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Nonprofit Enterprise
at Work

10th
Celebrating
Our Tenth
Anniversary
Helping Nonprofits Succeed



2001–2002 annual report

Dear Friends of NEW,



NEW serves the nonprofits who serve our community. As such, the measure of whether NEW is making a difference is not our own success, but the success of others. We listen to the needs of nonprofits—for new skills, better information, improved board leadership, space to meet, help with technology, and more — and we tailor our work to meet those needs. We work hand-in-hand with nonprofits of all sizes and missions, and keep an eye on the changing social environment that affects the nonprofit sector, so we can continually refine our programs to address new challenges.

Sometimes that means creating programs, like [Leadership²Go](#), just started in 2002. Leadership²Go answered a call from executive directors for opportunities to network and share ideas with one another and will expand and improve during 2003. Other times, our service is simply to point out additional resources in the community, on the Web, or elsewhere, to avoid duplicating resources.

With the publication of our Annual Report, NEW wishes to highlight some of our successes by pointing to the successes of other nonprofits. We are honored to tell their stories and to know we were a resource along the way.

We look forward to 2003 and NEW's tenth anniversary as a servant to the nonprofit sector. Financially healthy, with a strong and caring board of directors, and a great and stable staff, NEW is in a good place to appreciate its previous efforts and begin planning for new ways to serve the community.

NEW will continue our well-established [Managing for Nonprofit Excellence](#) workshop series, our successful [WebConnect](#) Web site design program, our popular [Board Builders](#) program, and our essential [Nonprofit Reference Library](#). The [NEW Center](#) still offers affordable office and meeting space to area nonprofits. And our new e-mail subscription newsletter, [NEWSNOTES](#), delivers timely information on management topics. At our 8th [Annual Nonprofit Excellence Awards](#) this spring, we hope you will join us to honor the nonprofit sector and celebrate our tenth anniversary!

Of course, NEW couldn't provide these services without our [financial partners](#) who are also generous with their encouragement and faith in our work. Some are new, and some have supported us throughout our ten years, but all have made a sincere commitment to the entire nonprofit community by supporting NEW.

Finally, we are constantly in awe of the bright and talented people who lead and serve in our nonprofit community. The executive directors, board members, staff, and volunteers we meet daily are incredible models of generosity, dedication, persistence, and excellence. We simply seek to leverage their knowledge and wisdom by providing resources so they can meet their missions — strengthening and enriching our community.

When we do that, we meet our mission too.


Susan Katz Froning
President & CEO





Helping Nonprofits Succeed: Highlights of NEW's Services and Impact 4



workshops 6
A nonprofit leader
develops her
management skills



**office and
meeting space 8**
A nonprofit enjoys space
to meet and work



Leadership²Go 11
Nonprofit leaders connect
with each other for support



Board Builders 5
A nonprofit seeks
new board members



WebConnect 7
A nonprofit creates a
stronger presence on
the World Wide Web



**information
resources 10**
A nonprofit finds grants
to support a new program



**excellence
awards 12**
Celebrating the
nonprofit sector

definitions 14

financials 15

**board and staff
members 16**

supporters 17



Helping Nonprofits Succeed: Highlights of NEW's Services and Impact

As a management support organization for the nonprofit sector, Nonprofit Enterprise at Work ([NEW](#)) has worked for the past ten years to help nonprofits succeed. We listen to the needs, challenges, and aspirations of nonprofit organizations and then develop programs to help them solve problems and meet their missions. We also highlight and celebrate the contributions of the nonprofit sector so that the important work of nonprofits will continue to be valued and enabled by the larger community. In these ways, NEW serves the nonprofits so they can serve the community.

All nonprofits in Washtenaw County and surrounding counties are encouraged to make use of NEW's services. There are no membership requirements or dues to pay. We seek to keep the sector informed of our programs and activities through our Web site and promotional materials, [workshop catalog](#), [NEWSNOTES](#), and ongoing outreach.

This annual report highlights the ways in which NEW seeks to make a difference for our local nonprofits and clarifies the opportunities we offer. In the past year, several thousand people from more than one hundred organizations have been served through a variety of NEW programs. In this report, we will look at some of the challenges faced by nonprofit organizations and share real stories about how NEW's services have helped.



A nonprofit seeks new board members



When a local nonprofit, [HERO](#) (Homeless Empowerment Relationship Organization) needed a new volunteer for its board of directors, the task at first seemed daunting. Its small, energetic board wanted to recruit someone outside its own circles, and HERO's only paid staff person, executive director

Marti Rodwell, was anxious about adding one more task to her schedule. So when Rodwell heard about [NEW's Board Builders](#) program, she thought it was a "God-send."

Through Board Builders, NEW connected HERO with qualified board candidates who had been trained by NEW in the responsibilities of board leadership. As a result, HERO found an excellent new board member whom Rodwell describes as "business-minded" with expertise in strategic planning.

NEW has matched sixty board members with nonprofit organizations since Board Builders was started in 2000. An online database facilitates the matching process; individuals find missions with which they identify, and agencies find skills and vision to strengthen their organizations.

NEW staff recruit community members for Board Builders by promoting board service to community groups and corporations. "Board candidates are amazed at how much boards have to do," says NEW's manager of board programs, Liz Peintner. "It can be confusing, so we try to help them navigate all of their roles."

NEW has also developed a "Board Basics" presentation that even established board members appreciate. Twenty such presentations have been made on-site to boards of directors since March 2001.



"The Board Builders program not only trained eager volunteers in how to be effective board members, but matched their personal interests with our organizational needs and introduced us to one another. It's like a matchmaker who shows people how to be good companions and then finds the perfect mates for them."

**Gary Bell, Executive Director
SOS Community Services**

highlights: workshops



“One of the hardest decisions we make in running nonprofit organizations is weighing if a program or conference will be worth the time away from the office. NEW classes have always given me the satisfaction that they taught me more than I could have picked up on my own, and were well worth the time. NEW offers me the opportunity to meet with, and learn from, other leaders of nonprofit and for-profit businesses.”

**Mary Steffek Blaske, Executive Director
Ann Arbor Symphony Orchestra**

Christina Meagher was new to the responsibilities of an executive director when she was hired at [Father Patrick Jackson House](#) in 2001. Her nonprofit, which serves homeless, pregnant and parenting adolescents and their children, has a small staff. Meagher is responsible for every facet of organizational operations including human resources and fiscal management, fundraising, marketing, and program evaluation.

A nonprofit leader develops her management skills



Since Fall 2001, Meagher has taken nine different workshops through [NEW's Managing for Nonprofit Excellence](#) series. And she has been able to quickly apply what she has learned. “Grant writing was new to me,” she says. But after taking “Grant Proposals with Power” at NEW, she reports, “I’ve written

thirteen grant proposals with a 100% success rate.” In the process, she has expanded the organization’s budget by 30%. Meagher has also used workshops to improve her staff evaluation and her leadership of volunteers.

“The workshops provide a safe atmosphere for learning and sharing common experiences,” Meagher adds. She has also appreciated meeting other nonprofit leaders at the sessions. “Going to the workshops has helped to foster those new relationships.”

Fortunately for nonprofit staff and leaders like Meagher, NEW offers over one hundred workshops a year. Volunteer faculty from all sectors of the community are recruited by NEW’s director of education, Patricia Pancioli, to share their expertise in such topics as accounting, human resource management, leadership, marketing, fundraising, and technology.

In addition to NEW’s workshops, management challenges can be addressed through one-on-one coaching and consulting, for which NEW provides an [Online Consultant Directory](#). And the [Nonprofit Reference Library](#) offers an array of up-to-date materials on nonprofit management and leadership.



A nonprofit creates a stronger presence on the World Wide Web

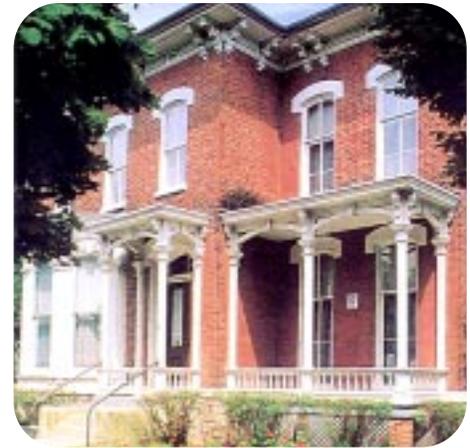
When the [Ypsilanti Historical Society](#) decided its commitment to the past could be enhanced by 21st century technology, they knew they needed a Web site. However, many of the volunteers and staff had little experience surfing the Web. And some of their constituents would not be tech savvy, so they wanted to make sure their Web site would be easy for beginners to navigate.

NEW's [Nonprofit WebConnect](#) program was designed for organizations like the Ypsilanti Historical Society. Specializing in the needs of nonprofits, WebConnect recognizes that organizations can benefit from both design expertise and assistance in the basics of Web site use. "Regardless of the technological sophistication of the client," says WebConnect's manager, Neel Hajra, "they know what will make them happy. We need to make them feel comfortable with the process."

A primary goal for the Ypsilanti Historical Society site was a cost-effective marketing tool that would bring more traffic to their museum. During the three-month process to develop the Web site, NEW made several visits to the museum and archives, and Historical Society staff provided text and photographs for the site. NEW drafted pictures of what the site could look like, Society staff refined the drafts, and NEW helped them choose a Web host and domain name. After the site went live, NEW helped get the site registered with search engines.

The Ypsilanti Historical Society site was one of nine Web sites completed with NEW's help in the summer of 2002. These nonprofits now have a Web presence that is more than just an on-line brochure, but a dynamic outreach tool.

Technology needs of nonprofits are further enhanced by relevant [workshops](#) and by the soon-to-be-launched Technical Volunteer Matching Program.



"We are totally thrilled with the presentation of our Museum and Archives at our new Web site. . . It was a most rewarding and pleasant experience to work with Neel Hajra and his assistant Michael Spaly. With absolutely no knowledge on our part they were able to guide us in the collection and presentation of the material for the Web site that has produced brilliant results."

**Joan Carpenter, President and
William P. Edmunds, Director
Ypsilanti Historical Society**

highlights: office and meeting space



A nonprofit enjoys space to meet and work

Since its founding in 1993, Nonprofit Enterprise at Work has managed the [NEW Center](#). This building, within which NEW works, also provides affordable rental space for other nonprofits. Twenty nonprofit organizations currently have private offices in the NEW Center and share a common kitchen and work area. These tenants, as well as any other local 501(c)(3) organizations, can also take advantage of conference rooms.

The [Huron River Watershed Council \(HRWC\)](#) is one nonprofit that has made the most of the NEW Center for its space needs. A tenant since the building opened, HRWC has since grown to ten staff members and has expanded its office space accordingly. This is a big change from its early days as a nonprofit when the HRWC had a cramped office above a garage where no one could get out of a desk unless the other people moved.

HRWC is especially well-suited to their office location, with views of the river that defines their mission. They are pleased to have access to the meeting rooms at the NEW Center for their Adopt-a-Stream program, when over one hundred community volunteers come to monitor the health of the watershed. HRWC is also active in the NEW Center Tenant Council which gives tenants an opportunity to exchange information and ideas. In particular, HRWC has assisted the NEW Center's efforts to be environmentally proactive in its recycling, lawn care, and maintenance programs.

The NEW Center building is continually being improved as a community resource under the direction of Lia Stevens. In this past year, for example, a wheelchair accessible ramp was installed for direct entry to the second floor of the building. Stevens also oversees rental of the conference rooms which are booked as long as a year in advance by about fifty different organizations each year.

highlights: office and meeting space



A nonprofit finds grants to support a new program

“The Women’s Center of America could not have done it without NEW. You helped us arrive on the scene with our first workshop, ‘Starting a Nonprofit Corporation.’ Your great library taught us about bylaws, and your knowledgeable staff taught us how to look for grants. You helped us become polished far more quickly than we could have otherwise. We continue to be devotees, students, and a proud referral source for all programs at NEW. Thank you!”

Sandi Cooper, Executive Director
The Women’s Center of America

Dave Coupland came to NEW when he wanted to start a nonprofit to offer after-school computer clubs to underserved youth. After taking NEW’s workshop on founding a nonprofit, Coupland got [Computer Challenge](#) up and running. He then needed to raise money, so he became a regular visitor to NEW’s [Nonprofit Reference Library](#).

The Library offers a circulating collection of books and materials on fundraising strategies, from special events to planned giving. In addition, NEW’s librarian, Ann Gladwin, helps patrons search for grant opportunities on a database of foundations and corporations. “Ann’s knowledge of how to navigate this information,” says Coupland, “helped me come up with a targeted list that I used to approach foundations. And I was successful in getting grants.”

Dave Coupland now volunteers to present his experience to other participants in NEW’s “Starting a Nonprofit Organization” workshop. Says Gladwin, “He shows participants it can be done and gives them hope.” Others who want to carry out their vision by starting a nonprofit organization can also turn to some of NEW’s own [publications](#), including *Starting a Nonprofit Organization* and *Business Planning for Nonprofits*.





When 94% of nonprofit leaders say they are interested in some form of executive director gathering, NEW takes heed. That response came out of a 2002 NEW survey in which executives also highlighted the wish to discuss current trends in the sector, learn best practices from each other, and communicate regularly online.

NEW's response to these findings has been its newest program, [Leadership²Go](#), an informal series of discussion-oriented gatherings for executive directors. The first, held in March 2002, featured local nonprofit leaders discussing how uncertain economic times had influenced their decision making. A second gathering offered a field trip to Focus: HOPE, one of Detroit's most prominent civil and human rights organizations.

More panel discussions are scheduled for 2003, with a focus on leadership at all levels, from personal to global. An e-mail discussion forum is also being developed. Recognizing how busy nonprofit executives can be, Leadership²Go's program coordinator, Liz Peintner, says, "We don't want the panels to be too frequent or laborious. We want this to be friendly and supportive."

Eileen Spring, executive director at Food Gatherers (a food rescue and redistribution organization) has made time to attend all the Leadership²Go sessions. She writes, "I find that I eagerly register in advance for each program and then, inevitably, on the morning of the session reconsider my attendance plans lamenting, 'I'm just too busy to go today.' Yet each time I attend Leadership²Go, I am rejuvenated."

Nonprofit leaders connect with each other for support

"Having the NEW Center in our backyard is a true luxury for a nonprofit like the Ann Arbor Summer Festival. The folks at NEW provide a wonderful array of professional development tools and workshops that help us do our jobs better. We send our employees to NEW and encourage our board and volunteers to take advantage of this terrific resource. NEW is 'user-friendly' and incredibly efficient and professional: role models for all of us! I very much appreciate the current series of panels designed especially for executive directors."

**Evy Warshawski, Executive Director
Ann Arbor Summer Festival**

highlights: excellence awards



Celebrating the nonprofit sector

As each new challenge facing a nonprofit organization is met and conquered, NEW has reason to celebrate. The praise rightfully goes to the nonprofit leaders and staff whose dedication and skill make success possible. However, if NEW's resources and programs have been able to contribute to that work, we are meeting our mission.

And when the community takes time to celebrate the work of the nonprofit sector, we all benefit. That is why NEW organizes the annual [Nonprofit Excellence Awards](#), an application-based competition to recognize the achievements of nonprofits in



Nonprofit Enterprise
at Work

highlights: excellence awards

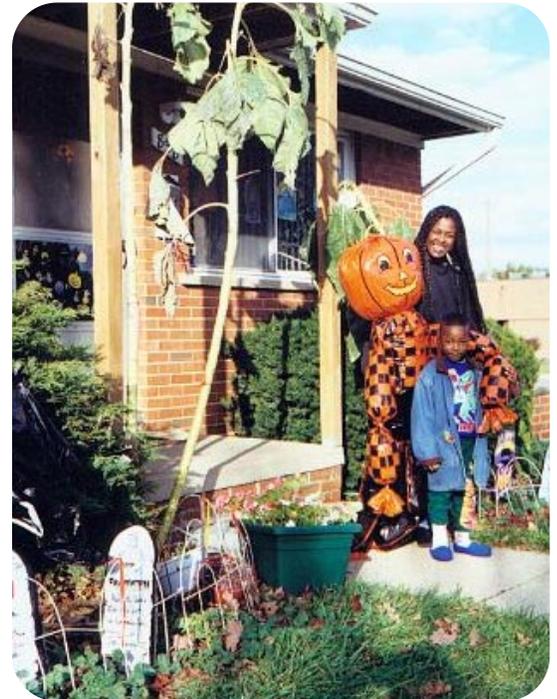
Washtenaw County. Judging applicants in four categories—management excellence, collaboration, Internet technology innovation, and contribution to community education—is done by a group of community volunteers, and each award comes with a cash prize.

“The Nonprofit Excellence Awards drive home the point that mission is very important to an organization’s success,” says NEW staff member Daran Smith, who organizes the awards program.

Awards are made at a festive evening gathering each spring to which the whole community is invited. The 2002 awards ceremony was held at the historic, beautifully restored Michigan Theater in downtown Ann Arbor. “It’s an opportunity for everybody in our county’s nonprofit sector to get together,” says Smith, “and for other community leaders to meet them.”

Avalon Housing was honored this year with the premier award of \$3500 for “excellence in management.” The award recognized Avalon’s successful model of supportive affordable housing made possible through innovative management, qualitative program evaluation, enhanced technology, and clever financing. Carole McCabe, Avalon’s executive director, was later invited by NEW to talk about her organization’s success as part of a free series of [“Conversations on Excellence.”](#) McCabe reported that Avalon’s achievements result from staying focused on the mission, taking risks, collaborating with other service providers in the community, building a sense of community among staff and tenants, learning from mistakes, and having a good sense of humor.

These are just the kinds of leadership strategies and management skills the Nonprofit Excellence Awards seek to honor. And the opportunity to recognize nonprofit success invigorates NEW as we continue to listen to the challenges and needs of the sector and provide the information and assistance that will help nonprofits succeed.



“The Nonprofit Excellence Awards drive home the point that mission is very important to an organization’s success.”

**Daran Smith, Program Associate
NEW**

What is a management support organization?

Nonprofit management support organizations (MSOs) have been created throughout the country in the last thirty years to improve the organizational effectiveness of nonprofits. NEW is the only MSO in Washtenaw County, but it is one of several MSOs in the state of Michigan that provide various services—such as training, technology assistance, and board development—to enhance the management of nonprofit organizations in their surrounding communities.

MSOs are nonprofit organizations too, but they usually do not provide services directly to the community's residents. Instead, by helping to strengthen the capability of other nonprofits, MSOs seek to ensure that those organizations are better able to meet the needs of the community.

What is the nonprofit sector?

Communities in the United States are often thought to be composed of three "sectors" of societal activity:

The Government Sector

Local and regional agencies, paid for by tax dollars, to provide the services we typically think of as the government's responsibility, such as public education, road maintenance, public safety, and policy making.

The Business Sector

All the participants in the economy, from small shops to huge corporations, which provide whatever products and services the market is willing to pay for and which seek to make a profit for individuals and sometimes stockholders.

The Nonprofit Sector

Charitable organizations, neither government nor business, comprise what is sometimes called the "third sector." Large and diverse, the sector touches all citizens with its attention to education, health care, arts and culture, the environment, religion, and social welfare. Organizations in the nonprofit sector range in size from small, all-volunteer efforts to large operations such as hospitals and universities. Individual contributions comprise the major source of support for the sector, followed by government and foundations grants and gifts from corporations.

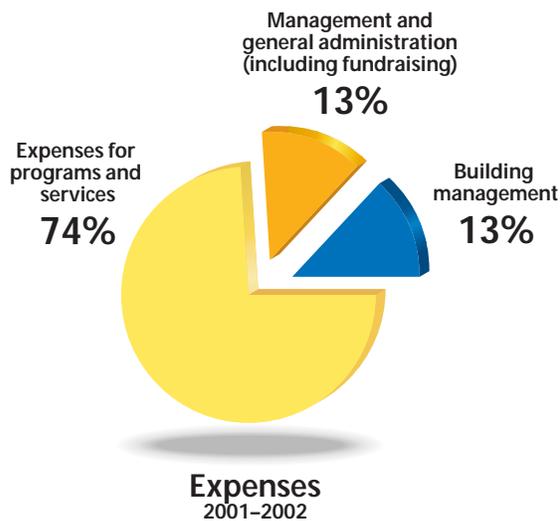
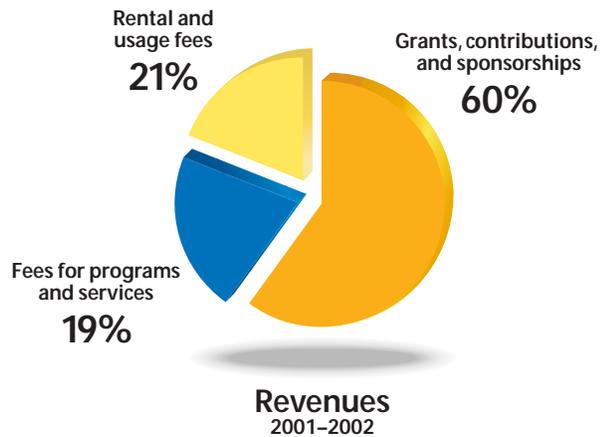
The over 1 million nonprofit organizations in the U.S. have a combined annual revenue of more than \$700 billion. Within this huge group, about 654,000 (43%) are given the 501(c)(3) designation by the Internal Revenue Service which allows donors to deduct the value of gifts from their taxable income. The Michigan Nonprofit Association estimates there are about 20,000 501(c)(3) nonprofits in the state. NEW maintains an active list of over 500 nonprofit organizations in Washtenaw County. The [Directory of Nonprofit Organizations in Washtenaw County](#) is a growing database, searchable on multiple criteria, at NEW's Web site.

See [Setting the Record Straight on Michigan's Nonprofit Community](#) available from the Michigan Nonprofit Association.



**Nonprofit Enterprise
at Work**

*Nonprofit Enterprise at Work, Inc.
is a 501(c)(3) nonprofit organization*



Clients Served

July 1, 2001 – June 30, 2002

Program	Clients Served
Building	20 Tenant Agencies 48 Conference Room Rentals to Organizations (996 individuals)
Board Programs	73 Candidates 21 Organizations 10 Onsite Board Trainings
Consulting Services	20 Organizations 59 Minigrant Applicants
Education Services	1225 Workshop Participants 75 Onsite Workshop Participants
Excellence Awards	25 Applicants
Leadership ² Go	64 Participants
Library Program	626 Phone Calls 657 Walk-in Clients 232 E-mails
Technology Programs	16 A ³ CE Computer Recipients 39 WebConnect Participants

Audited Financials

Revenues

Grants, contributions, and sponsorships	\$488,263
Fees for programs and services	\$156,314
Rental and usage fees	\$172,071
Total	\$816,648

Expenses

Management and general administration (including fundraising)	\$105,262
Building management	\$104,254
Expenses for programs and services	\$593,521
Total	\$803,037

board and staff members

NEW Board of Directors

2001–2002

William G. Milliken, Jr., Chair
Milliken Realty Company

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James P. Frenza
Ann Arbor Hands-On Museum

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Nonprofit Enterprise at Work

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Ann Arbor Downtown
Development Authority

Paul Saginaw
Zingerman's Community
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Peg Talburtt, PhD
Michigan Women's Foundation

Jim Vick
Eastern Michigan University

Cynthia Wilbanks
University of Michigan

Staff

2001–2002

Susan Katz Froning, President
and Chief Executive Officer

Ann Gladwin, Resource Specialist

Neel Hajra, Manager of
Technology Programs

Sandra Jackson, Receptionist

Patricia Pancioli, Director of
Education Services

Liz S. Peintner, Manager of
Board Programs

Mike Smerza, Database Coordinator

Daran Smith, Consulting
Program Associate

Lia Stevens, Director of
Administration and Facility

Andrea Wiggins, Program Associate

When local universities are in session, NEW benefits from the energy of as many as 6 interns or work study students.



Supporters of Nonprofit Enterprise at Work

July 2001–June 2002

NEW gratefully acknowledges the following organizations and individuals who provided financial or in-kind support this fiscal year.

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Ford Motor Company Fund
Pfizer Global Research & Development
The Power Foundation

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Vincent York
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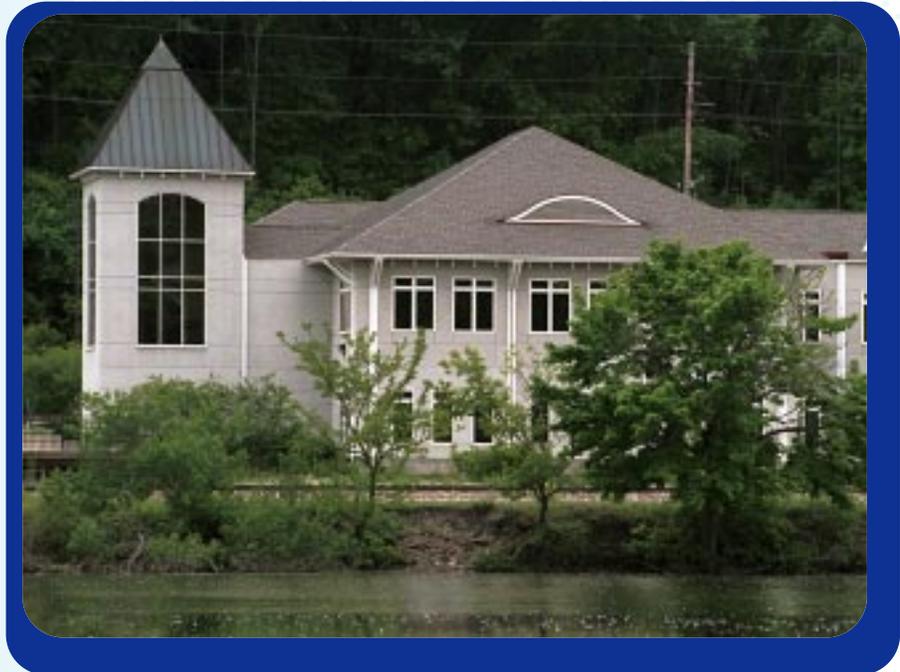
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The purpose of NEW is to enhance the quality of life in Washtenaw County and surrounding communities by promoting leadership development, management excellence, and effective service delivery within the nonprofit sector.