



*forward,
together*

ANNUAL REPORT
July 1, 2018 to June 30, 2019

new | SOLUTIONS FOR
NONPROFITS

MISSION

NEW improves the impact and performance of fellow nonprofits by working alongside leaders to create high-quality strategic solutions that advance their missions in our communities.

VISION

Empowered leaders, flourishing nonprofits, and vibrant communities.

VALUES

We Honor the rich diversity of people, experiences, and ideas.

We Invest in our people, clients, and communities.

We Seek to Understand by promoting lifelong learning for ourselves and our clients.

We Collaborate by supporting each other as team members and through partnerships.

We Innovate by encouraging creativity and not accepting the “status quo.”

We Deliver exceptional service - every time.

New | SOLUTIONS FOR
NONPROFITS



From the space we create for nonprofits at the NEW Center, to the services we design for organizations across southeast Michigan, to communities our clients serve—people have always been at the heart of our work.

Normally, we would take this opportunity to highlight the ways NEW has provided exceptional service to hundreds of people and organizations over the past year, the areas in which our organization has grown and flourished, and the exciting new paths we have charted as we work towards our vision of empowered leaders, flourishing nonprofits and vibrant communities.

But since you will find this information and more in the following pages, right now, we simply want to say: thank you.

During a polarizing time in our country and world, you stuck by us, helping strengthen our sector and investing in the people who hold it together. Thanks to your trust and incredible generosity, our team was able to create new programs and bolster the work we've been doing for nearly thirty years. As our Center has aged, your contributions brought local technicians and designers into the space to keep it welcoming. And when we have felt larger forces trying to push our communities apart, you leaned into learning and strengthening relationships with us.

This report only captures a portion of all that has been made possible this year by those who believe in the value of investing in people. We hope you take pride in counting yourself among them.

Whether you're reading about the preparation for our Champions for Change program, our partnership with Co.act Detroit, innovative approaches we're taking to help nonprofits be able to focus on their mission, or those moments at the NEW Center that offered reminders of our shared humanity, know that we could not have done any of it without your support.

We look forward to the future knowing that NEW is staffed by a world-class team of consultants, led by an interdisciplinary Board of Trustees, and supported by people like you - committed to creating a more just and vibrant Michigan. Thank you for all the ways you came alongside us in 2018-19 and all that we accomplished together.

A handwritten signature in black ink, appearing to read "Michael Tyson".

Michael Tyson
CEO



THE NEW CENTER

creating vibrant communities

In fiscal year 2018-19, NEW leaned into our vision, aiming to realize it throughout every part of our organization. As we pursued creating vibrant communities through our work promoting diversity, equity and inclusion throughout the sector and by developing stronger peer networks through our leadership development programs, we realized we were missing an opportunity to create a tighter community at home, at The NEW Center.

Having achieved 100% occupancy this year, it became the perfect time to promote more opportunities to grow relationships between the organizations within our building. Through events like the annual WinterFest and Nonprofit Summer Celebration, building-wide Cultural Humility training facilitated by members of Avalon Housing's equity team, and the creation of a NEW Center Chapter Club, our team fostered the growth of relationships across organizational boundaries.

Thanks to your contributions, conference room rentals, and promotion of the NEW Center as a place to collaborate and learn, the end of the year saw the 20 different organizations that call our building home more closely connected than ever before.



100% OCCUPANCY

TENANTS Ann Arbor Area SCORE | Ann Arbor Youth Chorale | Association of Outdoor Recreation and Education | Bridgespan | Children's Literacy Network | Detroit Rescue Mission Ministries | Girls Group | Haiti Nursing Foundation | Huron River Watershed Council | International Child Care | Junior League of Ann Arbor, Inc | KingCare | MacTechnics | Michigan Ovarian Cancer Alliance | NAMI Washtenaw County | NEW (Nonprofit Enterprise at Work) | ReLeaf Michigan, Inc. | Scenic Michigan | The Boychoir of Ann Arbor | Washtenaw Association for Community Advocacy | Washtenaw Literacy

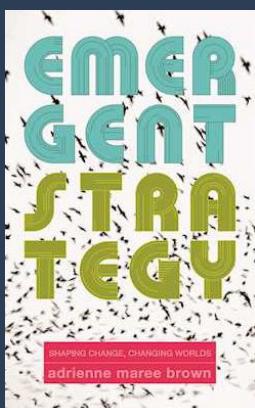
NEW CENTER AFFILIATES Area Agency on Aging 1-B | Artrain/Arts Alliance | Ann Arbor Modern Quilt Guild | The Birthing Project | The Church in Ann Arbor | Kappa Epsilon Psi Military Sorority, Inc | Lymphoma Foundation of America | Mark 12:31 Foundation | Occupational Hygiene Training Association | Russian ABC | SEND | Veterans Empowerment Neighborhoods | Workplace Health Without Borders



18
OFFICE SUITES

8
WORKSTATIONS

21
ORGANIZATIONS



CHAPTER CLUB

Chapter Club, the NEW Center community's spin on a monthly book club, brought together 20 people from 6 different organizations for conversations about leadership and community organizing. To help fit everyone's busy schedules, we focused on reading one chapter from the same book each month, rather than the whole thing. This year's book was *Emergent Strategy: Shaping Change, Changing Worlds* by adrienne maree brown, a book that invites us to navigate and influence change so we can shape the futures we want to live.

"I thoroughly appreciate your [Hillary's] coordination of Chapter Club and the thoughtfulness, patience, and intentionality you brought to each session. I concur that it's been a delight to get to know you and other folks in our building better. Looking forward to continuing these discussions in the new year with some new content." -Andrea Paine, HRWC

ORGANIZATIONAL DEVELOPMENT TEAM

growing leadership in SE Michigan

Our Organizational Development team doubled-down on our commitment to providing our region with high-quality leadership development opportunities this year. As usual, we executed two Leadership DELI cohorts, working with 35 different organizations to enhance the leadership capacity of their teams. We also took on the task of expanding our geographic reach by offering the Nonprofit Start Up Series in Oakland County for the first time, along with a concurrent series in Wayne County, and a subsequent run at The NEW Center in Ann Arbor. We kept ourselves busy, to say the least.

Our most ambitious goal this year, though, was our work developing Champions for Change, a first-of-its-kind program attempting to address Washtenaw County's racial leadership gap. Thanks to a planning grant provided by the Washtenaw Coordinated Funders, NEW was able to research and explore the factors related to the stark lack of representation and inclusion of people of color at the leadership level of our county's many organizations, businesses, municipalities and institutions. Informal polling found less

than 1% of Washtenaw's nonprofits to be led by people of color. In seeking to understand the lived experience behind this statistic, our team benchmarked research from across the county and engaged the local community in the form of an advisory and focus groups. Ultimately, we were then able to develop the Champions for Change program and its three component parts: Leaders of Color Fellowship, Allies Academy, and Washtenaw EATS (Equity and Transformation Soirees). The program launched in August 2019.



"I signed up for the Nonprofit Startup Series on the advice of many of my friends working in established nonprofits...With NEW, I transformed (my) vision into a plan. I got a concrete sense of how to set up a strong legal and financial foundation as well as how to recruit and work with a board. By the time we incorporated and started convened regular meetings six months later, the board said they'd never seen any nonprofit run so well. Given that I've never run a nonprofit before, I attribute 100% of that success to NEW, both the startup series and all the coaching and encouragement they've provided before or since."

-JESSICA LETAW, BUILDING MATTERS



"Just want to thank you all once again. I am learning so much from these series. NEW ought to take a bow.

I ain't talking about no "feel good" meetings, I am talking about moving the needle in a person's life so that they, in turn, can move the needle in their surroundings. Keep up the great work, the pleasure and growth has truly been mine."

- DARRYL JOHNSON, FOCUS GROUP PARTICIPANT, EXECUTIVE DIRECTOR OF I'M THIRD MINISTRIES AND BOARD MEMBER OF MENTOR2YOUTH

LEADERSHIP DELI

35
nonprofits **60**
individuals **8**
repeat organizations

NONPROFIT START UP SERIES

35
individuals **3**
separate cohorts in
Washtenaw, Wayne, and
Oakland counties



npServ

growth through transitions

In all honesty, this year was a time of unexpected transition for our IT department, npServ. The year before, we had grown in both revenue and reputation. With a great team in place, we felt ready to take on new projects and challenges. Life had other plans, though.

The first hurdle came in the fall, as our largest client decided to go in another direction for their IT needs. Suddenly, our organization faced the loss of a substantial amount of recurring revenue. The loss became even more jarring, though, when it coincided with the departure of our long-time npServ Director, Justin Lunning. Justin had been with us for a decade, helping hundreds of nonprofits meet their daily IT and helpdesk needs. While we understood and respected that it was time for a new chapter in his life, we were sad his time with NEW was coming to an end.

To adjust, we began using the asset-based approach to problem-solving that we use with our clients to ask ourselves what was possible. Quickly, we recognized that Justin wasn't the only leader on the team, and that new leadership brings new ideas to the table. Tapping the same pool of brilliant folks who helped make the prior year successful, we saw great potential in 8-year npServ veteran, Bryon Daley. With Bryon's appointment as interim-, and later permanent, IT Director, we gained access to fresh ideas steeped in the history of the department.

Under new leadership, we created two new roles on the team - Helpdesk Manager and Project Implementer—which improved our support response speed and gave



Byron Daley,
Interim IT Director

“(npServ) are quick to respond and keep things running smoothly. They have been helpful with troubleshooting.”

— GROWING HOPE

the program additional capacity to address larger projects. npServ also started providing clients with Annual IT Assessments to help make them aware of potential security risks, new technologies to employ, and other changes in their IT environments. Thanks to the resiliency of our team, the trust of our clients, and your continued support, we were able to turn a frightening situation into an opportunity for innovation and clarity.

68

nonprofit
IT clients

3

new IT
clients

FINANCE

deepening client relationships

Fiscal year 2018-19 was also one of diving more deeply into our existing client relationships for our Finance team. Of course, as with our other program areas, NEW's nonprofit finance professionals looked for ways to address unmet needs in our community; the launch of our Fiscal Sponsorship offering allows us to help unincorporated groups and organizations explore the potential of becoming a nonprofit, without the typical upfront investment of time and resources. While this new service has allowed us to build relationships with groups and organizations to whom we weren't previously connected, and support SE Michigan's nonprofit sector in yet another way, our Finance team is most proud of the existing relationships they were able to move forward, like our ties to the Academy of Early Music.

NEW has been providing bookkeeping services to the Academy of Early Music (AEM) since December 2017, but it wasn't until our 2018-19 fiscal year that things truly began to take shape. Taking the work beyond the basic bookkeeping our team had been doing for AEM was dependent on the collaborative efforts between our staff and AEM's Executive Director, Emily Solomon. Open, friendly communication transformed a contractual relationship into a more team-like atmosphere, allowing folks to approach troubleshooting together.



Emily Solomon
Executive Director, Academy of
Early Music

Now, Emily has a solid understanding of her organization's finances and is able to confidently communicate this standing to AEM's Board whenever necessary. She's also in a much better place to manage the unique components of AEM's model, like event-specific financial reporting. Successes like this, in

FINANCE CLIENTS

African American Cultural & Historical Museum	Michigan Transition Services Association
Ann Arbor Film Festival	POWER
Ann Arbor Jewish Cultural Society	Voices for Earth Justice
The Academy of Early Music	Mentor 2 Youth
Birthing Project USA	Community Music School of Ann Arbor
Manchester Community Resource Center	We the People Growers Association

which we're able to help our peer clients better attend to both their mission and margin, exemplify the value of our collaborative work and NEW's commitment to our communities.

2018-19 FINANCIALS

Income

\$ 1,484,583.00

Program Fees (55%)
\$816,697.00

Contributions (29%)
grants, sponsorships, etc.
\$433,111.00

Miscellaneous
(under 1%)
\$686.00

NEW Center Rentals (12.5%)
grants, sponsorships, etc.
\$816,697.00

In-kind Donations (2%)
\$30,488.00

NEW Center
Reimbursements (1%)
\$16,645.00

Expenses

\$1,559,238.00

Fundraising (5.2%)
\$ 82,181.00

Management (11.6%)
\$ 181,153.00

npServ (37.5%)
\$ 584,656.00

NEW Center (14.7%)
\$ 230,046.0

Organizational
Development(30.8%)
\$ 481,202.00

DONORS

ORGANIZATIONS

Ann Arbor Area Community Foundation
Bank of Ann Arbor
Co.act Detroit
Dempsey Incorporated
DTE Energy Foundation
Ford Motor Company Fund
IFF
JPMorgan Chase Foundation

Lloyd and Mabel Johnson Foundation
McGregor Fund
PNC Foundation
Retirement Income Solutions
TechTown Detroit
United Way of Washtenaw County
Washtenaw Coordinated Funders

INDIVIDUALS

Linda Blakey
Michael Dempsey
Stephen Dobson
Joe Fitzsimmons
Dan Foss
Susan Harrison
Curtis Iorio

Jeffrey Kessner
Kathleen Laird
Bill Milliken
Chris Myers
Roy Retzlaff
Pat Rinvelt
Ashish Sarkar

Richard "Dick" Sarns
Alok Sharma
Margaret Talburtt
Brittany Valliere
Diana Kaplan Vinokur
DeWayne Wells
Kristopher Wiljanen

BOARD OF DIRECTORS

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