

THE NonPROFIT TIMES™

The Leading Business Publication For Nonprofit Management • www.thenonprofittimes.com • \$6.00 U.S.

May, 2020



NPT WEBINAR:
**COVID-19 &
Nonprofit Response:
Health, Fundraising,
Risk**

<https://bit.ly/2Wafyq>



NPT WEBINAR:
**Coronavirus
And Your
Message To
Donors**

<https://bit.ly/3cP6QSS>



NonProfit Times CareerMatch
NPT Career Center:
500 Job Listings
300 Employers

<https://bit.ly/2N6ChNQ>

Nonprofit Education Now Gives 360-Degree View



By RICHARD H. LEVEY

Enrollment in nonprofit education, whether advanced degrees, certificate programs, or multi-day intensives, is booming. In at least one case, participation has doubled during the past five years.

Participant demographics also are changing. Those seeking nonprofit operational education are getting younger and are seeking knowledge earlier in their careers.

In 2016, fundraising certification organization CFRE International, in Alexandria, Va., reduced the amount of time candidates had to be in paid fundraising positions from five years to three. During that time, the number of certificants has grown by 20 percent.

The rigor of the testing remains the same. But Millennial fundraisers — those born roughly between 1982 and 2000 — are more likely to embrace self-guided learning than their predecessors.

"We felt [reducing the tenure requirement] was appropriate because of the growth in available resources for learning best practices in fundraising,

whether traditional [means] such as going to conferences or professional associations, other providers of continuing education or academic study of the nonprofit sector," said CFRE President and CEO Eva E. Aldrich.

"In the past, fundraising was not necessarily a first profession," Aldrich added.

"A lot of people ended up going into fundraising because they were working for nonprofits on the program side, and they were drawn into fundraising."

The rise of online fundraising has made revenue generation more attractive to these "Digital Natives," as has the trend toward service learning, which incorporates volunteer efforts into academic settings.

The basic tenets of fundraising have not changed, however, and neither has a relative weakness among certificate seekers. While certificants tend to do well across the six domains CFRE tests, if there is a lag it is usually in donor research. These functions have become increasingly sophisticated within nonprofits, and are more likely to be self-contained units. Someone coming up through a nonprofit's ranks might not have had in-depth exposure to

Continued on page 4

COVID-19 Pushes Home Schooling For Professional Development

PROFESSIONAL DEVELOPMENT

By MARK HRYWNA

The number of people working from home these days has exploded since social distancing efforts began in March to stem the spread of coronavirus (COVID-19). Videoconferencing has taken on a more prominent role at offices around the country, with no shortage of "Brady Bunch" quips as co-workers log in from their laptops.

Telecommuting is slowly becoming more common throughout the country and nonprofits have been no exception. Almost a dozen employees of St. Baldrick's Foundation work from home

all year long, in different regions of the country, and a few more telecommute on a part-time basis, according to CEO Kathleen Ruddy.

The Monrovia, Calif.-based charity is the second-largest funder of childhood cancer research behind only the federal government. "Our service is that we raise money to make grants to research institutions and all hospitals in the country that treat kids with cancer," Ruddy said. "We don't have vulnerable populations coming to the office to receive chemotherapy," she said, adding that it's not site specific or dependent on a particu-

Continued on page 6

Coronavirus Infects Giving Managers forced to find new revenue

By BRIAN C. WILSON

Staff members at Girls on the Run in Charlotte, N.C., had to be quick — with their feet and brains when the coronavirus hit and shut almost everything down.

"We had to adjust quickly in many ways," said Theresa Miller, chief engagement officer for Girls on the Run, which has 200 chapters nationwide. "We're normally an in-person, after-school program. We created at-home programming, which we never had before because our focus had been on getting girls together and connecting in a physical space. We pulled together younger staff members

who knew how to use YouTube and make videos submitted from coaches."

Sydney Mack shifted from being the Girls on the Run program coordinator to creating and editing eight video lessons in four weeks, with more to come. "I've learned new skills [and] strengthened old ones ... as we pivot to meet the current demands," she said.

Megan Stout, normally the organization's graphic designer, translated the videos and other new, at-home materials into Spanish. "It was necessary to quickly shift gears and work on the immediate needs [for] our Spanish-speaking girls

Continued on page 9

THE NonPROFIT TIMES

Follow us on



Linked



www.thenonprofittimes.com



Nonprofit Education Now Gives 360-Degree View

continued from page 1

this function, Aldrich speculated.

At its essence, however, training in effective fundraising continues to rely on ethical and professional standards. "[These have] to be the bedrock of fundraising," Aldrich said. "If there is no trust in the nonprofit sector, people will not give and give generously. There are established standards for professionalism in other professions, like law, medicine



If there is no trust in the nonprofit sector, people will not give and give generously.

— Eva E. Aldrich

and accounting, commitment to becoming certified and belonging to professional associations, that include codes of ethics. All those are items fundraising has embraced to some degree, but not as much as other professions. These are going to be important in order to make certain fundraising is strong and respected."

Movin' On Up

The impulse toward certificates, degrees and other recognitions of knowledge and competence might be partly demand-driven, especially for senior-level nonprofit positions. "If you see job postings, [nonprofits] might not require a masters, but they prefer them," according to Sylvia de Haas-Phillips, director and assistant professor, at Bay Path University in Longmeadow, Mass. "I see that in both the fundraising and nonprofit (management) sides."

Like Aldrich, de Haas-Phillips has seen increasing numbers of students in their late 20s and early 30s, and relatively fewer in their 40s, than in years past. They are also getting more diverse, as more Latinos and African-Americans have been enrolling.

"We are getting younger students with less field experience, but with the desire to learn more about the field," de Haas-Phillips said. "It's not that their educational background is somehow lacking, but they might not have access or experience in a particular area."

She continued, "We have a whole course on board governance. A person who is entry to mid-level is not going to be exposed to the board, so [the student] might not have the opportunity to apply some of those concepts and tools we are using."

Bay Path professors have addressed this by integrating additional case stud-

ies into more of their classes to simulate disciplines beyond their professional responsibilities.

Curriculum Changes

According to de Haas-Phillips, upper-level nonprofit management is increasingly about fundraising, and fundraising has moved far beyond being driven by grant writing. Bay Path still has a grant writing program, but a year and a half ago administrators strengthened the ties between the two of its offerings.

"We now enable students to both a degree in nonprofit management and certificate in fundraising, so they can have credentials in both areas, which will build their resumé and their marketability," de Haas-Phillips said. Similarly, students primarily studying fundraising can earn a certificate in nonprofit management and governance.

That change was implemented during the fall 2019 session. During fall 2020, Bay Path will modify its strategic fundraising degree to include a greater emphasis on nonprofit finances, as well as research development departments.

Many of the most recent curriculum changes at Bay Path have been in the fundraising areas. One course in understanding nonprofit finance, and another in managing a fundraising department, had been electives.



We are getting younger students with less field experience, but with the desire to learn more about the field.

— Sylvia de Haas-Phillips

"Those have been transitioned to required courses because they are so essential," de Haas-Phillips said. "We look at career trends. We look at the kinds of skill sets people are looking for when they are looking to hire people."

Sometimes changes in the legal or regulatory environment force evolution of the curriculum. The 2017 tax laws, which included modifications to itemizing charitable deductions, left fundraising educators scrambling. At Bay Path, this meant changing what students learned about planned giving or major gift programs, both in terms of effective tactics and understanding the new tax laws.

Student Bodies

There has been one constant despite all of this change. Those seeking

advanced education in the nonprofit management or fundraising fields have remained primarily female. At Bay Path, women make up 90 percent or so of each class. At the Kellogg School Center for Nonprofit Management at Northwestern University in Evanston, Ill., women have comprised more than 60 percent of the student body during the past five years.

The student body within the Northwestern program has grown from 620 students during the 2015-2016 academic year to 774 in 2018-2019. And the number of nonprofit leaders within its open enrollment programs doubled to 764 people during the same period. The growth has been steady — roughly 100 additional students per year — but the



The current crisis forced us to think about how we can deliver content virtually.

— Jennifer Paul

impetus started earlier, with the financial crisis of 2008.

"The financial crisis forced nonprofits to think strategically about how they fund their organizations and what their revenue mix is," explained Jennifer Paul, director, Non-Profit Executive Programs at Kellogg. "Leaders have become more sophisticated, thinking if 70 percent of my income is coming from the government, perhaps I need to think about building my individual donor base. How am I going to do that?"

Part of the answer has been deepening ties between marketing-related offerings and fundraising. "Marketing can be seen as a little icky, like you are manipulating folks into doing something, but when it is tied to fundraising people understood a little better," Paul said. "Now we have a specific program on branding your organization, and we get 40 to 50 nonprofit leaders in it every year. We don't talk about fundraising at all. It is purely about building your brand for the organization."

Similar to Bay Path, Kellogg School administrators have added programming geared toward top executive-level concerns, such as human resources, major gift department staffing and other management issues.

Administrators have also created the "Step Into Impact" program, which offers people in the for-profit sector guidance

regarding transitioning their skills into nonprofit work. That three-day executive education program launched three years ago with 25 enrollees: in December 2019, it hosted 55 people.

More curricula changes are coming. The "Impact of Equity" program, which is set to launch in October, will examine both personal and institutional biases and how to manage organizations equitably. And a program still being designed will take a deeper dive into data analytics that are especially relevant to the nonprofit sector.

Kellogg's professors realized nonprofit workers are more likely to be schooled in mission-related fields such as nursing or social work, and less likely to have received leadership and management training in academic settings. A program on nonprofit finance has

traditionally been one of its most well-attended offerings, and Kellogg recently doubled the number of these sessions it offers annually.

The level of professional achievement held by its students show why this focus is necessary.

While 19 percent of participants during the last academic year were at the CEO or executive director level, 34 percent were from the next level down — managers and directors thinking about the next step in their career who are looking to boost their skill set and their resumé.

There are other external pressures influencing programming. The coronavirus curtailed classroom learning, which was an essential part of the collaborative emphasis of Kellogg's culture.

"The current crisis forced us to think about how we can deliver content virtually," Paul said. "We are working on launching a series of webinars that will allow participants to think about topics specific to the nonprofit sector, but which also allow them to learn from each other in virtual breakout groups."

This effort, which is still being developed, did not come from student demand, but rather administrators' desire to be a resource. Content topics range from crisis management and fundraising principles to decision making and mindfulness.

Kellogg administrators are not looking at these virtual offerings as money-makers. Through a partnership with the Allstate Foundation, it has been offering free online resources via its Nonprofit Management Essentials curricula. Paul believes some of the virtual offerings may eventually be transitioned to the Kellogg website.

Richard H. Levey is a New York City-based freelance business writer and frequent contributor to The NonProfit Times.