nia's policy is that employees need to work 80 hours every two weeks, but if it is up to them how that time is divided up. Likewise, employees are free to conduct research at home.

Continued on page 11
Continued from page 10

when needed, Stanley saying that with three children he has taken advantage of off-site teleconferences.

NIA uses annual performance plans as an abuse of free hours and off-site working could be monitored but it hasn’t been an issue, he said. Employees tend to be self-motivated enough in their research to avoid the need for micromanagement. “It’s like hiring cats. You just want them to be happy,” Stanley said of employees, comparing the dynamic to the sports analogy where the players -- in this case the researchers -- are the stars and everybody else, Stanley included, falls under the generic “staff” label.

Partnership for Public Service (PPS) places similar faith in employees, according to lampetra Minimus, chief operating officer. In an effort to promote work-life balance, PPS does not require employees to take leave when they need to go to the doctor or wait around for the cable guy. Similarly, employees are free to work from home when their children are sick or they don’t feel comfortable driving during inclement weather. The key, Minimus said, is the expectation that employees see their best judgment and make smart choices, which the organization tries to give them the freedom to do.

That trust in good judgment extends to the workplace. PPS, based in Washington, D.C., and ranking No. 17 among medium-sized organizations and No. 33 overall, has instituted Friday Snack, an opportunity to serve snacks and let colleagues interact whether it be by watching a World Cup match or March Madness game or by playing a board game. The theme is providing staff a regular opportunity to unwind, Minimus said. The idea is that if such opportunities are offered during the week, employees will be able to focus when at their desks. Larger such events include Partnership Olympics, which features teams competing in events such as relay races, golf putting and Nintendo Wii games. Staff here make the events their own, according to Minimus, with teams developing their own cheers.

“One thing that makes us successful, it’s not one person’s job to engage people here. It’s really everybody,” Minimus said. “A lot of the ideas that we’ve come up with, it’s not the senior team or human resources or the CEO. It really comes from staff. I think that speaks volumes about the kind of organization we are.”

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APRIL 1, 2017 THE NONPROFIT TIMES www.thenonprofittimes.com
Small Organizations
Recognition, Community Support Staff Efforts

By Aaro Sciascia

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Employees of the Education Commission of the States serve as event staff.

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The NonProfit Times April 1, 2017

2017 SMALL NONPROFITS (15-49 U.S. employees)

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Feeling that somebody of work cares about them, "Bang said.

BBBS reports five ways to recognize employee achievement on a more regular basis by asking the employees what they appreciate.

Some employees have no performance, according to the Bangs. Some want to be recognized by their supervisor, some might want to be commended discreetly.

Monthly metrics and the organization's Start: With Me Award are two means that BBBS has identified in aligning work among staff. Monthly metrics allow for those who perform particularly well in a key area, such as time taken to enroll a volunteer or support calls completed, to be recognized by co-workers. The Bangs said.

One employee who needs no performance, according to the Bangs, feels like it makes them want to do better, not that they can be recognized, but because they appreciate working with other people who are engaged," Bang said.

The National Board for Certification in Occupational Therapy (NBOT) in Gaithersburg, Md, builds workplace camaraderie from a host of office events such as a monthly happy hour and a White Elephant holiday celebration featuring a luncheon that takes place the week before Christmas, as the organization celebrates its doors during Christmas week.

Back at the office, significant effort is made in ensuring that staff have the resources they need to work efficiently, according to Allan Friedman, chief operating officer. The typical work station has ergonomic chairs and dual screens with computers rotated out every three years. Though a nonprofit office space might net the first place to think about finding a new office, Friedman described looking at new equipment as a "mismatched savings," when it takes staff 20 minutes to print out a document because their computers are too slow.

"We spend a lot of time in the internal technology process," Friedman said. "It's hard to do sometimes, but it works."

An eye toward efficiency also creates situations in which NCBOC employees might be moved around as part of organizational strategy. One thing that leaders have been true to during such periods is that employee about changes and provide updated charts illustrating the organizational hierarchy that aligns with processes for employee review and promotion. The structure, staff events, and other office initiatives all fall down to a focus on communication — the most important element of a healthy workplace, Friedman said of the organization that ranked No. 16 among small employees and No. 47 overall.

People talk about transparency, but what they're really talking about is communications," Friedman said. "People talk about it, but unless you do it right — and by right I mean doing it — it fails."

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H-1B VISAS

Continued from page 1

basis in instances such as emergency situations, humanitarian reasons, and non-profit organizations where the request furthers a cultural or social interest in the United States. Evidence documentation is encouraged for such requests.

Fiscal year 2018 capsubject H-1B petitions cannot be filed before April 5, so the suspension will, in effect, apply to all such petitions under the regular cap, which currently totals 65,000 visas, and the "master's cap," which applies to another 20,000 spots, according to the USCIS. The suspension also applies to capexempt petitions, which include nonprofit research organizations and institutions of higher education.

The long-term impact of the suspension could be that it is the first step toward more comprehensive reform in how visas are allocated, according to Nell Ruiz, executive director of the Center for Labor, Economics, and Finance at George Washington University Law School. President Donald Trump already indicated in his joint address to Congress a preference for a merit-based system, Ruiz opined that the suspension of premium processing aligns with Trump's travel ban in that it enables longer vetting times.

The devil would be in the details of any sort of move to a merit-based system, according to Ruiz, noting that the American visa system is currently very family-based, though legislation moving toward merit circulated through Congress back in 2013.

Ruiz expects Congress and the new administration to work during the next year to accomplish two goals with the visa system. One, to figure out how a merit-based system would work, whether it would be based on salary or number of degrees, etc. Secondly, striking a balance that would ensure that American workers have first dibs on job opportunities and are not displaced by visa recipients.

The short term effects of the suspension will be largely dependent on the

We might not be the country of first choice. -- Joanne Canney

Joanne Canney, director of the government relations office of the American Association for the Advancement of Science (AAAS), sees a difference between suspension of premium processing for H-1B visas and other immigration-related policies initiated by the Trump administration; such as the travel ban. Trump has spoken of his concerns about the potential negative impact H-1B visas have on the U.S. workforce, but there has been bipartisan interest on the subject, she said.

Canney sees the suspension as the Trump administration taking a pause before initiating an executive order to reform the H-1B system. While AAAS publicly advocated for the travel ban to be rescinded, it does not have an official position on the H-1B visa, nor does it lobby on Capitol Hill.

The suspension doesn't impact AAAS directly, but it does affect academic and universities that rely on H-1B visas. Canney said that AAAS members are still in the process of figuring out what the suspension means for them. On one hand, the suspension is not putting a dead stop on processing, others merely delaying the time it might otherwise take someone to obtain a visa. On the other, there is the potential that research projects could be delayed as a result, she said.

Promoting diversity and a global view of the sciences are part of AAAS's mission and from that perspective there is some concern that immigration reform could make America less competitive, Canney said. Other countries have increased investments in research and development, in many ways, to emulate the United States. That increase in intensity overseas has, in turn, created greater international competition in research and innovation.

"From that perspective, we're certainly worried that we're not going to be as competitive," Canney said. "The concern with the initial executive order was foreign nationals' concerns about coming here and staying and traveling...we might not be the country of first choice.

The Association of American Colleges & Universities (AACU), which serves more than 1,600 member institutions, also directed to take a public stance on the H-1B visa issue, but has followed proposed reform and potential impact both through news sources and member engagement, according to Tony Pascarella, president. AACU operates a resource hub on its website where institution presidents are able to share their positions related to racial and societal issues currently at the heart of public discussion.

At present, much of that dialogue has been around the travel ban and Deferred Action for Childhood Arrivals (DACA) as opposed to H-1B visas. Pascarella said in an email, noting that there is some commonality in concerns between the various immigration policies.

Many graduate programs in the U.S., particularly in STEM (science, technology, engineering and math) fields, rely heavily on international students and researchers, said Pascarella. The Institute of International Education reported U.S. colleges and universities brought more than one million international students during the 2015-2016 academic year.

Additionally, NASFAA Association of International Educators has estimated that three U.S. jobs are created or supported for every international student served, according to Pascarella. This equates to dollars and cents, she said, adding that international students contributed $33 billion to the U.S. economy in 2015-2016.

Despite the large figures, the U.S. institutions' rate of international to overall student population of 5 percent lags far behind peer nations such as Australia (12 percent), the United Kingdom (29 percent) and Canada (11 percent).

There is some concern, according to Pascarella, that slowing the visa process could slow the influx of international students at a time of great competition.

"At a time when other countries are engaged in strategic growth of their international student population, many in the U.S. worry that creating further impediments by slowing the visa process will place them at a competitive disadvantage," she said. "Addressing the complex of 21st-century challenges within the context of global interdependence mandates working on diverse teams. Insofar as colleges and universities are centers of innovation and entrepreneurship that require a broad range of perspectives, there is fear that progress toward solving the most compelling problems of the day will be slowed."

AUGUST 2017 www.thenonprofittimes.com
Laura Angell is the new vice president for advancement at the CDC Foundation in Atlanta, Ga. Angell joined the CDC Foundation in 2011 as a senior advancement officer. She most recently was associate vice president for advancement. She was director of development at The Children's Museum of Atlanta and held key development officer roles at other nonprofits.

David Blackledge was appointed program director of veterans' affairs at Mountwood in Upper Marlboro, Md. Blackledge’s military career included operational and leadership position with Civil Affairs and Psychological Operations forces responsible for up to 1500 personnel and multi-million dollar budgets. Following his retirement from the U.S. Army, Blackledge joined Mississippi Gulf Coast Community College as the director of veteran’s education and leadership development.

Chris Collins joined The Duke Endowment in Charlotte, N.C., as associate director of health care. Collins had been director of the North Carolina Department of Health and Human Services Office of Rural Health since 2015. She previously served as the office’s deputy director, and held a joint appointment as director of managed care with the Division of Medical Assistance. Collins has also worked as human service planner and evaluator with Wayne County and executive director of Community Care of Western North Carolina.

Karla Fortunato was appointed president of the Connecticut Council for Philanthropy in Hartford, Conn. She joins CCF after 15 years at the Health and Environmental Funders Network (HEFN), a national alliance of 60 philanthropic organizations based in Boulder, Colo. As director of HEFN, she has managed its programming, outreach, and operations, promoting collaboration on shared goals among its members. Fortunato previously served as associate director of policy for Health Care for All in Boston, engaging in policy research, communications, and campaign, and as a consultant for The Public Policy Institute, also in Boston.

Katharine Lloyd rejoined the Hawai’i Community Foundation in Honolulu as vice president of development and donor relations. Lloyd previously spent more than a decade with the foundation. Prior to rejoining HCF, Lloyd was the deputy general counsel for Hawaii Pacific University for three years. She serves as HCF’s general counsel and vice president of operations from 2002 until 2013.

Carolina Martin was appointed new executive director of Students Rising Above in San Francisco, Calif. Bilingual in Spanish, Martin has served in executive-level positions at several Bay Area nonprofits. For the past eight years, she was senior vice president of DonorsChoose.org, where she was responsible for building new corporate partnerships. Before that, she served as executive director of Summitcridge and worked at the Hispanic Scholarship Fund, where she served as the director of community & scholar relations.

Chrysis Missal was appointed new volunteer experience manager at Grace Place for Children and Families in Naples, Fla. Missal earned her bachelor of arts degree in sociology from Florida Atlantic University. She taught fourth grade at Mineva, Bilingual School in Honduras for two years and recently worked with families in the social services field.

Brandon Talley, M.P.H., was appointed vice president for programs at the CDC Foundation in Atlanta, Ga. Talley began his career at the CDC Foundation in 2008 on the tobacco control team. During his time at the foundation he served as deputy chief operating officer of the tobacco control initiative and most recently as vice president for programs.

Gloria Tristani, a former commissioner for the Federal Communications Commission, is joining the National Hispanic Media Coalition as the new Special Policy Advisor. In this role, Tristani will further NHMC’s work to bridge the digital divide and advocate for responsible media that is inclusive of Latino voices.

Tristani joined NHMC from Spiegel & McInroth LLP where she represented the interests of clients including non-commercial radio stations, public, educational and governmental access channels, local and municipal governments, rural electric cooperatives and non-profit groups. She also served as president of the Benton Foundation, where she educated policymakers, academics and public interest advocates on communications policy.
GENERAL RAMBLINGS  PAUL CLOERLY

He’s Getting Heavier
Carrying our brothers is about to get more strenuous

When someone in the old “Good ol’ days” would shovel or roll their gums or continue a course of action that only they thought was a good idea, they’d hear the phrase “abracadabra”—enough. It often was accompanied by other more colorful phrases that might upset the U.S. Postal Service if sent through the mail via this issue.

The charitable sector should be screaming “abracadabra” at the proposed federal budget, both the cuts and the added spending that just might snap the social safety net. It appears that the American experiment—nearly 300 years of shared burden—is being pushed to its limit. See our website, www.thenpftimes.com, for details.

It also appears that the working relationship between the federal government and the charitable sector championed by President Ronald Reagan is coming to an end. For example, President Donald Trump’s budget proposal has a $10.5 billion decrease (13.2 percent) for the Department of Housing and Urban Development. It specifically: “Eliminates funding for Section 4 Capacity Building for Community Development and Affordable Housing,” a savings of $56 million from the 2017 annualized CF level. This program is duplicative of efforts funded by philanthropy and other more flexible private sector investments.

While that is the only time philanthropy is specifically mentioned in the budget proposal there are 118 agencies slated for elimination, including the Corporation for National and Community Service, Legal Services Corporation, National Endowment for the Humanities, National Endowment for the Arts and the Corporation for Public Broadcasting. There is zero chance philanthropy can make up the difference.

Along with the activity to “repeal and replace” the Affordable Care Act which targets Medicaid expansion for the poorest Americans, about which many in Congress are now coming to their senses, the budget tops off one-third of the funding to the National Institutes of Health.

Unemployed, uninsured and sick do not comprise the American Dream. There is no doubt that there is fat in the federal budget. One example is the $1.5 billion in 2017 for the first installment of a border wall with another $5.8 billion slated for 2018. Spending can also be reduced, perhaps saving billions of dollars.

Redundancies in the federal bureaucracy should be eliminated but the government simply can’t pump and dump problems in the laps of charities. The federal government is putting billions from the proposed budget expecting philanthropy to handle it. It donors are paying more for healthcare, theatre tickets and cultural activities. There will be a decline in availability and in use. It will also spark a decline in donor dollars. Will the average American dig deeper for a ticket at a nonprofit theater and then send a check for unrestricted giving? It is doubtful.

Members of Congress have been holding “town hall” events in their districts and have been getting an earful when they show up. There have been cases highlighted on television news outlets where a member of Congress will say one thing defensively at the event and do exactly the opposite days later during a vote.

It is time to hold members of the U.S. House of Representatives and the U.S. Senate accountable for this budget and the dramatic service reductions while cutting tax rates based on this notion that economic growth will exceed 4 percent and thereby fill federal coffers.

Charitable sector leaders must flood the halls of Congress and let members know the impact of these cuts in their home districts. Some won’t care and those are the members who need to be targeted during the next election cycle.

The sector carries a heavy load for our brothers. The government should do the same. 4/17/2020

The NonProfit Times April 1, 2017

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Green Yellow Red
Color coding to test your financial health

Green means “go.”
Yellow means “caution.”
Red means “no.”

Financial records are things of deep, distant mystery—and little interest—for most people working at a nonprofit. There is a tacit understanding that the CEO and CFO are responsible for an organization’s fiscal health. In medium to large-sized organizations the bosses are often supported to some degree by a small group of similarly-trained specialists assuming the organization can support this amount of overhead.

In a well-run internal financial shop there is an appropriate number of financial specialists who interact with each other regularly according to the task at hand and the nature of the hierarchy. For internal control purposes, many tasks require that these completing them need to interact with the program service side of the organization.

The problem with this idealistic portrayal is that it rarely works because the two groups are, almost literally, on two completely different wavelengths. This breakdown tends to happen because the two groups’ staff often have differing ideas of what financial management means. For instance, many CEOs are not necessarily skilled in financial matters. In some cases, they would prefer not to have much contact at all with financial types. (The reverse can be true, as well.)

The answer to this dilemma is that both sides need to understand clearly what the other side is saying. Here are some useful and easy-to-understand formulas that will help make the best use of the talents of both financial and nonfinancial staff members—including board members.

NUMBERS IN CELLS

Begin with this unfortunate statement of fact. Financial records are obscure to most people even though they contain valuable data. What makes this situation worse is that just one or two numbers can communicate a large amount of information if one understands how to interpret them. But in most nonprofits, those who most readily use the information are likely to be internal record-keepers and perhaps a senior manager or two.

Unfortunately, as many organizations only the financial folks are comfortable with the numbers and what they mean.

To give some depth to the range of financial calculations, the following is a small number of them, unbalancing the numbers in each case. The material is from the Internal Revenue Service’s (IRS) Form 990 that most nonprofits have to annually submit. This form is standardized for all nonprofit public charities and it offers a wealth of fiscal information as long as the user knows how to work with the data.

PROFITABLE?

Start with an easy question: Did the organization have a surplus at the end of the year, or did it lose money?

To answer this question, look at the first page of the Form 990 and find line number 19. Look at the number in the cell to the furthest right. If the organization had a deficit, there will be a “-” before the number, which is bad news because it means that the organization lost money in that year (red flag). If there is no negative sign before the number, it means the organization made money in that year.

Note: In spite of what some say, nonprofits are absolutely allowed to make a profit each year (unless the profit comes exclusively from state or regional government and is subject to confiscation by these sources). They almost certainly will increase the risk of their demise if they don’t create a sufficient profit regularly enough by the end of each fiscal year (yellow, closing on red).

BALANCED?

Go to Page 11 and look at the far right column. Add all the items in the column from line 1 to line 9. Do the same thing for lines 17 through 19. If the sum of lines 1 to 9 are equal to or larger than the sum of lines 17 through 19, your organization should be in a favorable position (green). If the liabilities (note the vertical labels on the far left side of the page) are equal to or greater than your assets, it’s a sign of trouble (red).

HOW MUCH CASH ON HAND?

Also on Page 11 you can get a good idea of how “liquid” your current assets were as at the last day of the fiscal year. A rough, though not universally accepted, test would be to see how long your organization could survive if it could only use the dollars in lines 1 and 2.

These are the classic sources of cash, because everything below those two lines don’t offer immediate cash capacity. From line 5 downward, expect to have to take some time to turn, say, accounts receivable (line 3), into cash.

Do this crude test if you want to gauge how long it would take your lines 1 and 2 to be depleted if no more cash came in. Go to the bottom of page 10, column A, line 25; divide the number in box 25A, (total expenses) by 505.

The result will be how many you “spend” on average each day. This is a simplified calculation because it doesn’t take asset depreciation into account. It’s good for rough approximations.

DO CURRENT ASSETS MEET OR EXCEED CURRENT LIABILITIES?

For a quick insight into your short-term operations, add the numbers on page 11, Column B, lines 1 through 4. Those four categories all represent short-term assets, or things of value because they can be sold or exchanged for something else of value fairly quickly.

To see how solid your short-term operations are, divide the total of lines 1 through 4 by the total of lines 17 through 19 (again, all in Column B). If your total of lines 1 through 4 exceed the total of lines 17 through 19, consider your organization to be in decent financial shape, at least for the short term (green).

HOW OLD IS YOUR PROPERTY, BUILDINGS, AND EQUIPMENT?

In a sentence, the Accounting Act tells you how consistently you have re-invested in your property and equipment. The calculation is among the easiest of its kind, and it can tell you a lot about your financial management success. The Accounting Act is a simple, yet powerful formula:

Find line 10b on Page 11, or “accumulated depreciation” ignore the numbers in Columns A and B. Divide the accumulated depreciation by the depreciation charge on page 10, line 22A.

The result, usually a simple number such as 7, is considered your organization’s overall “age of property and equipment,” meaning that all of your tangible physical assets (such as buildings, vehicles, desks, etc.) are on average, 7 years old.

You might be able to find guidelines for your type of organization to see if your own average age is reasonable. One observation is solid, however: The older your physical assets, the harder it could be to replace them with new or at least less tired assets (yellow).

DEBT TO NET ASSETS

This ratio is simpler than it sounds. The technical description of debt is money that has been loaned to your organization for any purpose with a payback period longer than one year. In practice, payback periods fit the nature of the purpose in borrowing. Automobiles often have a payback period of three, four, or five years while buildings typically are funded by mortgages which must be paid off in 10 to 20 years or more.

Net assets is the term used to describe money that is “left over” after one subtracts total liabilities from total assets. A simpler term for it is the organization’s net worth. In the old days it was called fund balance. At a minimum, subtracting liabilities from total assets should result in a positive number. A nonprofit isn’t expected to be a money-making machine, but on the other hand it needs to at least keep its metaphorical head above water.

There are many other ratios and financial calculations that can be used to inform nonprofit executives and managers. Competent CFOs will be able to put together a group of calculations, explain what they mean, and help senior staff and board members understand the implications for financial health and well-being.

NPT

Thomas A. McLoughlin is the founder of the nonprofit-oriented consulting firm McLoughlin & Associates and the author of Streetsmart Nonprofit Financial Basics for Nonprofit Managers (6th ed.), published by Wiley. His email address is talmcloughlin@comcast.net
FINDING OPPORTUNITIES

Lapsed donors can come back

Between 20 and 40 percent of donors are lost every year due to inattention, according to a 2015 research by the Fundraising Effectiveness Project, an organization designed to help nonprofits evaluate their annual growth in giving, sponsored by the Association of Fundraising Professionals (AFP) and the Center on Philanthropy at the Urban Institute. Other studies show double those attrition rates.

That means, beyond working to renew lapsed donors, fundraisers must spend considerable time and organizational money recruiting new donors.

There’s another way. Fundraisers might get better results by prioritizing outreach on lapsed donors, or, someone who hasn’t given in at least 12 months. These individuals already know your organization, and might have stopped giving for preventable reasons. The donor could have missed recent communications, might have moved, or received negative or misleading information about the organization.

The first step is to do everything possible to prevent losing an active supporter in the first place. Donors who give annually, even if just a few dollars, are less likely to lapse, according to fundraising experts. Maintaining their support in the first two years is paramount to donors becoming long-term supporters.

WHY DONORS LEAVE

While donors leave for obvious reasons, such as death, a change in finances or shifting interests, there are other reasons which are eye-opening. In research by the Rockefeller Foundation and Adrian Sargeant, a philanthropic researcher and professor at Plymouth University in the UK, 18 percent of donors left a nonprofit because of poor service or communications. Other related reasons include:

• Thought the charity did not need them — 5 percent.
• No information on how monies were used — 8 percent.
• No memory of supporting — 9 percent.
• Never thanked for donating — 13 percent.

This last reason is particularly jarring. Thanking a donor properly is perhaps the most critical communications that fundraisers can understand. Below are five retention strategies that nonprofits should consider to avoid high percentages of lapsed donors.

1. Send a personalized thank you after each donation. Note: A thank you letter is not the same as a tax receipt. Be sincere and don’t ask the donor for more money in the thank you letter or email. Research from Penelope Burk’s “Donor-Centered Fundraising,” indicates that lapsed donors who received a personalized thank you within 24 hours are four times more likely to give again.

Simple actions can make a big difference. You don’t have to send a mug.

The $10 monthly donations add up over a few years.

2. Build a relationship. Look beyond the transaction with your donor. Community: For colleagues with big donors. Hold events for education and networking and use social media to tell your story. Just like retailers, savvy nonprofit managers are building and constantly updating profiles to understand donors’ interests and motivations, including where else they give. This knowledge helps fundraisers know when and how to engage donors.

Unlike in retail, donors expect more of a personal relationship with a nonprofit. Treat donors like friends.

3. Involve donors in your organization. There are ways that donors can participate in your organization beyond writing a check. This includes volunteer opportunities, tours, educational events and even becoming a part of your donors, page 10.
Bad Neighborhoods
Cyber danger lurks for nonprofits that are online

Cyberrelated discussions should always start with current threats and the information technology (IT) industry realities to counter this threat. Leaders of all kinds -- government, business, and nonprofit -- and those engaged in cyber security face a number of known unknowns on a daily basis including:
- What is the next major virus, worm, or new threat vector to infect our networks?
- What is the next significant zero-day vulnerability hackers exploit?
- What is the most dangerous cyber threat to our donors and employees?
- Which corporation, agency, or industry will experience the next major breach and what are the implications for the rest of us?

While it would take too many pages to address all of these questions, there are immediate, dangerous threats for nonprofits. But first, let's review IT industry challenges.

The free market IT industry focuses on building the next cool game, gadget or other IT innovation which will drive revenue and share growth to stay ahead of the competition. This focus is often at odds with building security into products during the software development process and providing the software updates necessary to reduce the cyber risk to customers.

When one considers that many of the software products and applications we use on a daily basis have lines of code ranging from the thousands into the millions, uncovering security is next to impossible, and developers and users automatically accept a level of risk. This risk partially creates the unlevel playing field hackers and cyber criminals exploit resulting in today's unsettling cyber threat environment.

For example, at Microsoft there was a clear emphasis on improving security through a software security development life cycle process. Microsoft backed this up with continuous reviews of software code, constant global threat monitoring, and producing patches to mitigate cyber threats distributed on a weekly basis to customers. Despite these efforts, which required significant investment by the company, the sheer size of the code base for this or that Microsoft product provided opportunity for hacker exploitation. Vigilance and constant attention to the threat landscape was essential to support the patching process, but users had to allow the patches to load, otherwise the whole effort was for naught.

When you think about the number of software programs and applications you use every day, few companies that provide these technologies have a similar security process in place, thus increasing risk. This fact serves as a good point that the IT industry, in general, can't keep up with the threat and, unless a new technology emerges to solve the problem, the challenges and associated risk will continue to grow.

Many cyber threat facts and figures come from the cyber security industry. Spreading FUD (fear, uncertainty, and doubt) to sell products and services is part of the marketing plan for this industry so one must always analyze the information skeptically. One thing is clear: The cyber threat gets worse every year regardless of source data and we read almost daily in the press of another breach or major cyber problem or related lawsuit.

Estimated corporate and individual losses from cybercrime during 2015 exceeded $3 trillion and 2016 losses are expected to climb past that figure. In the same year there were more than $30 million in new malware types identified, more than a half billion records were stolen or lost, and some estimates place the average cost per data breach for medium to large companies at exceeding $15 million.

There are three types of organizations:
- Those that have been hacked and don't know it;
- Those that have been hacked and know it, and;
- Those that will be hacked.

The nonprofit industry is no exception. C-Suite leaders are not paying enough attention to this risk area, do not allocate sufficient resources to defend against this threat, and generally wish away the problem by thinking the IT staff or third-party service provider have things covered. Nonprofit leaders often state that they have firewalls and anti-virus software in place, therefore

Continued on page 19


Estimated corporate and individual losses from cybercrime during 2015 exceeded $3 trillion and 2016 losses are expected to climb past that figure.

Software attacks can target data backups, as well as cloud-based drives. There have been several incidents recently where ransomware infected hospital networks, caused the loss of patient data access, and even forced administrators to relocate patients and resort to paper-based records.

Law enforcement agencies are not immune to such attacks, as several police departments have been forced to pay the ransom or risk losing access to case files and other sensitive investigation information. In most phishing cases, however, the goal is to get enough personal information or password data so the attacker can reap financial rewards by accessing the entire network based on an employee mistake, or going after the individual’s bank account or credit cards.

In general, cyber criminals with hacker skills do not exploit the information gathered directly to score a financial win. Instead they make this information available on the Dark Web, a place on the Internet where honest people don’t go, to sell the information to hackers who have the means to exploit the data and turn it into cash. This is a huge and growing international business and the victims are people and the companies and organizations for which they work.

Phishing attack volume is projected to increase as access to malware spreads. Several highly technical, criminal groups have released tools that generate malicious code automatically and allow unskilled attackers the ability to distribute and insert malware they could not have developed on their own. These types of attacks can cost tens of thousands of dollars in lost employee productivity, malware containment, and network remediation efforts. The Ponemon Institute estimates a single phishing attack can cost a business (10,000 users and up) more than $4.8 million a year.

This pales a lot less optimistic view of where we stand in the fight against cybercrime, attacks, and network exploitation, but we need to be brutally honest when judging the current situation. The known unknowns of the cyber threat are causing tremendous challenges for cyber defenders and IT system administrators.

Nonprofits, with generally smaller IT budgets, are potentially even more vulnerable as they do not have the means to deploy a variety of industry-proven defense technologies, or even hire cyber security professionals on staff, and often outsource their IT. Until someone develops a magic solution to mitigate the risk and turn the tide against the growing cyber threat, and what we know of all of this will happen, the risk continues to grow making employee, donor, and other nonprofit information vulnerable to exploitation through cybercrime. Cyber security is no longer just an IT issue.

The topic deserves nonprofit board and CEO executive attention and resource. You can start by training your employees, particularly those responsible for protecting your network. Nonprofits need to understand the risk and ensure that the IT staff is properly trained and equipped to handle these threats.

This month, a retired U.S. Army intelligence officer, is the Director, Cyber Security Business for Quantum Research International and its commercial cyber security arm, CyberDrx. He led Microsoft’s Global Public Safety and National Security Institute, was the Director, International Cyber Security for the U.S. Department of Defense as a Senior NNA official, and supported the U.S. military’s cyber defense program. His email is thebeyle@quantum-intl.com

DONORS

Fundraising can be through sharing information on their social media pages. Mailing or donor appreciation events are wonderful opportunities for donors to connect with the giving community and more like-minded new friends.

1. Share results. Donors want a clear idea of how their dollars are making a difference. Sharing results in the thank you letter is a smart idea, but you can also do this anytime. Use storytelling to show how the donor’s individual donation helps, such as by paying for a meal or funding one mile of trail maintenance. Donors also get excited by understanding future plans for the organization. Details about new programs and fundraising opportunities can provide incentive for donors to stay in touch and give again later.

2. Make donors feel special. Show appreciation for donors in every message, letter, or newsletter that you send and in every communication on social media. Don’t undercommunicate the power of small, long-term donors. The $10 monthly donations add up over a few years, making that individual a treasured supporter of the organization and one who deserves some special attention.

RECONNECTING WITH Lapsed DONORS

It’s not possible to avoid all lapsed donors. It’s important to have a marketing plan in place to re-engage some of those donors back into the fold. First, understand who you can reasonably target. Some donors will be dismissed or unable to contribute for financial reasons. For those in the gray area, prioritize outreach to donors at a certain level of giving. It’s not likely you would make them come back. Be careful not to overtly contact a donor or to be aggressive in any manner. Individual donors have far less tolerance than small business executives receiving pitches from vendors.

Another highly useful strategy is to invite board members and committed donors to contact a past donor. This can make the call to action more personal and intimate.

Lapsed donors are common and their reasons for leaving are not always clear. It’s worth any fundraiser’s time to develop a strategy for re-engaging those individuals—and even more importantly—take action to increase donor retention over time.

Dana Kimball is a product specialist at Aplos.

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20 APRIL 1, 2017 THE NONPROFIT TIMES www.thenonprofittimes.com
Above and Beyond Family Recovery Center

Fundraiser & Development Director

Above and Beyond Family Recovery Center

Our mission is to bring the next wave of evidence-based addiction treatment services to those with access to income, education, and the ability to get the help they need. We serve a very visible, but ignored, group of severely impaired people who need help more than anyone with a substance use disorder.

We are currently underfunded, due to the fact that our clients cannot pay, and we need an experienced, "irritant on" self-starter who can help us to help them achieve the dollars needed to appropriately staff our operations.

We need a professional with contacts into the high-net-worth world of philanthropy and foundations who can take our unique mission to those who can help put that service on the map.

This is a hands-on position that will call for the quick design and execution of fundraising strategies of all types (grants, campaigns, events, sponsorships, but focusing on large private donations) that yield results quickly and without unnecessary fundraising (we know that development requires relationship building and are not relinquishing to the necessary steps of building an audience). The Director will oversee all aspects of an event- or donor-centered fundraising program as well as create fundraising goals and solicit funds to meet these goals. The Director will develop new donor bases and organizational strategies to solicit funding.

This position requires a bachelor's degree and at least 5 years of experience in fundraising and relationship building with a variety of the field's contacts, practices, and procedures.

We will be relying on your extensive experience and judgment to plan and implement a plan to meet these goals. The Director will develop new donor bases and organizational strategies to solicit funding.

In order to be considered, you must have completed a Master's in Nonprofit Management.

http://www.cindeinc.org/c584353

Telecommuting is allowed.

Additional Salary Information: Full-time employees can access consulting services that will be worth much more to students who have had the opportunity for specific, targeted training.

About Above and Beyond Family Recovery Center

We are an outpatient addiction treatment center that provides free services to those who need it most: the homeless, the street population that moves from shelter to shelter, and those on the margins of society who are uninsured and invisible to the health care industry. We provide for the highest level of evidence-based services and have groundbreaking techniques, which yield positive results. Our program includes MICRT, Criminal Justice, Trauma Group, Family/Support Groups, DSS, Street Loved, and CREED. In addition to those traditional tools, Above and Beyond Family Recovery Center and individual counseling sessions that are engaging and they put our clients at ease as they experience a level of acceptance and non-judgmental care that they have never encountered before.
Immerse yourself in an environment of entrepreneurial fundraising and philanthropy, with:

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