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## ANNUAL REPORT

JULY 1, 2019 – JUNE 30, 2020





## OUR 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

## OUR VISION

Empowered leaders, flourishing nonprofits,  
and vibrant communities

## OUR VALUES

We honor the rich diversity of people, experiences,  
and ideas

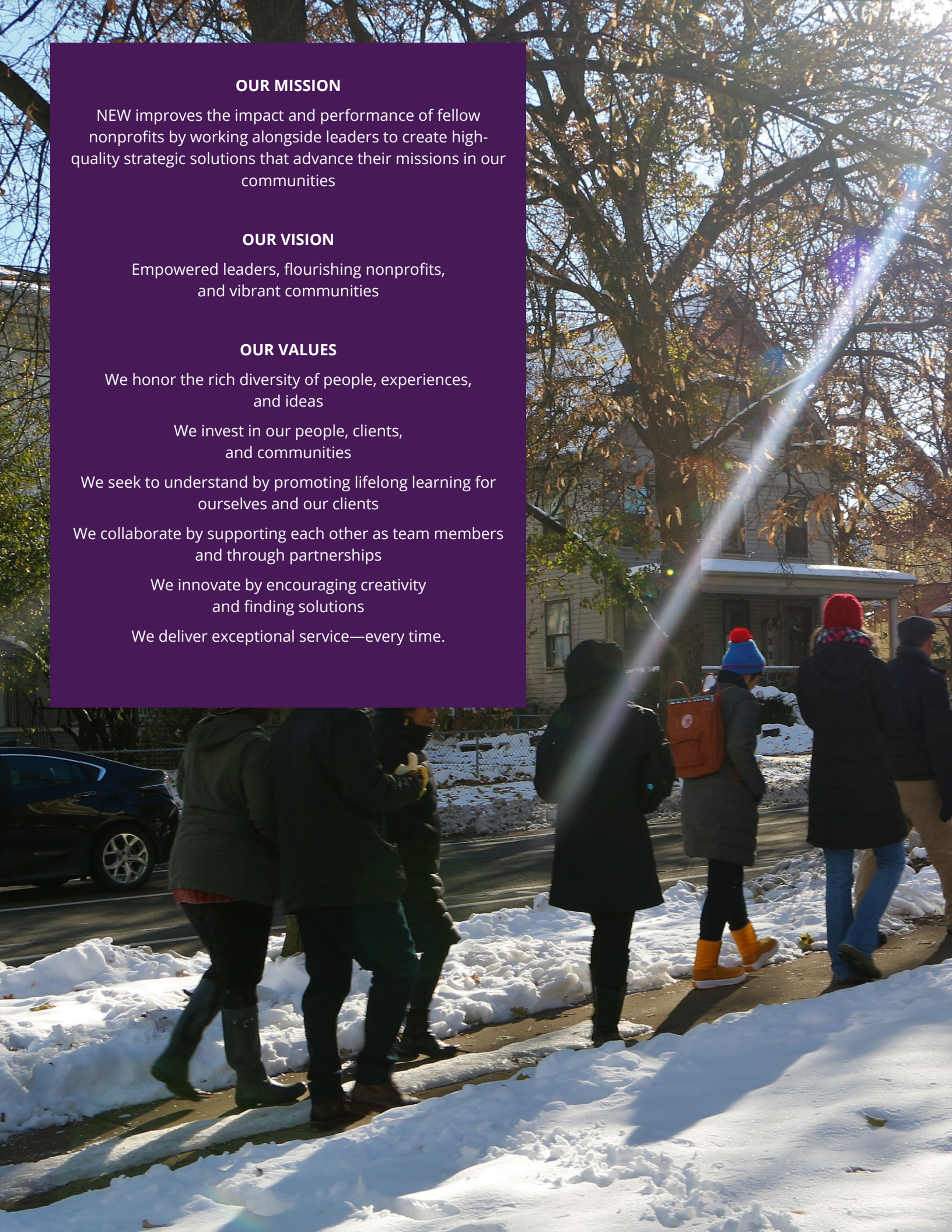
We invest in our people, clients,  
and communities

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 finding solutions

We deliver exceptional service—every time.





# FROM OUR CEO



*In all the twelve years I've been with NEW one thing is constant: change. 2019 was no different and 2020 was a year that stretched us in unimaginable ways. American science fiction author, Octavia Butler wrote, "All that you touch you Change. All that you Change Changes you. The only lasting truth is Change".*

One huge change in 2019 was the retirement of our CEO, Michael Tyson. Michael left an indelible impression on the organization. I am grateful for his love, support and mentorship over the last decade. We all are. We also said goodbye to Victor Semelsberger, Rich Kern and Melvin Henley. While it's never easy to say goodbye we were so happy to see them be able to retire or move on to work that was calling them. We also welcomed new team members including Ben Williams, our CFO and Matt LaPalm our newest npServ system administrator.

Change is what we were longing for when we officially launched our Champions for Change program in 2019. We recognized we could no longer be bystanders to racial injustices in our communities. The program is devoted to nurturing social change alongside leaders of color and White allies who want to help us strive towards justice and co-liberation.

Our flagship program, Leadership DELI, now in its ninth cohort went virtual (all of our programs did in 2020) and continues to create space for leaders to embrace change

together while sharing what's working--and their pain points--in space together.

We were only a few months into 2020 when COVID-19 disrupted all that we'd known as normal. So many nonprofits were scrambling for resources and direction. We challenged them and ourselves to transform-- to embrace this moment as an opportunity for change and to turn away from the old ways of being and towards the guidance from Black, Indigenous and Other People of Color leaders. Through our Centering Justice series we asked 'what have we learned that must, and will, transform us?' Through our collective works with other intermediary organizations we formed the Transforming Solidarity Collective to enable a system-wide response to the COVID-19 pandemic and its brutal impact on an already fragile nonprofit sector. In the years ahead, as a result of our work together, we envision Southeast Michigan communities are thriving, people and entities are working together towards racial justice and meaningful change, and the system of capacity building has been reimaged and transformed forever.



Captions here: Former CEO Michael Tyson and Paul Saginaw,



It was incredibly difficult to find joy in the early months of 2020 but our amazing team did their absolute best. We adapted our schedules, launched new programs, and we took care of each other. Sometimes change can wreak havoc and we're so blessed that our amazing team members leaned in; to each other and our work. Taking care of home was their number one priority. Taking care of our staff was my number one priority.

Expressing joy and gratitude can feel radical in the face of what we're experiencing across the country—a rising tide of unleashed unapologetic bigotry and racism, attacks on our environment, inhumane treatment and injustices against our communities, and the rolling back of victories so many of our movements have fought for. Small, incremental change would lead to the largest civil rights movement in half a century rooted in courageous acts of revolution.

2020 was no joke. Not only were we faced with a horrific disease that could

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attack our lungs and snatch our breath away (to date more than 500K Americans have perished), it decimated Black and Brown communities. We'd barely learned how to use Zoom before the entire nation witnessed 8:46 of violence that made us hold our breath. We'd not even caught our breath from the murder of Aumaud Arbury as we watched a police officer snuff the breath out of George Floyd on a street in Minneapolis. Perhaps only because of what happened to Mr. Floyd did we learn that Breonna Taylor has been murdered while she was sleeping. Change felt fleeting, daunting in fact.

Times like these remind us that it's not enough to just tear down what's not working—we need to stand more firmly in our values now more than ever before and boldly imagine the kind of just and thriving world we want instead. We need new structures, new systems,







*Caption here: Centering Justice, adapting to quarantine, going virtual.*

and—most importantly—new ways of being with each other where leaders are empowered, nonprofits flourish until they meet their missions and our communities are vibrant.

That vision plays out and evolves every day in our workshops, in our organization development work, in our technology program and across our learning communities. Our beautiful new website tells the story of our dreams of transforming.

Change has challenged us to fully step into an approach to leadership that centers liberation. Indeed our hopes for the beloved community, that we and all those we work with aspire towards, challenges us to recognize that the change we seek is all bound up together.

We're grateful to our funding partners, our colleagues, our NEW Center Community and all who have leaned into and embraced change with us. Embracing change, experimenting, and practicing with all of you is the joyful, challenging, creative heart of NEW's work.

In this annual report, we're excited to share our moments of pride, and even the times we fell short, and to introduce you to a few of the leaders we've been fortunate to work with.

We're not out of the storm yet but we know, for sure, that Change 'Gon Come.

*Yodit Mesfin Johnson*





# STRATEGIC PILLARS & GOALS

## WE LEAD

with customer-centric, adaptive products and services

## WE GENERATE

financial stability

## WE NURTURE

internal culture, relationships, communication, and processes

## WE AMPLIFY

impact through partnerships with purpose

NEW makes progress towards achieving our mission and realizing our vision by employing these guiding strategies. Following these strategic pillars, our team sets goals for each fiscal year. Here are some of the goals from each department, and how we measured up at year end.

## CEO

### **GOAL: Provide leadership and management of the first Champions for Change program**

*Launched inaugural cohort in fall 2019, with pivot to virtual due to COVID-19 pandemic in spring of 2020*

### **GOAL: Achieve organizational budget targets for the fiscal year**

*Did not meet earned revenue goals, however secured more contributions and PPP loan to end year with cash surplus*

### **GOAL: Ensure staff safety, wellness and livelihood during COVID-19 pandemic**

*While some members of our technology team caught the virus, all were able to receive adequate care and time off to recover. We did not have to lay off or furlough any staff, and were able to provide stipends for increased costs some team members faced while working remotely*



## Relationship Manager

**GOAL:** Increase contributed revenue to \$588,739

*Received \$688,445 in contributions*

**GOAL:** Work with strategic partners to build internal fundraising and communications capacity

*Worked with Liza Baker & Julie Walke for coaching in grant writing and communications*

**GOAL:** Host one event in FY1920 to increase NEW's roster of individual donors

*Hosted Poetic Justice virtual poetry reading - raised \$6,240 and brought in 80+ new donors*

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## npServ

**GOAL:** Continually evaluate and improve workflow

*Moved Helpdesk team to new software - Zendesk  
Moved Terri to Helpdesk Manager position*

**GOAL:** Retain 90% of existing clients

*70 clients at beginning of the year, 66 clients at the end of year. Lost 9 clients. (Retained 87% of existing clients). Gained 5 new clients*

**GOAL:** Begin moving clients to the cloud

*6 cloud migrations were completed*



## Organizational Development

**GOAL:** Track the goals, objectives, and actions for the OD team through a dashboard shared at OD huddles and team meetings.

*Implemented Nutshell to better track and process data*

**GOAL:** Increase the number of repeat clients

*LD - 32 unique orgs participated in FY1819. 39 unique orgs participants in FY1920. 9 organizations from FY1819 returned for LD in FY1920*

**GOAL:** Ensure clients are receiving exceptional service

*Created new programs in the midst of a global pandemic: Centering Justice and Leading & Learning*



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## NEW Center

**GOAL:** Update building to benefit of tenants, affiliates & conference room renter

*NEW Center improvements: paint, conference room technologies, furniture, lobby window removal, copy room redesign*

**GOAL:** Maintain 100% occupancy at the NEW Center

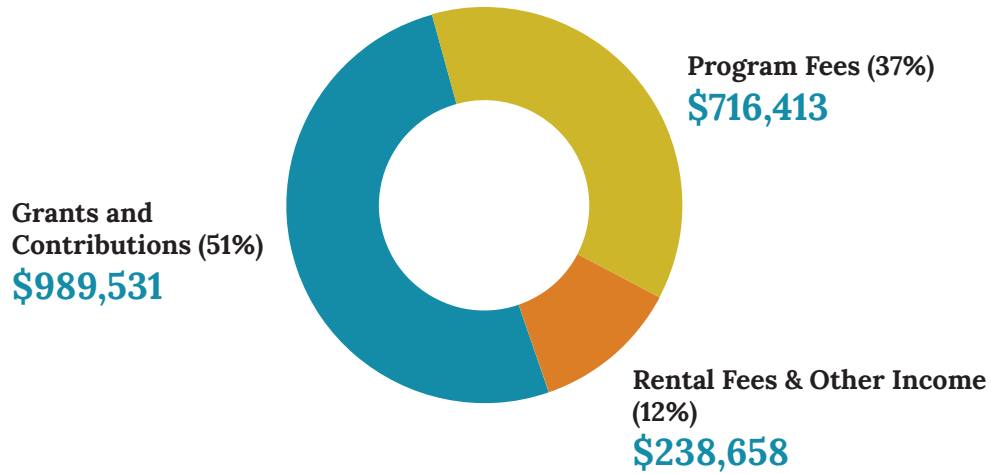
*20 tenants at beginning of year, 19 at end. (95% occupancy). +2 affiliates (18% increase - 11 at beginning, 13 at end)*

**GOAL:** Improve communication of NEW Center features and availability

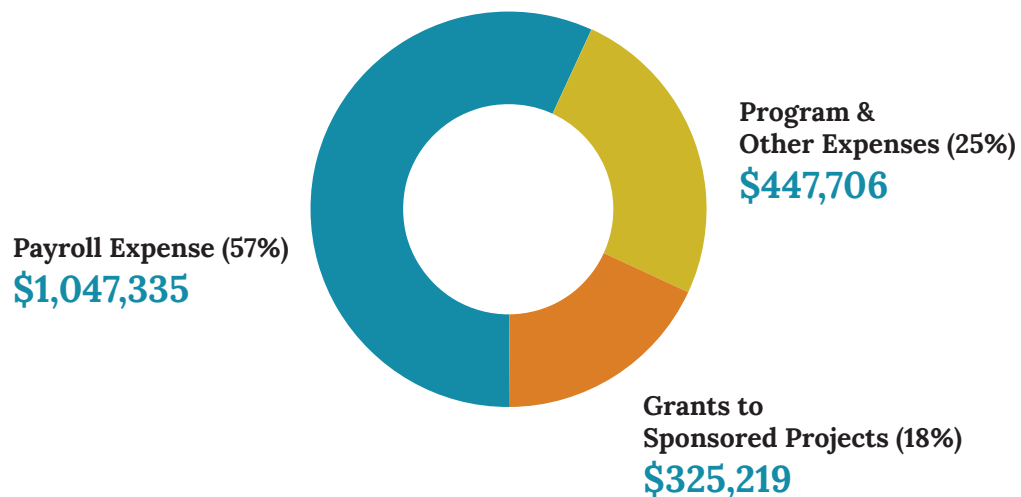
*Introduced new scheduling system: Skedda*

# FINANCIALS

## INCOME \$1,944,602



## EXPENSES \$1,820,260





# THANK YOU TO OUR DONORS

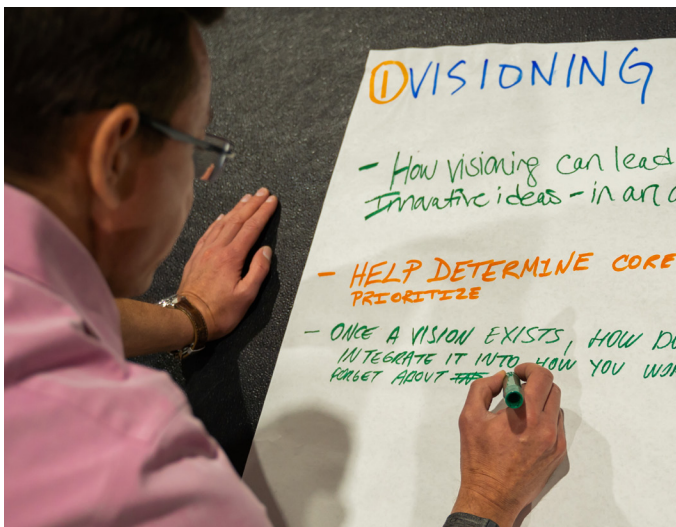
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