



TRANSFORMING THE FUTURE,
TOGETHER

COMMUNITY IMPACT REPORT

Reflections on 2023-24

RELEASED JULY 2024

WELCOME!

Each year, NEW surveys the communities, organizations, and individuals we serve to understand the impact of our work. The following report highlights important findings from NEW's 2024 Community Survey, as we reflect on work done in 2023.

We hope you find it easy to move through and understand!



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Our Vision

EMPOWERED LEADERS
FLOURISHING ORGANIZATIONS
VIBRANT COMMUNITIES

Our Mission

NEW inspires and equips mission-driven people, organizations and communities to realize their visions of a just and thriving society.



Our Values

Here at NEW, our values are a set of shared beliefs that guide our work. They continue to evolve as we journey towards our vision of empowered leaders, flourishing organizations, and vibrant communities. We value our work and the ways of working that make for meaningful impact and foster transformation. We value the people who make up our organization, ecosystem we're a part of, and the communities we serve. With this, we continue forward with the assumption that our vision can be realized.

- We value each other's **humanity**. We believe in treating people with dignity regardless of their role(s).
- We value **justice**. We believe that repairing harm - to people and planet - requires addressing the root causes of inequity - systems and structures.
- We value **collaboration**. We believe that the best processes and solutions are built with input from the diverse folks they'll impact.
- We value **relationships** that connect us. We believe that embracing diversity and working across differences requires trust and accountability.
- We value **learning and growth**. We believe that transformation requires continuous development of self and organizations.
- We value collective **liberation**. We believe that the only way to free ourselves from oppression is to do it together.



OUR VISION

FLOURISHING ORGANIZATIONS
VIBRANT COMMUNITIES
EMPOWERED LEADERS



WHERE WE'RE AT

The social sector today exists because of **unequal power dynamics, systemic racism** and other forms of **oppression**.

Today's leaders and changemakers have **inherited organizations and systems** that:



Focus on short-term solutions



Encourage competition and scarcity mindsets



Limit access to tools, systems, and structures



HOW WE'LL GET THERE

By working with **mission-driven people, organizations, and communities** in Southeast Michigan.

By prioritizing **those most impacted by the issues** - **BIPOC (Black, Indigenous, and People of Color)** and **other marginalized communities** - in that work.



BUILDING POWER AND LEADERSHIP

to ensure decisions are made by and with the communities they impact.

NURTURING ORGANIZATIONS AND CULTURES

to disrupt traditional nonprofit management paradigms.

INFLUENCING SYSTEMS

to shift ways of thinking about and taking action towards social change.

STRENGTHENING OPERATIONS AND INFRASTRUCTURE

to enable values-driven organizations to achieve their missions.



WHAT WILL CHANGE

A DEEPER SENSE OF BELONGING

QUALITY SYSTEMS, TOOLS, AND PROCESSES

MUTUALITY & SOLIDARITY

COMMUNITY POWER

KNOWLEDGE & PERSPECTIVE

DATA-INFORMED DECISION MAKING



2023-24 *by the Numbers*

Managed Services

NEW CENTER

17 Affiliates
21 Tenants
37 Conference Room Rentals

IT SERVICES

61 Client Organizations
9 Special Projects

FINANCIAL SERVICES

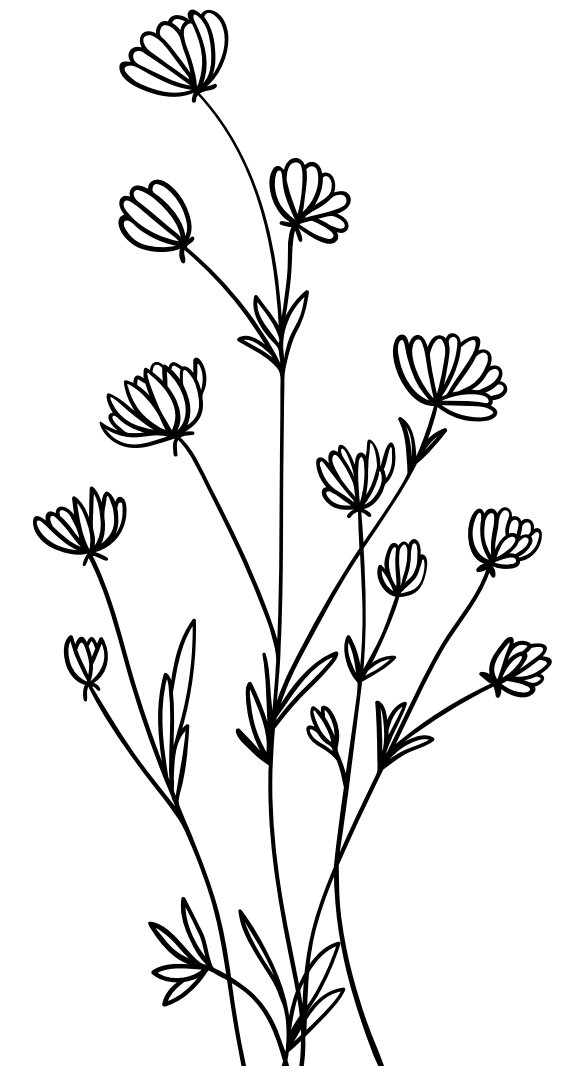
42 Bookkeeping Clients
12 Financial Consulting Clients
20 Fiscal Sponsorship Clients
28 Bean Counters Participants
6 Currency Conversations Participants

Consulting

12 DEIJB Clients (Diversity, Equity,
Inclusion, Justice & Belonging)
11 Strategic Planning Clients
6 Board Development Clients
5 Facilitation
15 General Consulting Clients
1 Evaluation Clients

Learning Communities

222 Centering Justice Participants
32 Champions for Change Participants
16 Road to Resilience Participants
31 Leadership Deli Participants

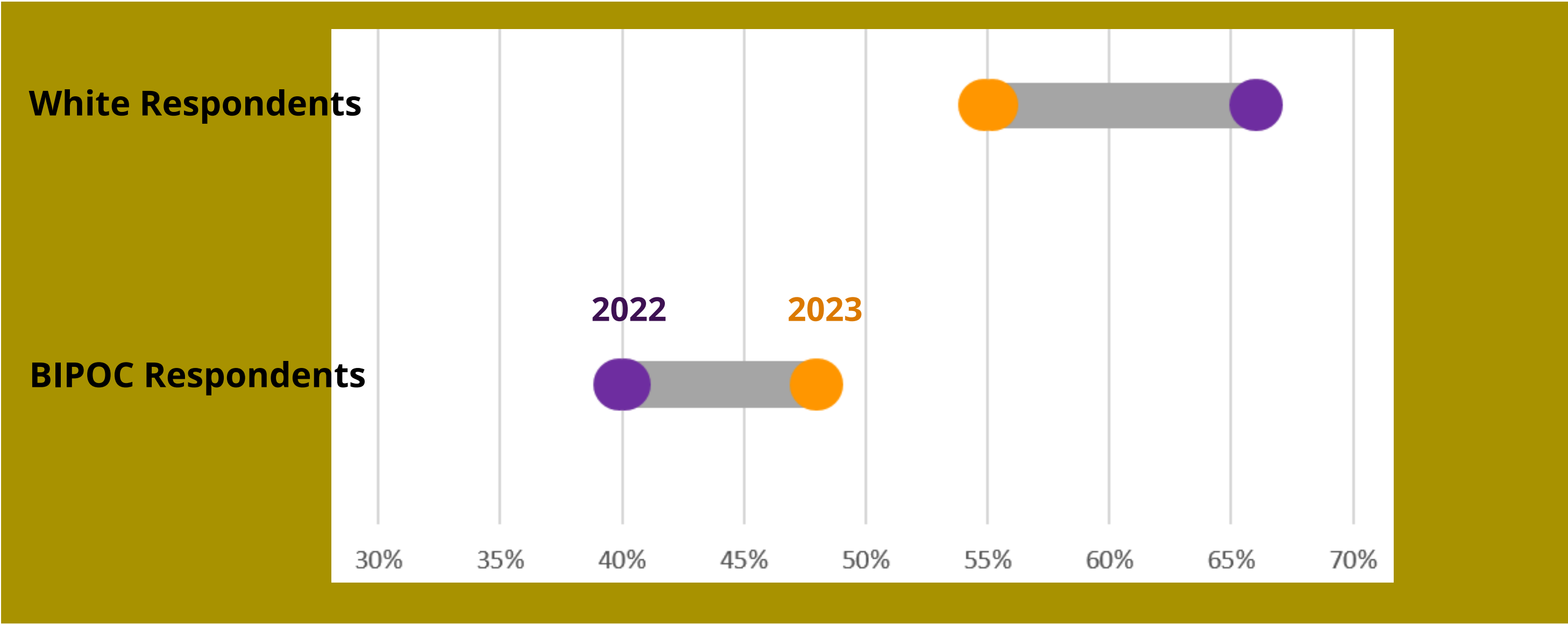


OUR CLIENTS AND PARTICIPANTS

At NEW, we unapologetically center our work around the people and communities who have been historically underrepresented or marginalized due to unequal power dynamics in our communities. This includes people that have been excluded, denied access, or limited in their influence based on their race or ethnicity, age, ability status, sexual orientation, gender, and other markers of identity. To center their experiences as we make meaning of their impact, we filter survey responses by demographics. This allows us to understand how people's experience with NEW might differ based on their identities, and lets us know if we're truly making a difference for the people and organizations we claim to serve.

NEW centers BIPOC-led and primarily BIPOC-serving organizations.

The number of people that identified as BIPOC in our community survey increased from 40% in 2022 to 48% in 2023



*Survey respondents were able to select more than one race/ethnicity category so the total is higher than 100%.

OUR CLIENTS AND PARTICIPANTS

2024 SURVEY

59% of survey respondents work in **Washtenaw County**, **34%** are in Wayne County

Majority **Gen X (43%)**, **Millennials (30%)**, and **Baby Boomers (20%)**

73% of respondents identify as **women**.

55% of respondents report **having a disability**, and **16%** identify as **LGBTQ+**.

2023 SURVEY

59% of survey respondents work in **Washtenaw County**, **34%** are in Wayne County

Majority **Gen X (43%)**, **Millennials (30%)**, and **Baby Boomers (20%)**

73% of respondents identify as **women**.

55% of respondents report **having a disability**, and **16%** identify as **LGBTQ+**.

ADAPTATIONS FROM 2023 SURVEY FEEDBACK

LONGER AND ONGOING ENGAGEMENTS

On average organizational development consulting engagements last between four and five months.

Many Finance and IT engagements are recurring and extend beyond one year.

NEW's Learning Communities have begun exploring more program alumni engagement opportunities.

CLEAR COMMUNICATION AND RESPONSIVENESS

NEW's Finance and IT teams have implemented biannual checkins and annual assessments respectively as well as process and satisfaction surveys.

NEW's IT team now uses a tiered staffing model that allows for faster response times and targeted response based on the IT consultant's expertise and knowledge.

COMMUNITY GATHERINGS AND NETWORKING

NEW is focusing on community gatherings and events that will add value to the communities and organizations we serve. In September of 2022, we hosted the NEW Center First Look event to give community members a preview of our center transformation project.

NEW's Learning Communities have also begun to reintroduce in-person gatherings as part of their programming.

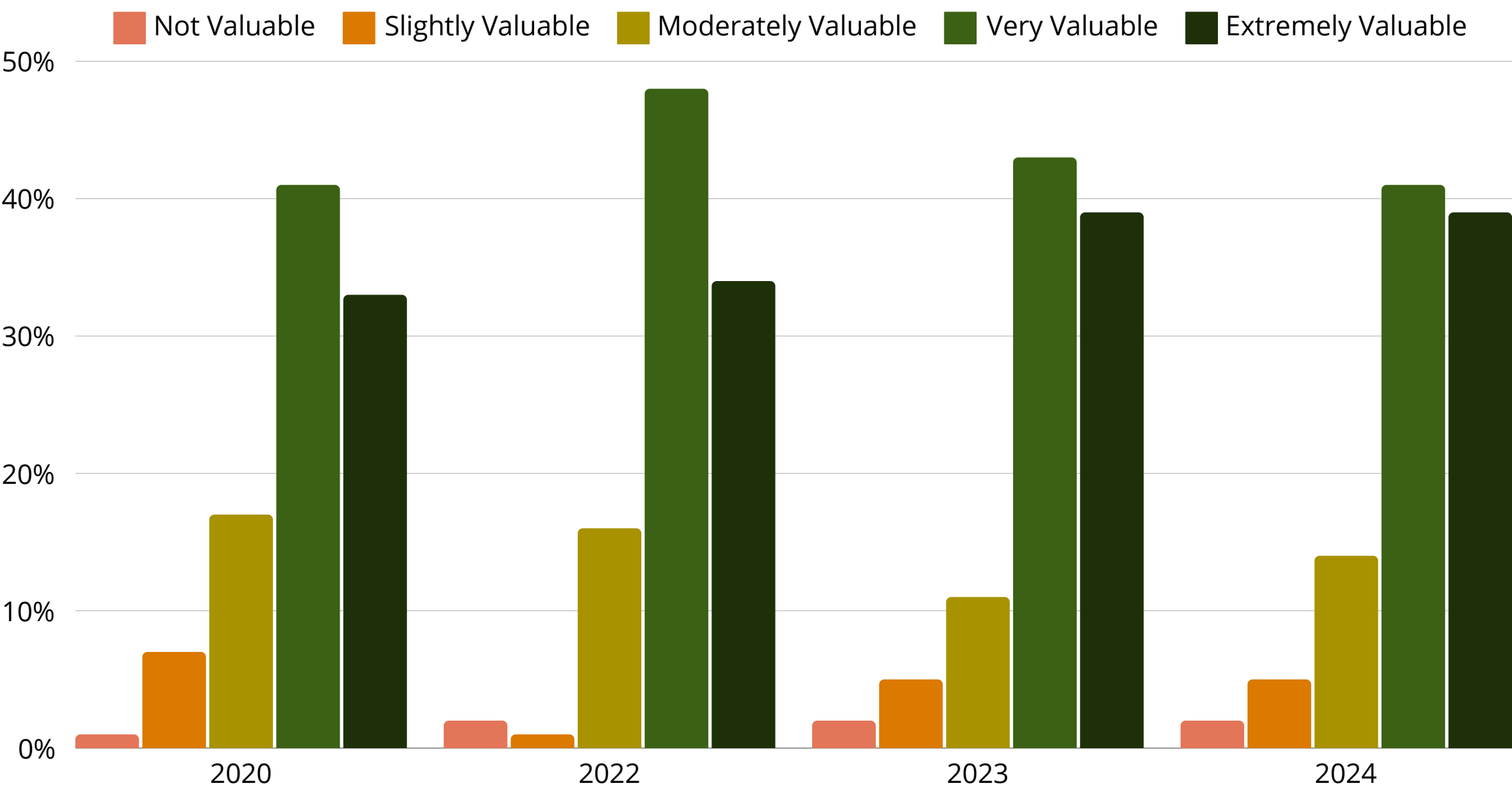
BUILDING ACCESSIBILITY AND MAINTENANCE

The NEW Center created a maintenance request form to better track and manage maintenance needs.

Following extensive issues with upstairs bathrooms, the NEW Center team now has fully restored 2 of 3 bathrooms on the second floor.

The NEW Center is now managed by a full time Office Manager that is onsite M-F.

OVERALL EXPERIENCE WITH NEW IS ABOUT WHERE IT WAS IN 2023



In particular great increases in the overall experience for
IT: Extremely valuable **rose to 53% in 2024** (up from 31% in 2023)
Finance: Extremely valuable **rose to 58% in 2024** (up from 48% in 2023)
Learning Communities: Extremely valuable **rose to 48% in 2024** (up from 40% in 2023)

OUR DESIRED IMPACT

(from 2022 Theory of Change)

- Collaboration and Belonging
- Dialogue and Discovery
- Knowledge and Perspective
- Quality Systems, Tools, and Processes
- Data-informed Decision Making
- Community Building

OUR IMPACT

Community and network building

Personal and organizational growth

Mission focus and alignment

Professional expertise and services

Equity and social justice commitment

“ I know more folks currently active in area nonprofits, and was able to build a network of peers who I could call on for opinions & thought partnership. ”
— LEADERSHIP DELI PARTICIPANT



COMMUNITY AND NETWORK BUILDING

Connection to values:

We value relationships that connect us.

“

I like that there is several sessions over the course of several months. I enjoyed that during Champions for Change and Leadership Deli. That allows for relationship and network building.

MYRON, STUDENT ADVOCACY CENTER

”

“

NEW's services and programs have helped to keep us connected to the community. Our DEI initiatives and conversations have been stronger. Our board will be better prepared and engaged after our training.

”

“

The NEW Center has provided us an affordable home and footprint in downtown Ann Arbor since early 2020 through the NEW Affiliate Program. In addition it has introduced us to a whole new community of fellow non-profits that we are thrilled to be part of.

JUDITH BANKER, CENTER
FOR EATING DISORDERS

”

Through CJ & CFC especially NEW is personally nurturing and empowering, as a NEW enlightens and guides our organization in a relationship of partnership and support, and NEW's roles and impact in our broader community are both necessary and wonderful.

EILEEN HO, GREAT LAKES TAIKO CENTER (GLTC)

COMMUNITY AND NETWORK BUILDING

Connection to values:

We believe that transformation requires continuous development of self and organizations.



"Having two members from our organization participate in Leadership DELI gave both of us unique and useful skills. We are able to make change at multiple levels (project level and organization level) because we attended Leadership DELI together."

**ALBI TAIPI, YOUTH DEVELOPMENT
RESOURCE CENTER**

"I am reflecting deeply on what it means to be a leader, my identity and impact, the opportunity to lean into difficult change to help make the world better for all. The regular interactions and long-term connection I have with NEW staff and, now, program colleagues definitely contributes to this journey."

"This experience has helped me not only in my role at work but also in my personal day to day life. I am grateful for the experience and hope to encourage more people to experience the difference NEW makes."

RACHEL HURST, FAITH IN ACTION

MISSION FOCUS AND VALUES ALIGNMENT

Connection to values:

*Equips mission-driven people,
organizations and communities*

"NEW has set us up to be less reliant on them. Our equipment functions better and our files are reliably accessible. Less troubleshooting needed. Thank you!"

Amy Jordan, Michigan Association of Planning

"IT support from NEW has kept us running, and that has enabled us to continue our **mission** to create moments of discovery with kids, families and schools."

Ari Morris, Ann Arbor Hands-On Museum & Leslie Science and Nature Center

"I feel aligned with the values of the organization. I also appreciate that NEW can be a fiscal sponsor, allowing our organization to run our program and not have to worry about the requirements of running a nonprofit (board, audits, etc.)."

"NEW's services allowed us to focus more directly on the **mission** and programs, and provide accurate and timely financial reports to the board and funders."



PROFESSIONAL EXPERTISE AND SERVICES

Connection to values:

Quality systems, tools, and processes



“Knowing that when something goes wrong, NEW is there to help solve the problem.”

“The staff I have dealt with over the years since 2016 have always been friendly and provided good advice on the questions at hand.”

Cheryl Schiller, WHWB-US

“NEW's bookkeeping services have been invaluable for our small nonprofit, helping us to move from poor record keeping to knowing exactly what every penny is spent on.”

“It supplied a road map for our organization to follow that was flexible enough to support the specific needs of our organization.”

“The NEW staff/administrative team is remarkably forward thinking, enthusiastic, warm, and competent. It is a pleasure to be a part of such an innovative, inclusive organization.”

“Consulting made it possible for us to navigate very difficult situations to find consensus.”

Elizabeth Wilson, Huron River Arts Collective

”

EQUITY AND SOCIAL JUSTICE COMMITMENT

Connection to values:
We value justice

“Leadership DELI provided tools, resources, and most importantly the opportunity to reflect on my own leadership and role in making sure my organization does more than just produce written copy about diversity and inclusion, but actively promotes and elevates disadvantaged people and promotes systems of support.”
Webb Lucas, Fresh Start Club

“Judy created space to ensure we were thinking about equity in all facets of the process.”
Kim Johnson, Developing KIDS

“I am thankful for CJ as my collective care circle: Centering Justice brings me in connection with folks moving in collective heartspace & opens up pathways and channels for our movement and voices to be in wondrous action. I am grateful to be a CFC: Champions For Change are who we need to realize ourselves in full and shining light as we create the world we want to live in together.”
Eileen Ho, Great Lakes Taiko Center (GLTC)

”



INFLUENCE THROUGH NEW

Connection to values:

We value justice

"I like that NEW created a space for me as a black woman to come learn how to use my voice for myself and my community."

"NEW is answering the questions we all have and don't know who (or how) to ask. Community care, pathologies of fundraising, what does justice *actually* look like in the big picture or the intensely granular, is there any hope for my dysfunctional board...so so many nonprofit leaders are asking these questions while lying awake at night, and it is so helpful (and refreshing) to be invited into real conversations and trainings that tackle these very things. I also like the cross-pollination of meeting leaders in other sectors who face the same set of challenges/hopes."

"That is was very valuable and allowing me to learn more about myself, the systems in my community and how I can rise above out of fear and doubt and be apart of the change that is needed."

"Through CJ & CFC especially NEW is personally nurturing and empowering, as NEW enlightens and guides our organization in a relationship of partnership and support, and NEW's roles and impact in our broader community are both necessary and wonderful."

Eileen S. Ho, Great Lakes Taiko Center (GLTC)

"I am reflecting deeply on what it means to be a leader, my identity and impact, the opportunity to lean into difficult change to help make the world better for all. The regular interactions and long-term connection I have with NEW staff and, now, program colleagues definitely contributes to this journey."



SPOTLIGHT: GREAT LAKES TAIKO CENTER

Services:

Building Client & Learning Communities

"NEW gives our organization as an affiliate a place, a space and faces, where we feel we belong and with whom we are supported as organizers and as people moving collectively."

"I am thankful for CJ as my collective care circle: Centering Justice brings me in connection with folks moving in collective heartspace & opens up pathways and channels for our movement and voices to be in wondrous action. I am grateful to be a CFC: Champions For Change are who we need to realize ourselves in full and shining light as we create the world we want to live in together."

"We deeply resonate with the work, play and dreaming that NEW folks are doing every day in our communities. We got this!"



SPOTLIGHT: HURON RIVER ART COLLECTIVE

Services:

Consulting & Financial Services



“

“Consulting made it possible for us to navigate very difficult situations to find consensus.”

“We could not have accomplished what we did without their continuing support.”

“The willingness to step back and do the hard work of moving toward a more equitable way of living.””

HURON RIVER
ART COLLECTIVE

SPOTLIGHT: FAITH IN ACTION

Services:

Learning Communities



"I enjoyed challenging myself with each new lesson. I also enjoyed meeting new people and learning about other non-profits around the area."

"This experience has helped me not only in my role at work but also in my personal day to day life. I am grateful for the experience and hope to encourage more people to experience the difference NEW makes."

"For me personally, I have experienced a new way of looking at problems. I have learned the power of visioning and better communication. It has given me a renewed excitement about making a change."

SPOTLIGHT: ANN ARBOR HANDS-ON MUSEUM & LESLIE SCIENCE AND NATURE CENTER

Services:

Information Technology



“I am very happy about the direction that NEW's IT team has been heading in recently, with greater emphasis placed on planning and prevention so that things can be managed before they reach crisis level.”

“IT support from NEW has kept us running, and that has enabled us to continue our mission to create moments of discovery with kids, families and schools.”



AREAS OF OPPORTUNITY

Communication and follow-up

Provide opportunities for participation

User experience (need more forward-thinking support) and customization (meet client where they're at)

"Every time we interact with the team it is as if it is the first time. There are too many interactions required to resolve issues. The mandatory holiday shutdown periods have impeded our work each year."

"There are opportunities to improve the the types of communication with the bookkeeping practice. Specifically, onboarding could include a virtual meeting where we lay out expectations and check the capacity of the organization."

"We had a situation in which people said one thing but the reality was quite different. If NEW consultants could have gotten anonymous feedback from participants, they might have been able to provide strategies. As it was, it did not seem very useful. For instance "Ways of Being" isn't useful if the leadership yells at people and bullies them." - Jennifer Jester, University of Michigan

"My organization had other employees that had gone through the training, and our organization is already implementing the lessons learned in the program. I would suggest having a refresher course for those who have already gone through the training." (LD)

AREAS OF OPPORTUNITY

Opportunities for participation

“For Centering Justice the participation is very passive. Can some change occur to make it more participatory based?”

“I think it would be really helpful not only have the introductions to who will be attending and what org they work for but to set up a separate time in person to discuss so if people want to reach out after they will know more about the organization. Non-profits supporting Non-profits at its best!” - Rachel Hurst, Faith in Action (Leadership DELI)

“There are times when discussions among groups feel dominated by particular voices and perspectives, making it less likely the less "popular" position is heard or considered. These can be great opportunities for learning on all sides.” (CFC)

“I feel the programming could be adapted better for persons with either invisible or physical disabilities. I also think that New very much presses their ideology despite each org having their own philosophy. ” (Leadership DELI participant)

AREAS OF OPPORTUNITY

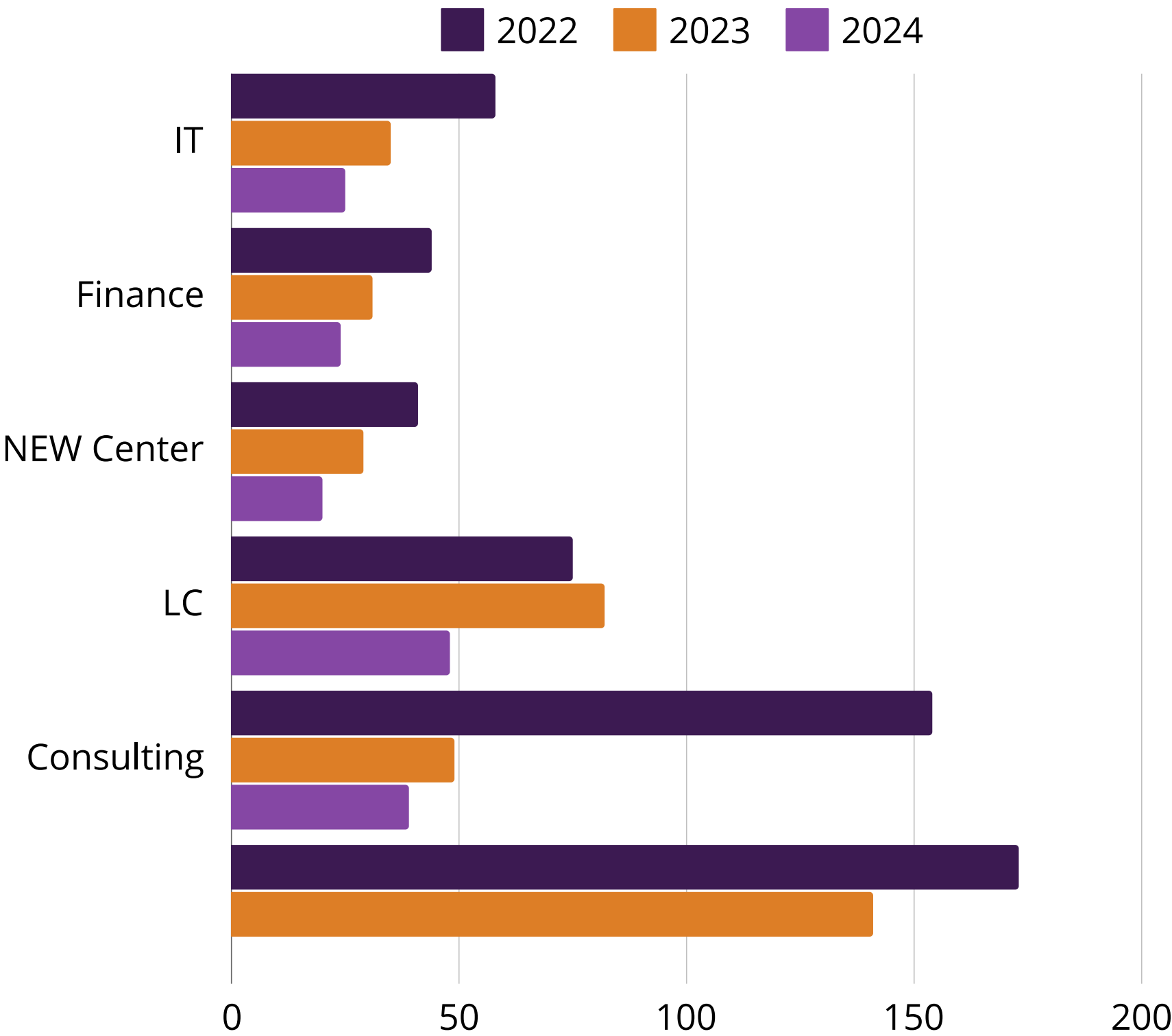
User experience (need more forward-thinking support) and customization (meet client where they're at)
"I felt that the presentations were not customized to the audience. Many references were made to staff members, for example, which do not exist in PTOs, and the references to how PTOs and school administrators interact was simply not accurate. I was hoping to learn the very basics, like how to run a meeting, or what to include in meeting minutes, etc. I understand that is probably more basic than NEW is typically provided."

"Anticipate staffing changes that may impact service delivery."

"NEW's services allowed us to access information. However, the cloud migration has made that information much harder to access causing the staff to create shadow systems which further impede our progress."

"Proactive communication; Listen to understand business needs; Abandon one size fits all I/T solution model;
Resolve issues in fewer calls."

WHAT ARE PEOPLE LOOKING FOR IN THE NEAR FUTURE?



Note: Not all responded to this question

- 2024: 88/136
- 2023: 141/191
- 2022: 173/242

From 2023: the categories of services people could choose were different as compared to 2022. To compare them to 2023, some categories were combined. The biggest discrepancy is in Consulting, as many people in 2022 selected multiple types of consulting (e.g. DEI Consulting, Strategic Planning, and Board Development), resulting in higher percentage of people interested in consulting overall.

TOP REQUESTS FOR ADDITIONAL SERVICES

IT: Hardware support (1 request)

Finance: Grant writing (2 requests), CPA services (2 requests),
audit (1 request)

Building: Not assessed

Consulting: Grant writing (2 requests), HR services (2 requests),
policy relevant trainings (1 request)

LC: Request to have space for bonding (1 request), Detroit
location (2 requests)

*Note: There are not a significant numbers of requests for additional services
outside of what NEW already provides.*



BROAD FUTURE NEEDS

In the upcoming year, do you anticipate an increase, decrease, or no change in the following areas as compared to this year:

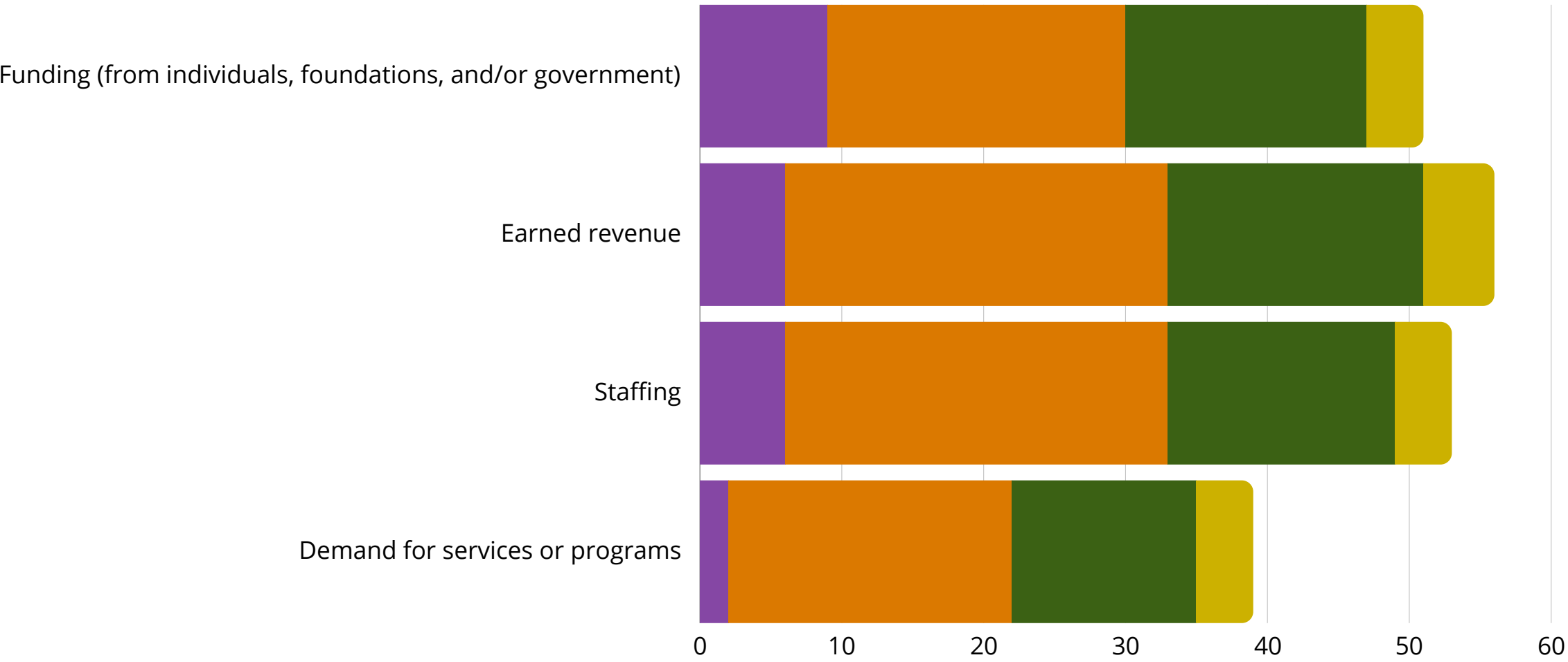
Note: 90/136 responded

Learning Communities and **Consulting** had the lowest rating of anticipating an increase in funding (39%).

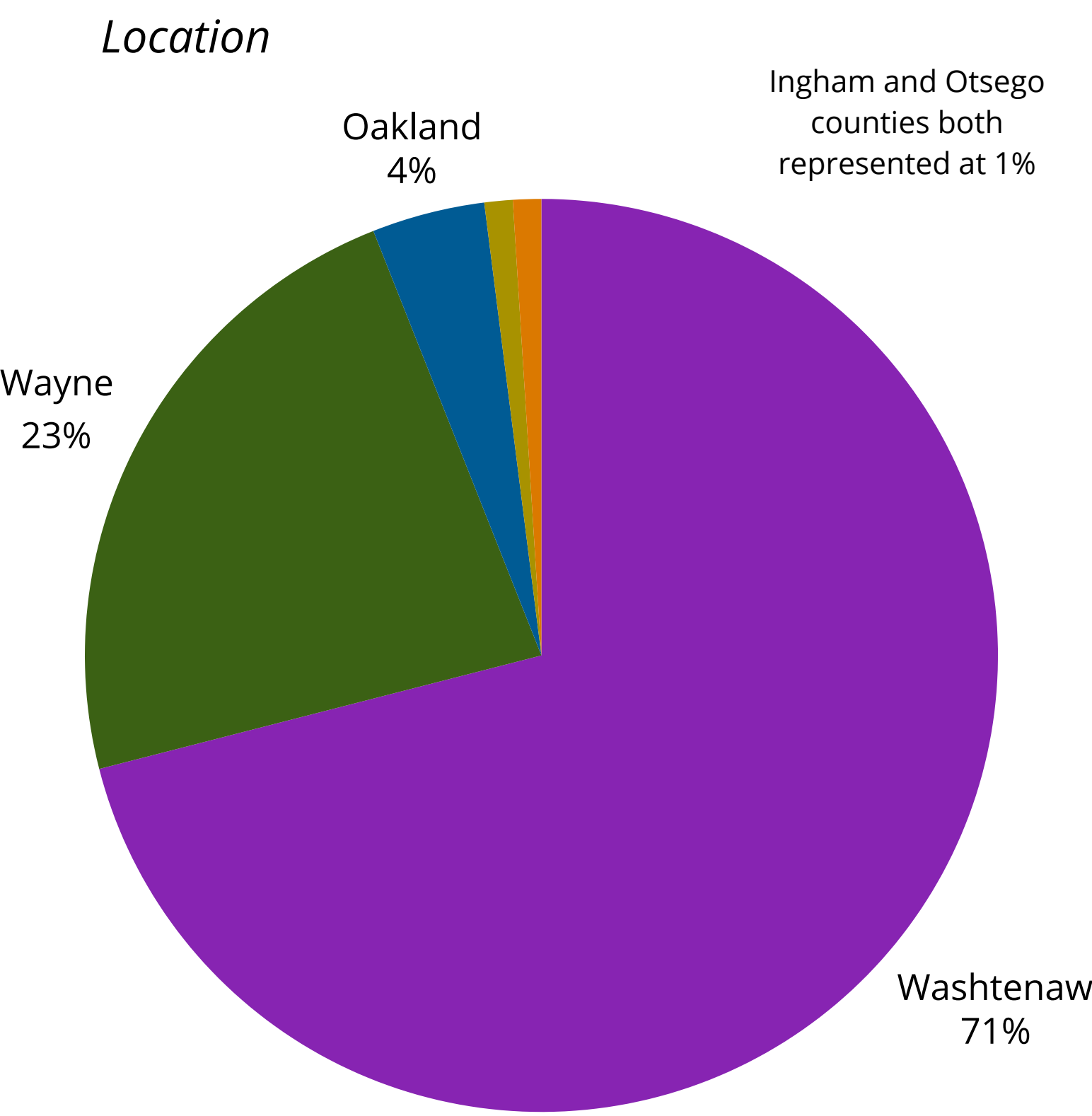
Financial Services had the lowest rating of anticipating an increase in earned revenue (29%).

Learning Communities had the highest rate of anticipating an increase in staffing (32%).

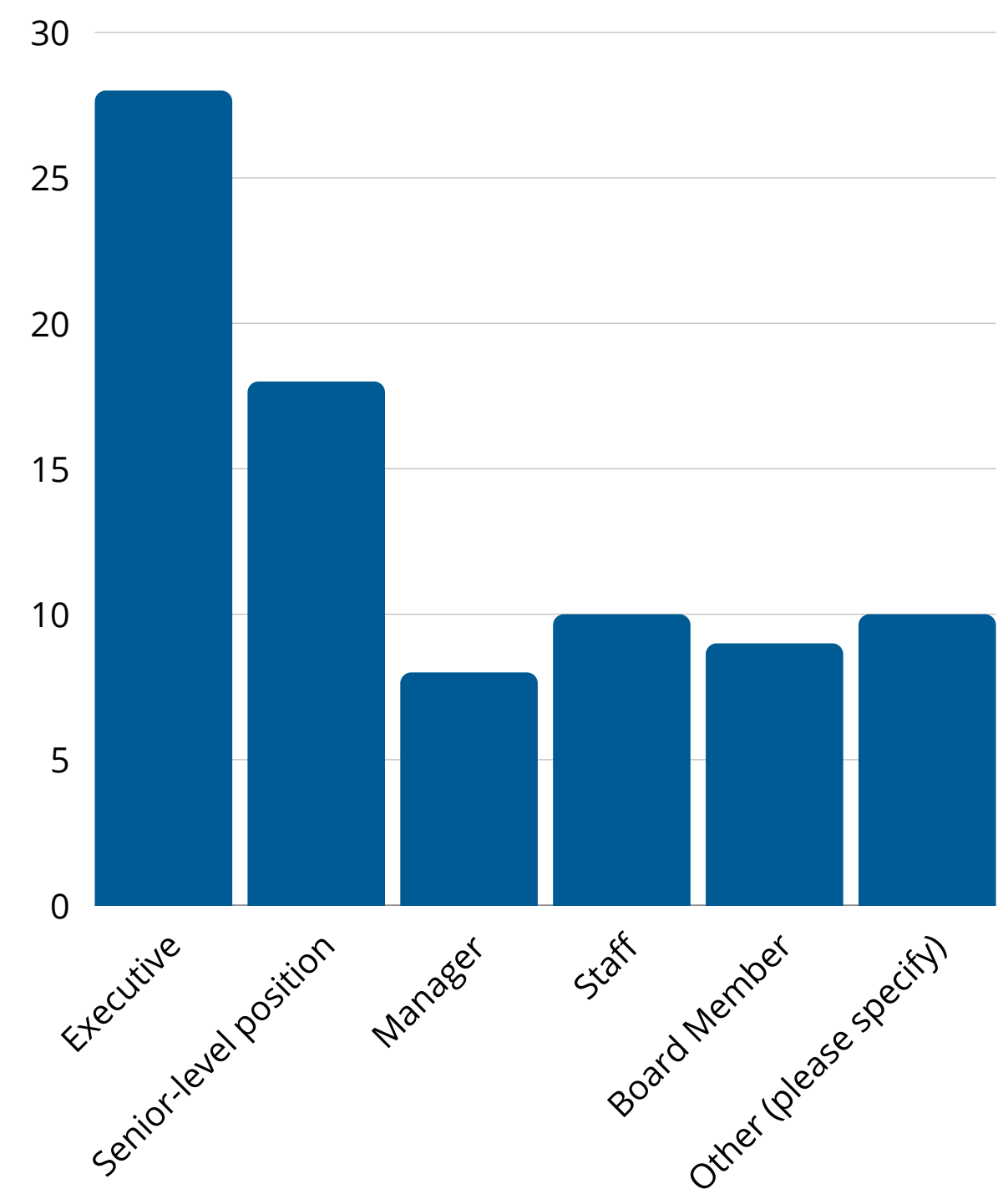
Financial Services had the highest rate of anticipating an increase in demand for services or programs (53%).



RESPONDENT DEMOGRAPHICS

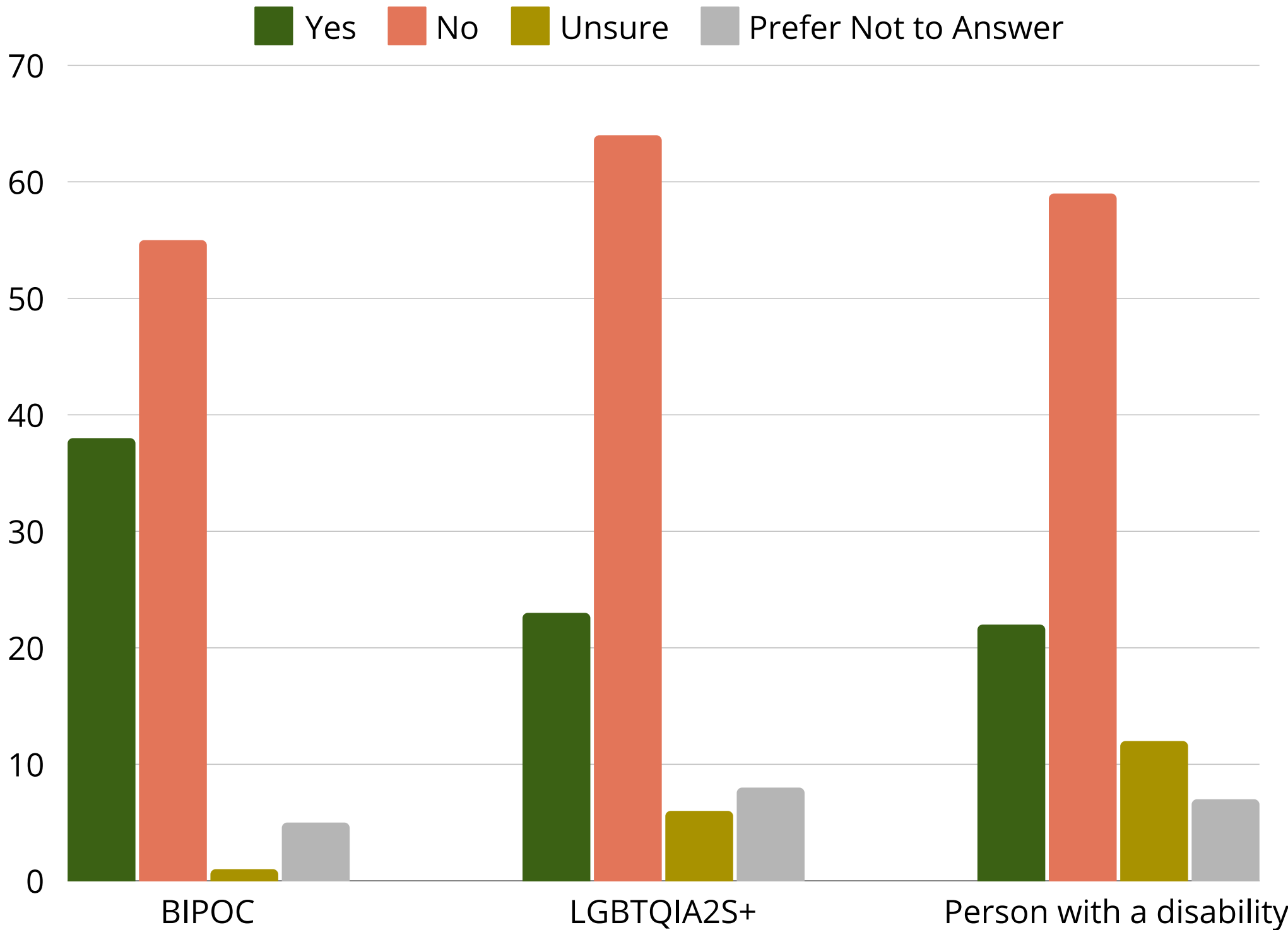


What is your role in the organization?



OVERALL LEADERSHIP DEMOGRAPHICS

Is your organization led by a person with one or more of the following identities?

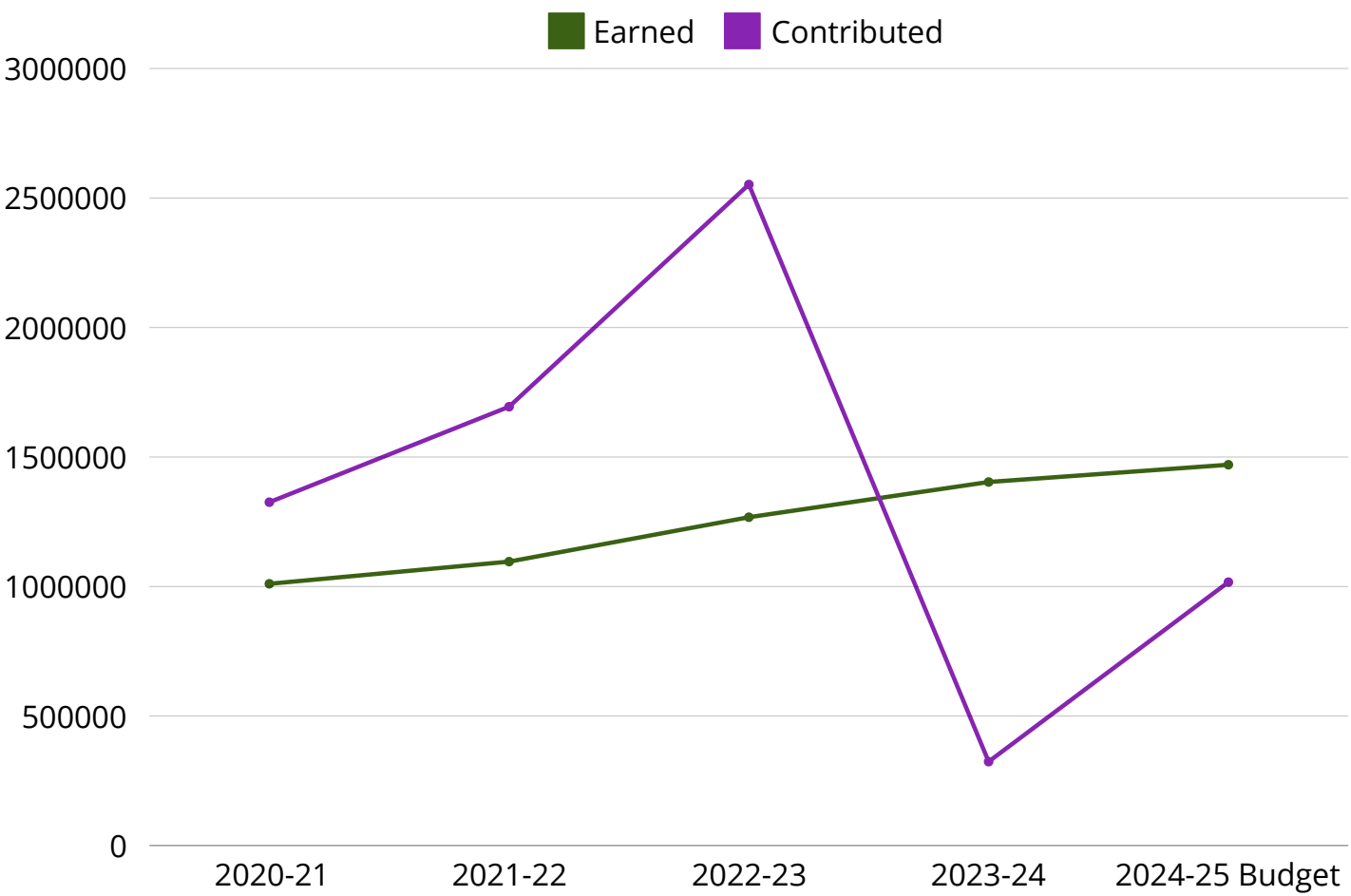
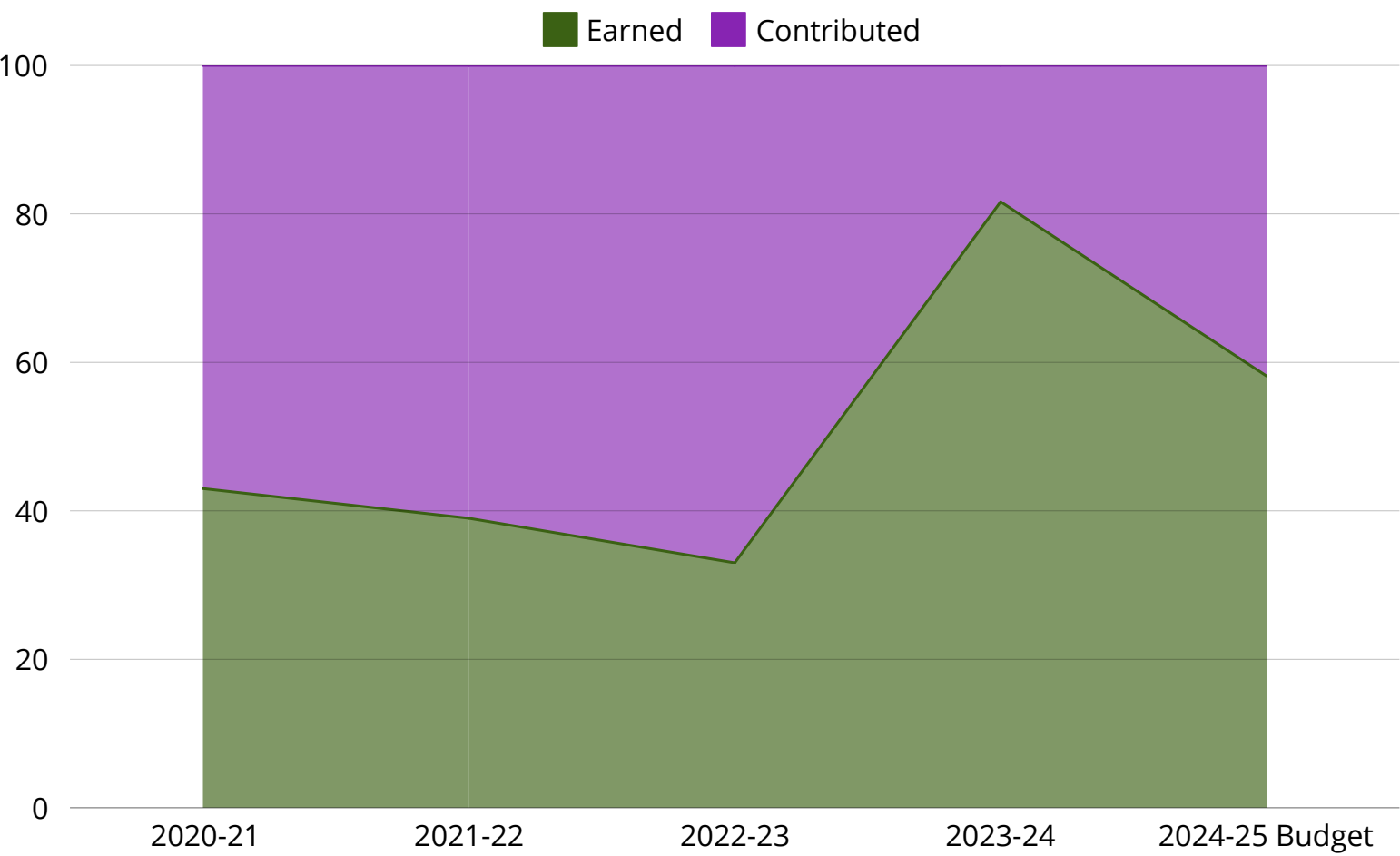


Data represented in percentage (%) of total respondents

Financials

Like all nonprofits, each year we strive to provide some transparent insight to our financial standing and performance in the form of an annual report. Rather than asking you to look at multiple reports, though, this year we decided to bring some financial data to you here. Since NEW's fiscal year runs from July to June - the year we reflected on in this Community Survey actually spans two (2) fiscal years. So here you'll find some information on our performance in fiscal years 2022-23 and 2023-24, as well as a few prior years. In the past, we've just given you one year's information at a time - but we hope that providing this data side-by-side helps you understand the larger trends and shifts happening at NEW.

Earned vs. Contributed Revenue

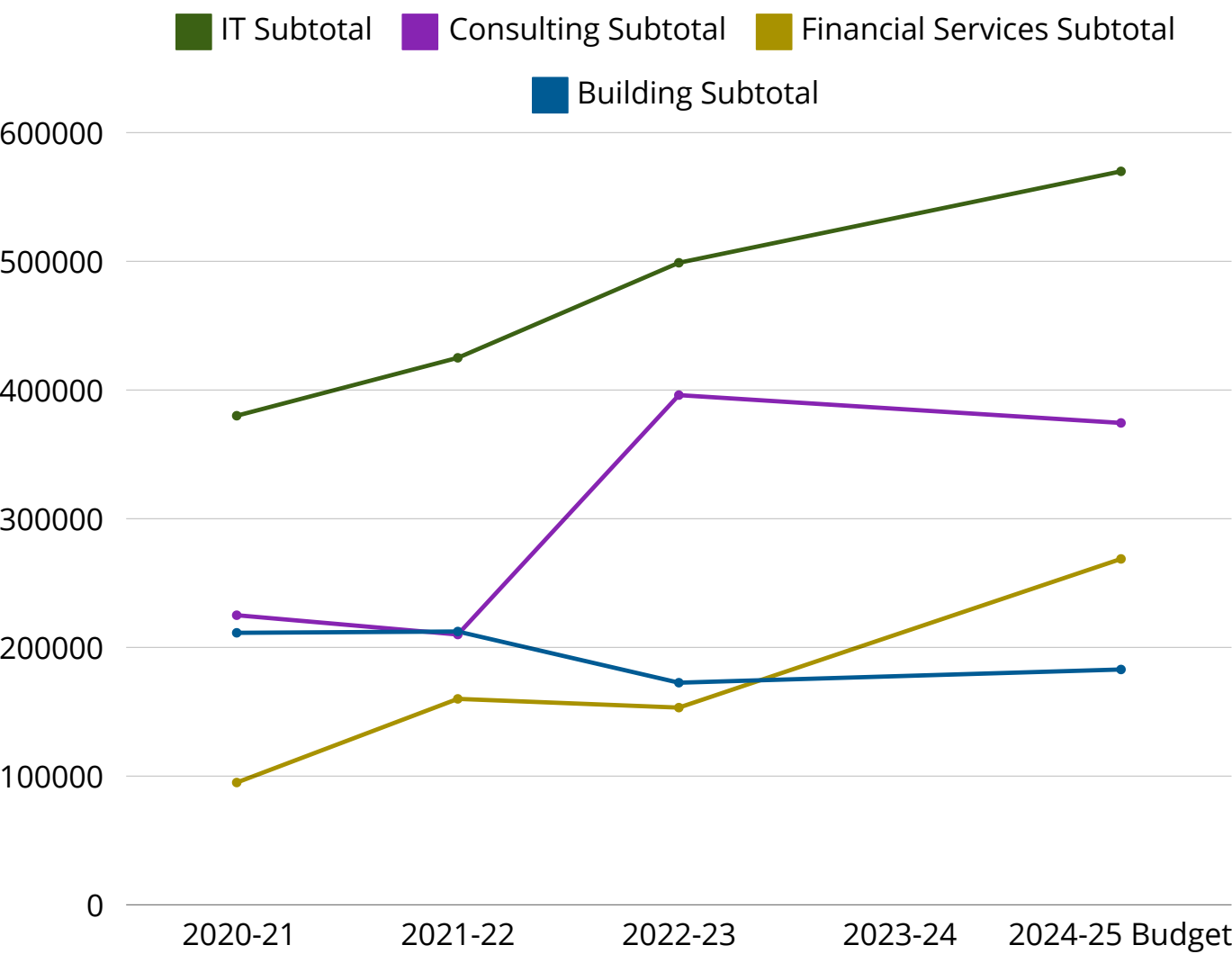


At NEW, we use a fee-for-service model to bring in revenue from programs and services, as well as seeking contributions from philanthropy and community. Above, you can see the balance and shifts between earned revenue and contributions from year-to-year. You'll note that as we forward from the COVID-19 pandemic, our reliance on contributions has declined.

Financials

Earned Income by Approach

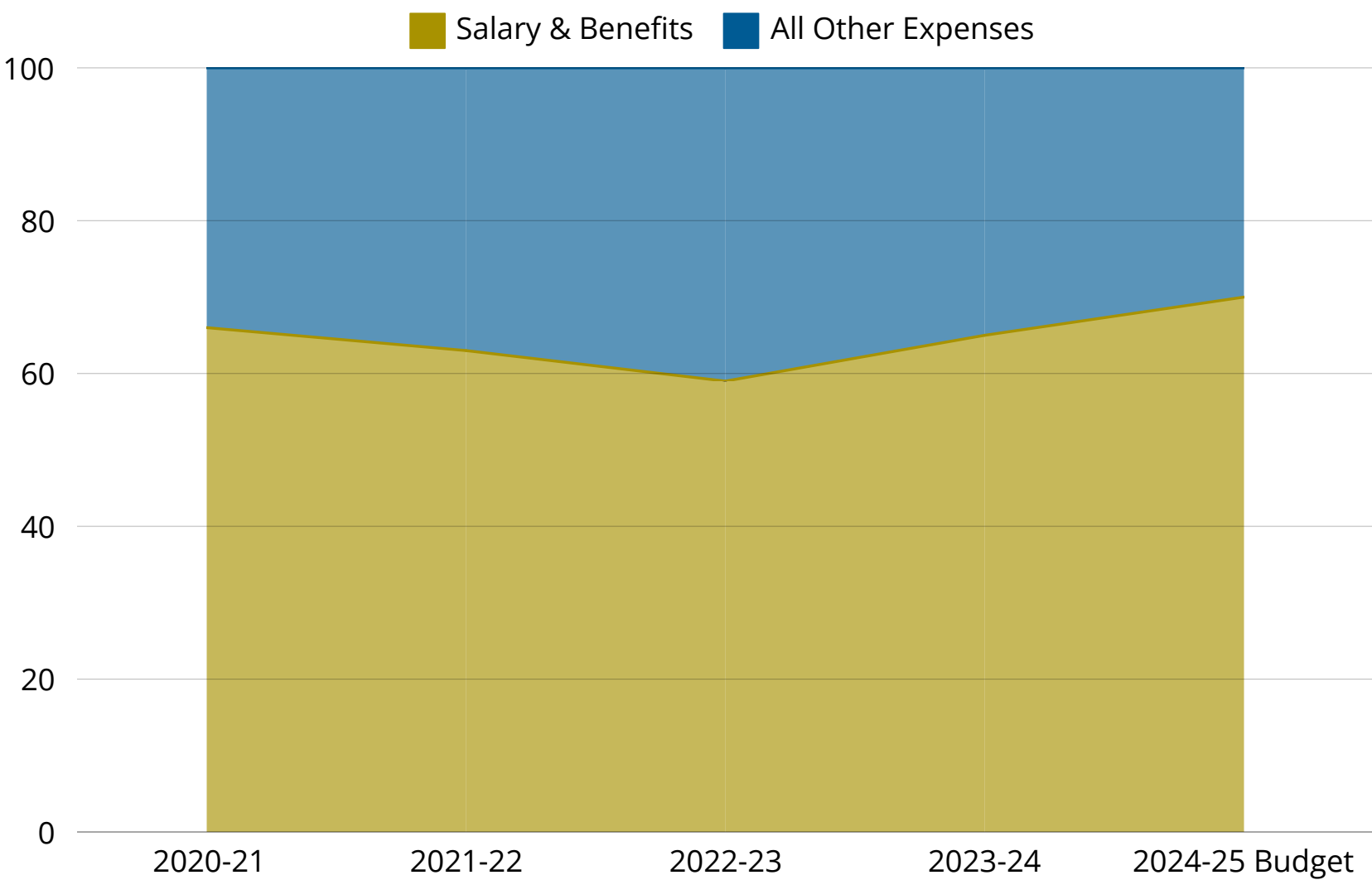
Below, you can see how each approach team has contributed to our overall earned income over the past few years.



Our IT and Financial Managed Services have seen steady increases in their earnings over the past five (5) years, largely due to added services - fiscal sponsorship - and revamps of prior offerings. Consulting took a dip after a year of significant staff and leadership transitions. And the NEW Center continues to remain around the same levels as we prepare to renovate the building.

Expenses Year-to-Year

And here you can see the balance of our salary and benefits expenses compare to all other expenses year-to-year. Since our team is our most important asset, you'll note that we continue to invest here heavily. Without a thriving team, we can't create the meaningful impact you've read about earlier in this report - so we plan to keep investing in their success and growth in the years ahead.



OUR EVALUATION AND FEEDBACK PROCESS

1. **Ask** for feedback
2. **Listen** and analyze feedback
3. **Adapt** based on community input
4. **Share** learnings with impacted individuals and communities

EVALUATION EQUITY CONSIDERATIONS

- Explain to all involved in the evaluation process how the information will be used and WHY we are collecting it
- Engage those closest to the information we are looking to collect while drafting the tool
- Collect data that is pertinent, useful, and inspires action
- Consider our own biases when examining the results
- Disaggregate data to understand who is being impacted and how (e.g. by demographics)
- Prioritize adaptations based on focus populations, because we know that changes that impact traditionally underserved populations can often benefit the broader population
- Share back always, engage participants in the dialogue, and explain the shifts that will be implemented based on feedback

If you have shared feedback with us through this process, **THANK YOU!** Your input makes it possible for NEW to imagine and execute radical new ways of being and working that ensure every person in our community is seen and supported.

Have any questions about the information in this report or want to get in touch with us about our services and programs? Please email info@new.org



Thank you!



TRANSFORMING THE FUTURE, TOGETHER.