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July 11, 2017

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FEATURES

Design thinking as a turnaround tool

By Kriss Deiglmeier, Nadia Roumani, and Amanda Greco, Stanford Social Innovation Review

In 2014, Tides hired its fourth CEO in four years. Founded in 1976, Tides' legacy as a progressive provider of services and programming for philanthropists and nonprofits worldwide had fallen behind, and the organization had suffered years of financial losses.

Many members of Tides' staff felt stuck in a hierarchy where they couldn't ask questions or try new ideas. Staff members said they were "Band-Aiding problems and using duct tape solutions" to hold systems and processes together. For an organization whose mission was to advance environmental and social justice, these problems were counterproductive at best.



A few months into her new job, Tides' new CEO, Kriss Deiglmeier, asked all staff members to attend a two-day training to build competency in using design thinking -- a process that entails gaining empathy from end users to reframe problems, then prototyping and iterating creative solutions. [Read more.](#)



Use design thinking to build commitment to a new idea

By Roger L. Martin, professor Rotman School of Management at the University of Toronto, Harvard Business Review

The logic we use to understand the world as it is can hinder us when we seek to understand the world as it could be. Anyone who comes up with new ideas for a living will recognize the challenges this truism presents. It means that to get organizational support for something new, the designer needs to pay as close attention to how the new idea is created, shared, and brought to life as to the new idea itself.

Normally, we commit to an idea when we are rationally compelled by the logic of the idea and we feel emotionally comfortable with it. In the modern world, we focus disproportionately on the logic, assuming that the feelings will naturally follow. Analysis has become the primary tool in this regard. A logically plausible proposition, combined with supporting data, is presented to produce a cognitive "sense of proof." Hence the modern equation is: logic plus data provides proof, which generates emotional comfort, which leads directly to commitment. [Read more.](#)



The Explainer: Design Thinking

By Harvard Business Review

Popularized by David M. Kelley and Tim Brown of IDEO and Roger Martin of the Rotman School, design thinking has three major stages. [Read more.](#)

Sponsor's insight

Fiscal responsibility primary goal of board

By Yvonne de Calonne and Michelle (Micki) Siner, VonLehman



Certainly, complying with self-dealing rules and following the letter of the bylaws are requirements of fiscal responsibility. But they may be just the minimum requirements.

Here are three ways for boards to further exercise their fiscal responsibility.

1. Assure the agency stays within its budget

Prepare a realistic budget. It is always appropriate to budget based upon educated estimates of the actual costs and revenues of intended services. But these estimates should not ignore the history of individual budget items.

Neither history nor the estimate should stand as the lone criterion of a budget item. Justify the budget variances. At each board meeting, receive a report from staff on actual expenditures compared to budget. Significant variances - say, 10 percent or greater - should be explained.

A plan should be presented to bring the budgeted item back into line to accomplish the agency's budget goals for the year. While it is important to correct unfavorable variances -- spending too much -- do not overlook under-spending. Money not spent as planned, such as advertising or program development costs, may result in revenues missing budget later in the period.

Adjust the budget when needed. Occasionally, budgeted items may prove invalid. A program may not begin because necessary permits aren't in place or personnel issues. A major event may disrupt revenues or require overtime. When this happens, the nonprofit must create a new budget for the remainder of the period with these events taken into consideration. The budget for unaffected line items remains unchanged. Then, once again, the agency is working with an achievable budget. [Continue reading.](#)



LOCAL NEWS

People on the move



Stacy Payne Miller has joined Ronald McDonald House Charities of Central Indiana as chief operations officer. She previously served as chief operations officer at Reach for Youth, Inc.



The American College of Education has promoted **Shawntel Landry** to president. She joined ACE in 2009 and became interim president in 2013. — *Inside Indiana Business*



The Domestic Violence Network (DVN) has promoted **Lindsay Hill Stawick** to director of programs. She previously served as DVN's youth program manager and as a specialized family case

manager at Indiana Department of Child Services.



Fort Wayne-based Benchmark Human Services has promoted **Doug Beebe** to chief executive officer. He joined the organization in 2014 as vice president, overseeing programs in

central and southern Indiana and on the East Coast. — *Inside Indiana Business*



The Domestic Violence Network (DVN) has promoted **Mary-Margaret Sweeney** to director of community engagement. She previously served as DVN's training services manager and as an

adolescent sexual health educator for Social Health Association of Indiana.



The University of Notre Dame has promoted **Eileen Botting** to director of merit scholarship programs. She previously served as a professor of political science and has been a faculty member since 2001.

Botting will oversee the Hesburgh-Yusko Scholars Program, Stamps Scholars Program and other merit-based scholarship programs.

Downtown Indy Inc. has hired **Jacqueline Cromleigh** as community engagement manager. She most recently worked as communications and community relations

Indiana Wesleyan University has named **Matt Lucas** chancellor of its National and Global Campus. He currently serves as provost and



manager for Indiana Humanities. — *Inside Indiana Business*



executive vice president of Corban University in Oregon.

Announcements

The National Library of Medicine has awarded a \$2.5 million grant to the Indianapolis-based **Regenstrief Institute**. The five-year award will support the institute's new Indiana Training Program in Public and Population Health Informatics, which begins later this month. [Read more.](#)

Fairbanks Foundation helping fund 'talent magnet.' The chief executive officer of the Richard M. Fairbanks Foundation says the innovation community will be a place "that changes the face of Indianapolis and our state." [Read more.](#)

The **National Science Foundation** has awarded a five-year, nearly \$650,000 grant to Manchester University to provide scholarships for students pursuing science majors. [Read more.](#)

Two fraternities have announced plans to relocate their national headquarters to Central Indiana. **Sigma Tau Gamma**, which was founded and is currently based in Missouri, says it will move to Indianapolis early next year and Pennsylvania-based **Phi Kappa Sigma** will relocate to Carmel next month. [Read more.](#)

On July 19, "**When Kids Wrote the Headlines: the Children's Express/Y-Press Story**" documentary will premiere at 6 p.m. at the Indiana Historical Society. [Register.](#) The film is a co-production of the Children's Express/Y-Press Legacy Project and WFYI Public Media.



Professional development

Legal lines offers free advice on July 11 from 6:00 to 8:00 p.m. at 317-269-2000 and speak to an attorney at no fee and with no further obligation. For more information, [click here.](#)

Giving Institute's Summer Symposium on July 14 from 11:00 a.m. - 12:15 p.m. Tax policy and other changes in the political wind. Free. To register: [click here.](#)

Last chance to register. HR Peer Group July Meeting. **Creating a playbook for successful performance reviews** on July 20 from 8:30-10:00 a.m. at FirstPerson Advisory (9000 Keystone Crossing, Suite 910). Facilitated by Mike Bensi, author of Success of Failure, participants will receive specific action items to help make successful change in their organization. To register: [click here.](#)

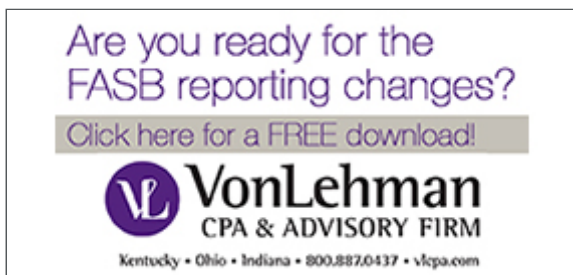
Effective nonprofit financial governance webinar on July 26 from 11:30 a.m.-1:00 p.m. The session will help executive directors, finance directors, and board members to define, document and execute crucial responsibilities. Avoid complacency and confusion by clearly defining and communicating expectations. Savvy nonprofit leaders know that a dynamic board can be the difference between good and great performance. For more information and to register: [click here.](#)

Global Leadership Summit on Aug. 10 and Aug. 11 at Grace UMC (1300 E. Adams St., Franklin). Come learn ways at this world-class event to use influence to create a positive impact. Call 317-736-

7962 for information. Cost: \$209.00. To register: [click here](#).

Strategic planning on Aug. 30 from 9:00 a.m. - noon at United Way of Central Indiana (2955 N. Meridian St.). Hands-on workshop activities will help you develop actionable steps that you can implement immediately to strengthen your organization while planning ahead to create more meaningful impact. Cost: \$30, United Way agencies/ \$35 others. To register: [click here](#).

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Volunteer opportunities

To submit a volunteer request, [click here](#).

The **Arthritis Foundation** needs volunteers at National Juvenile Arthritis conference on Aug. 11 held at the Hyatt Regency Indianapolis (One S. Capitol). Volunteers are needed for registration, t-shirt tables, session leaders, and more. Three-hour commitment. To volunteer: [click here](#).

American Diabetes Association needs volunteers for the "Step out: Walk to stop diabetes" event held at Celebration Plaza at White River State Park on Aug. 12. Set-up is on Aug. 11. Help energize the crowd, set-up, tear-down, help with registration, work the hospitality tent or distribute water to our dedicated walkers! All volunteers receive free lunch and a T-shirt. For more information, contact Alyssa Freeman at afreeman@diabetes.org or call 317-352-9226.

Kids' Voice needs at 100 volunteers to help at the Carmel Run (317) on Aug. 31. We need volunteers to hand out race packets, monitor the course, check IDs and wristbands, and serve beer to participants at the finish. Four-hour commitment. To volunteer: [click here](#).

Seasons Hospice & Palliative Care is looking for volunteers to provide companionship for our patients. Short-term and long-term opportunities available. For more information, contact Kristin Owens at krowens@seasons.org or 317-885-4200.

Swap

To submit an item, [click here](#).

NEED: The Arthritis Foundation needs the following paper products and craft supplies on this [Amazon wish list](#) for youth sessions at the National Juvenile Arthritis conference in August. For more information, contact Amber Wolfe at awolfe@arthritis.org.

DONATE: DeskJet Printer/Fax/Copier (HP C6180). Contact Tabitha at indianapsychology@yahoo.com.



TRENDS / RESOURCES

National news



How to set up an e-commerce store and raise money for your nonprofit. If you're looking to raise some extra capital for your nonprofit, selling online can be a great way to go -- generating publicity as well as funds for your cause.



Millennials are showing more willingness to support charitable causes, financially and by volunteering and attending religious services, according to consulting firm Campbell Rinker.



Three stages of the nonprofit board life cycle. Boards are not -- and should not -- be static. To be effective, they must change and evolve as their organizations change and grow.



Preparing for the one big change in nonprofit financial reporting per FASB. For the first time since 1993, the financial reporting standards for nonprofit organizations are being updated, with the goal of improving the communication of financial results to donors and other outside stakeholders.

Sponsors' insights

Synergy. **Insights on evaluating the results of your employee surveys.** When it comes to effective employee surveys, creating and administering them is only part of the battle. Crafting the right questions is meaningless if the necessary time is not spent on deeply exploring the responses.

Lilly Family School of Philanthropy at IU. **Why Congress should let everyone deduct charitable gifts from their taxes.** Patrick Rooney recently co-led a study that modeled how donors would respond to

two major tax reforms the Trump administration supports.



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Human resources

Synergy: professional employer organization (PEO), Synergy assumes the risk and liability of employing employees, and administers payroll, benefits and human resources.

FirstPerson: professional advisory firm that creates meaningful work experiences through benefits, HR and wellness solutions.

Technology, software, services

FTM LLC: software advisor to improve organization's financial operations with system implementation, training and support.

Netlink, Inc.: An information technology service provider delivering best practice information, technology guidance, implementation and support in order to contribute to nonprofits' mission and success.

Finance/accounting/bookkeeping

Alerding CPA Group: accounting firm with nonprofit experience provides audits, accounting, tax services, bookkeeping, planning and board governance.

FTM LLC: works solely with nonprofits on bookkeeping, audit preparation, outsourced controller and CFO services.

VonLehman CPA & Advisory Firm: serves over 300 diverse nonprofit clients by providing expertise in assurance services, accounting, tax, internal controls, OMB compliance, performance improvement, board governance and consulting.

Fund development

Aly Sterling Philanthropy: is a full-service consulting firm specializing in building sustainable solutions for nonprofits. We provide fundraising, board governance, strategic planning and

Transition/retirement

Alerding CPA Group: provides board governance, training, consulting and succession planning.

Charitable Advisors: BoardSource-certified governance trainer, support for board-led ED/CEO search process.

Education/training

School of Public and Environmental

Affairs at IUPUI: At SPEA, people learn how to work in government, nonprofit and business roles to make positive changes in their communities, their states, their countries and the world.

Indiana University Lilly Family School of Philanthropy:

Our programs are the first in the nation to focus on philanthropy's history, culture and values. Additionally, they prepare graduates for leadership roles and deeper, more thoughtful and engaged practice in the nonprofit sector. Our master's program offers three ways to earn a degree: online, executive and on campus.

Prosperity Indiana: supports a network of organizations to build vital communities and resilient families by serving as an advocate, capacity builder, funder, community builder and connector.

Indiana University Robert H. McKinney

School of Law: Master of Jurisprudence graduate degree program prepares professionals with the legal knowledge to enhance, and potentially advance their careers.

Leadership Development

executive search services to organizations of all shapes and sizes.

Johnson, Grossnickle and Associates:

Authentic strategic and philanthropic consulting firm that offers client-focused, highly-customized solutions. The firm specializes in assisting nonprofit groups with strategic planning, capital campaigns, development audits, feasibility studies and general fundraising counsel.

Fundraising & Board Governance Counsel

Loring, Sternberg & Associates: fundraising and management consulting firm offering a variety of services designed to increase the efficiency, effectiveness and fundraising capacity of nonprofit organizations, including interim development staffing and development audits.

Banking/asset management

The National Bank of Indianapolis: the bank of choice for nonprofit organizations.

Leadership Indianapolis: develops and mobilizes a robust pipeline of community leaders to address and solve the issues and opportunities facing the growing metro area.

Legal/Administrative

Charitable Allies: nonprofit that provides affordable, experienced nonprofit legal services.

Experience Design

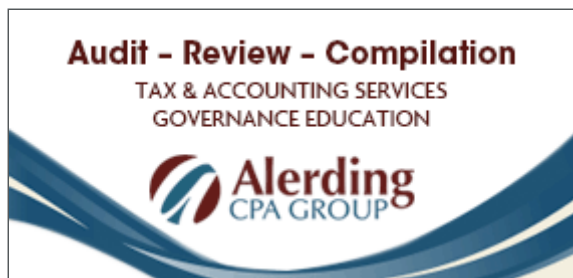
SmallBox: SmallBox is a creative agency that designs distinct brands, provides transformational learning experiences, and helps clients identify and solve complex problems.

Talent Search / Recruiting

Talbott Search: The Nonprofit Experts for recruiting, interim support and consulting. We know nonprofits. That's all we do.

Board Management

Boardable: Indianapolis-based software company that provides nonprofit boards with a tool to manage board business.



Real estate

PLACE A REAL ESTATE AD

Meeting and event space for rent

Let nonprofits know your space is available to rent for meetings and events in the NFP News event-space rentals. Photo of the space and a web link may be included to give readers more information. Quarterly ads are just \$100 per month. To learn more, contact Julie Struble at Julie@CharitableAdvisors.com.



Celebrate the summer by hosting your next event at the Sol Center!

The Sol Center, home to Meals on Wheels, is the perfect place for summer parties and receptions. Rental income is used to subsidize meals for low-income clients, so you can take joy in the fact that your event will have a direct, positive impact on many homebound Hoosiers. Also consider renting the space for a business meeting, company training or social gathering.

Located downtown, the 2,500-square-foot ballroom is handicap accessible and seats 150 people. The space offers amenities like a state-of-the-art A/V system, dual 10 ft. x 7 ft. ceiling-mounted screens, small stage and podium, a caterer's staging kitchen, coatroom and free-lighted parking. For information, contact Jessica Carter at jcarter@mealsonwheelsindy.org.

Office space for lease/sale

Get that extra office space leased or that extra building sold by using the new NFP News real estate section to let people know you have extra space, an extra building or even residential property for sale. Photos and a web link may be included to give readers more information. To learn more, contact Julie at Julie@CharitableAdvisors.com



Introducing the new Key Consumer community room

Tired of paying outrageous hotel rates for a training/meeting room? This newly-remodeled, fully-equipped training facility is just north of 46th Street off of Keystone Avenue in Indianapolis (4755 Kingsway Dr., 3rd floor (often referred to as the CICOA bldg.) and has plenty of free parking.

Two rooms are available for rental.

- Space #1: seats 25 participants (20 is optimal) and has an overhead AV system and ceiling-mounted screen. The cost is \$75 a day.
- Space #2: boardroom, which comfortably holds 10. The cost is \$35 a day.

Both spaces have access to kitchen/break room with tables/seating, refrigerator and microwave. Rental income supports KEY's mental health advocacy and education efforts. For information, contact Barbara Crane at barbaracrane@keyconsumer.org or 317-550-0008.



Affordable Near-Southside office space

DOWNTOWN 300 to 10,000 sq. ft. Great location at I-65 and South Keystone Avenue (3530). Five minutes from downtown with easy access to all Indianapolis. Free parking. Many restaurants nearby. Other nonprofits on site. Low rates: \$10 to \$12 per square foot depending on space size. Call Ron at: 317-702- 6079.

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JOBS

Charitable Advisors featured job posting

Chief Executive Officer (CEO) - Community Alliance of the Far Eastside (CAFE). Build on a strong foundation of community participation, a solid [Quality of Life Plan](#) and active funder support to continue the revitalization of the Far Eastside neighborhoods. Boundaries for CAFE include I-465 to the west, Pendleton Pike and 56th street to the north, Carroll Road to the east, and Washington Street to the south. CAFE is both a Center for Working Families and a Community Development Corporation (CDC) while also offering senior and summer youth programs. In their facility at 38th and Post, CAFE hosts HealthNet and LaPlaza. ...[more](#)



This week's jobs

To view all jobs, visit the [Not-for-profit News jobs' board](#).

PLACE A JOB AD

EXECUTIVE

Executive Director - Indianapolis Public Schools Educational Foundation. Responsible for the planning, direction, development, administration, supervision and implementation of a comprehensive internal and external strategic plan that...[more](#)

FUND DEVELOPMENT

Director of Alumni and Donor Relations - Ivy Tech Community College. This position is responsible for developing and implementing alumni relations, stewardship and recognition programs, and create and manage the Foundation's...[more](#)

Vice President and Chief Development Officer - Conner Prairie. The Vice President and Chief Development Officer (VP & CDO) reports to the President/CEO, and as the chief fundraising strategist for the organization is...[more](#)

ADMINISTRATIVE/MANAGEMENT/LEADERSHIP

Office Administrator - First Resource, Inc. The Office Administrator position functions as the office manager, liaison and advisor to the organization's leadership and facilitates initiatives across the...[more](#)

Project Management Coordinator - First Resource, Inc. The Project Management Coordinator is primarily responsible for all tasks pertaining to the enhancement of the Association for Rubber Products...[more](#)

Development Services Assistant - Children's Museum of Indianapolis, Inc. The Development Services Assistant supports the Development division by collecting, inputting and coordinating confidential financial and constituent...[more](#)

Guest Relations Manager - Joy's House. Joy's House, voted the Best Adult Day Center in the nation in 2015, is looking to hire a creative and caring individual to act as the Guest Relations Manager. This...[more](#)

Community Training Specialist - Sigma Theta Tau International, Honor Society of Nursing. Our purpose is to support learning and professional development of nursing professionals through knowledge dissemination. We have over 130,000 active...[more](#)

Community Impact Operations Manager - United Way of Central Indiana. United Way of Central Indiana, recognizes that the key to success is a strong and cohesive team that works through shared values to achieve our mission. The...[more](#)

COMMUNICATIONS/MARKETING/MEDIA

Director of Communications - Raybourn Group International (RGI). Association Management Company is seeking full-time employee to serve as a Director of Communications for one association client. The Director of...[more](#)


Media Communications Manager - Easterseals Crossroads. As a member of the Marketing and Development team and in conjunction with members of the team, the primary function of the position is to strategically...[more](#)

IT/DATA

Outcomes & Capacity Building Manager - United Way of Central Indiana. The Coalition for Homelessness Intervention & Prevention mobilizes, advocates and empowers community

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Civic Boot Camp	Just for YPs September 8 - 10

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collaboration to end homelessness and foster an...[more](#)

Director of Information and Technology - Kappa Alpha Theta. Oversees strategic planning for, and implementation and oversight of, information and technology for Kappa Alpha Theta Fraternity, Foundation...[more](#)

Data Analyst - Enroll Indy. Enroll Indy is a startup nonprofit that helps families choose schools that meet their children's needs. Enroll Indy is a nonprofit organization focused on ...[more](#)

HR

Executive Assistant/Talent Management Associate - United Way of Central Indiana. At United Way of Central Indiana, we recognize that the key to success is a strong and cohesive team that works through shared values to achieve our mission. The...[more](#)

PROGRAMS

Program Specialist, Smart Steps (part-time) - Chaucie's Place. Chaucie's Place works passionately to empower the community to end child sexual abuse and youth suicide by offering evidence-informed, high-quality prevention...[more](#)

Director of Outpatient Services - Volunteers of America of Indiana. The Director of Outpatient Services is responsible for managing the overall operations of Behavioral Health Clinics located in various Indiana counties. The...[more](#)

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Last week's jobs

EXECUTIVE

Executive Director - Global Interfaith Partnership. After 10 years of partnership and growth between a multi-faith coalition both in central Indiana and Chulaimbo, Kenya, the Global Interfaith Partnership is looking...[more](#)

Executive Director - New Harmony Project. The Executive Director is the chief operating officer for The New Harmony Project ("NHP"), a national 501(c)(3) organization that serves writers for stage, film and...[more](#)

Executive Director - Children Inc. Children, Inc. seeks an Executive Director to lead its licensed non-profit childcare agency that serves more than 200 children annually. Children, Inc. is a Path to...[more](#)

Executive Director (part-time) - On Your Level Youth Project (OYLYP). On Your Level Youth Project (OYLYP) provides a voice for the unheard youth in our city. Through spoken word programming our goal is to bring those voices to a...[more](#)

FUND DEVELOPMENT

Associate Director of Development - Butler University. Butler University is seeking three (3) Associate Directors of Development who will work with University Advancement team members to

manage and deepen...[more](#)

Development Coordinator (part-time) - Indiana Park & Recreation Association. Part-time (20 hrs. per week) position available for flexible and dynamic individual with development background to provide support for our non-profit organization's...[more](#)

Director/Coordinator of Development - Fair Haven Foundation, Inc. The mission of Fair Haven is to share the love of Jesus Christ by providing gracious hospitality to seriously-ill patients and their families traveling to Indianapolis for...[more](#)

Manager, Fundraising & Special Events - The ALS Association Indiana Chapter. The Manager of Fundraising & Special Events is responsible for the planning and implementation of the ALS Association (ALSA) Indiana Chapter fundraising events...[more](#)

Director, Philanthropy and Membership - Indianapolis Motor Speedway Foundation, Inc. (IMS Museum). Full-time position as Director of Philanthropy and Membership to work with a variety of staff and members of the Board of Directors of the Indianapolis Motor Speedway...[more](#)

ADMINISTRATIVE/MANAGEMENT/LEADERSHIP

Director of Special Projects - National Panhellenic Conference. The National Panhellenic Conference seeks an energetic and team-oriented individual to assist in carrying out our mission by managing and implementing a...[more](#)

Community Investment Officer - Central Indiana Community Foundation (CICF). If you've always wanted to find a place where you are surrounded by people as intelligent, dedicated, and passionate about the transformative power of...[more](#)

COMMUNICATIONS/MARKETING

Director of Communication and Marketing - National Panhellenic Conference. The National Panhellenic Conference seeks an energetic and team-oriented individual to assist in carrying out our mission by managing and implementing a...[more](#)

Media Relations and Communications Specialist - Indiana Donor Network. The Media Relations and Communications Specialist is an incredible opportunity for a seasoned professional to serve in a mission-driven organization. This...[more](#)

Community Outreach Specialist - Truth Initiative. The Community Outreach Specialist builds grassroots connections and relationships with new supporters and leaders in their region, forms partnerships...[more](#)

FINANCE

Chief Financial Officer - Cathedral High School. Cathedral High School is seeking a Chief Financial Officer to provide leadership in insuring that the financial affairs of the school are carried out in a Christian, fiscally...[more](#)

Accounting Specialist - Receivables - Alpha Gamma Delta. The Accounting Specialist supports the Accounting Manager and the Accounting, Property Management and Operations teams by building capacity and participating...[more](#)

Finance & Operations Administrator - Autism Society of Indiana (ASI). Under the direction of the Chief Executive, the Finance & Operations Administrator maintains all necessary and appropriate records, files and processes documents to...[more](#)

PROGRAMS

State Disabilities/Mental Health Coordinator - Transition Resources Corporation. The Coordinator assures that the Mental Health - Social Emotional component for children birth to 5 years adheres to Head Start Performance Standards, state...[more](#)

Coach (part-time) - Rock Steady Boxing, Inc. Rock Steady Boxing's mission is to empower people to "fight back" against Parkinson's disease. We are looking for a special person to join our team and make...[more](#)

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Not-for-profit News serves as a champion for the nonprofit sector by publishing good news and sharing educational resources to inform the field. We feature new nonprofit job postings each week to attract capable people to the sector.

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