

Compliance **Strong**

Diane E. Edelstein, CPA

Diane E. Edelstein is a partner at Maher Duessel in Pittsburgh, PA and has over twenty-five years of experience in public accounting. Her entire auditing career has been of non profits, governments and Single Audit.

She speaks throughout the country on non profit accounting and auditing and Single Audit. She was a member of the AICPA Not for Profit Planning Conference Committee from 2012 – 2017 and spoke again in 2018 at the annual conference. She is also a prior member of the AICPA Governmental Audit Quality Center, Executive committee.

Diane currently serves on the AICPA Peer Review Board – GCA PMTF (Government and Compliance Audits Practice Monitoring Task Force) and the PICPA Professional Ethics Committee. She also serves on the Board of Trustees of the Anglican Diocese of Pittsburgh. Diane earned a B.A. in Accounting (with distinction) from George Mason University.

MaherDuessel



Compliance **Strong**

COMPLIANCE STRONG CONTENT

1. Board responsibilities related to PERSONNEL.
2. Board responsibilities related to COMPLIANCE.
3. Board responsibilities related to FINANCIAL PLANNING.
4. Board responsibilities related to CASH FLOW.
5. Board responsibilities related to OUTSIDE REPORTING.

CONTENT HIGHLIGHTS:

- Non profit boards are responsible for establishing salary for the Executive Director or chief staff officer, succession planning, compliance, and fiduciary oversight.
- Non profit boards should have Directors & Officers Insurance and, perhaps, insurance to protect volunteers in the line of service and fraud insurance.
- Non profit boards should ensure that the organization has written policies and procedures specifically related to reporting fraud, handling fraud, gift acceptance, and general fundraising.
- Non profit boards should review the organizational financial statements at least quarterly, but monthly is preferable. Board members should pose questions if financial statements are not available for regular review.
- Non profit accounting methods include accrual basis, cash basis, or modified cash.
- Non profits should report income based on source and function.
- Non profit income revenue streams include:
 - Exchange transactions
 - Contributions
 - In-kind contributions
 - Part exchange/part donation
 - Unrelated Business Income Transitions (UBIT)
 - Conditional Donations
- Expenses should be recorded & reported by program, management & general, and fundraising AND by natural categories like salaries, rent, supplies.
- **Cash Flow** looks to the future. **Financial Reporting** reviews the past.
- Non profits must file a 990 every year and register with their state's Bureau of Charitable Organizations. The IRS can revoke an organization's 501(c)(3) status if 990s are not filed for 3 consecutive years.
- Audits are not required by law, but may be required by the board, by the budget amount, or by an grantor. Organizational management puts numbers together; an auditor verifies that the numbers are accurate.

Board **Strong**



Fundraising **Strong**

Chad Barger, CFRE
Leadership Harrisburg Area, Community Leadership Series
Class of 2012

Chad Barger [BAR-jur] teaches charities how to fundraise more effectively. He is a sought after non profit fundraising consultant, trainer and coach.

Chad is a solopreneur and founder of the consulting and training firm Productive Fundraising. The firm specializes in improving donor retention and board engagement at small community-based nonprofit organizations.

He is better known to many as @fundraiserchad, a trusted guide to the fundraising tactics and tools that are working today. Every week, Chad publishes free fundraising tips and resources to his popular email list and through his free webinar series.

Chad has spent his entire career as a fundraiser. He has worked in large shops and small in a variety of sectors (higher education, social services and the arts). He has built fundraising programs from the ground up, rebuilt fundraising programs back to their former glory and taken stagnant organizations to the next level. Most recently, Chad served as the executive director of the Cultural Enrichment Fund (Harrisburg, PA) for a decade. The campaigns that he has worked on have raised in excess of \$38 million dollars for the charities that he's had the honor of serving.

As a Master Trainer for the Association of Fundraising Professionals, Chad is a frequent presenter at nonprofit conferences. Chad serves as an Adjunct Instructor at Messiah College, teaching their fundraising course. He is an active member of the Association of Fundraising Professionals (AFP), and is a past president of the Central Pennsylvania Chapter. He also serves on AFP's Content Advisory Committee at the international level and is the ringmaster of #AFPEEPS U (social media training) at #AFPICON (the AFP International Conference). Chad is a regular contributor to Advancing Philanthropy and has been interviewed for the Chronicle of Philanthropy, the two leading publications in the field. He earned his Certified Fund Raising Executive (CFRE) credential, the first globally-recognized credential for fundraising professionals, in 2007. Chad is also a Certified Nonprofit Professional (CNP). He is the 2018 recipient of the Central Penn Business Journal's Nonprofit Leadership Excellence Award.

Chad is a graduate of Slippery Rock University (SRU) where he got his fundraising start as a student phone-a-thon caller. At SRU, Chad served as an AmeriCorps member leading fellow students on community service trips across the country, which shifted his career focus to the charitable sector. He currently serves on SRU's Philanthropy and Nonprofit Program Advisory Council.

When he's not compiling a fundraising optimization plan for a client, teaching a development team how to write optimized fundraising appeals, training a nonprofit board of directors to be better fundraisers or conducting a fundraising coaching call, Chad is typically spending quality time with his family, serving as a scout leader with Cub Scout Pack 279, searching for the world's greatest double IPA, cheering the Steelers on to their seventh ring, hiking in the woods, or playing trombone with No Last Call, Harrisburg's hit-and-run street band.

The logo for Productive Fundraising features the word "productive" in a bold, blue, lowercase sans-serif font. A green checkmark is positioned over the letter "d". Below "productive" is the word "FUNDRAISING" in a smaller, green, all-caps sans-serif font.

productive
FUNDRAISING

Fundraising **Strong**

FUNDRAISING STRONG CONTENT

1. Board members should be the organizations first donors.
2. Board members should be visionary leaders.
3. Boards should have fundraising policies & procedures.
4. Board members are the organization's ambassadors of fundraising.
5. Board members support the organization's fundraising efforts.

CONTENT HIGHLIGHTS:

- Only 45% of donors, on average, become repeat donors to the organization. Board members' involvement in THANKING donors improves donor retention.
- Over 72% of all charitable contributions, in the US, comes from individuals. Board members role in facilitating introductions between staff and potential donors is effective in helping to increase individual donations.
- Board members are welcome to offer support to fundraising staff.
- Non profit organizations should allocate the proper resources for fundraising including direct expenses and training for board members.
- Event fundraising is not always the most effective way to raise money. Board members should help come up with creative ideas that fit the organization.



Performance **Strong**

Dr. Linnie Carter
Leadership Harrisburg Area, Executive Leadership Series Class of 2013

Linnie S. Carter, Ph.D., APR, is the vice president of college advancement at HACC, Central Pennsylvania's Community College, and executive director of the HACC Foundation. She joined the HACC team in March 2012. As a member of the College's leadership team, Dr. Carter works closely with the College's president and other members of his Cabinet. She oversees the HACC Foundation and advertising, alumni affairs, branding, fundraising, grants, graphic design, marketing, photography, public relations, publications, scholarships, special events, sponsorships, videography and website development.

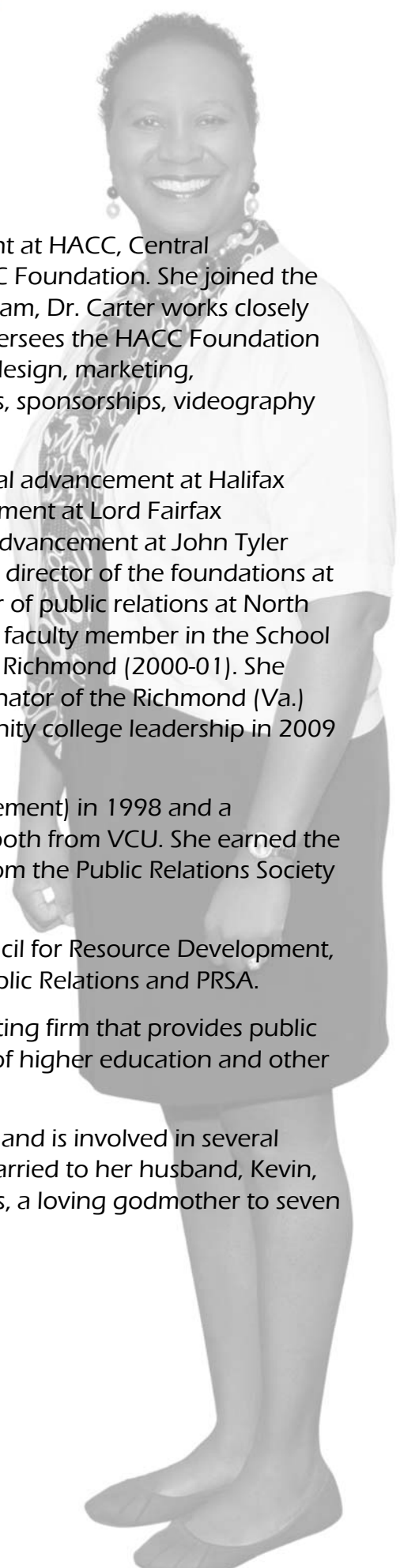
Dr. Carter's previous appointments include vice president of institutional advancement at Halifax Community College in Weldon, N.C.; vice president of college advancement at Lord Fairfax Community College in Virginia (2005-09) and director of institutional advancement at John Tyler Community College, also in Virginia (2000-04). She served as executive director of the foundations at each of these institutions. In addition, Dr. Carter was assistant professor of public relations at North Carolina A&T State University, Greensboro, N.C. (2010-11) and adjunct faculty member in the School of Mass Communications at Virginia Commonwealth University (VCU), Richmond (2000-01). She previously was public relations manager and community affairs coordinator of the Richmond (Va.) Metropolitan Authority (1998-00). Dr. Carter earned a Ph.D. in community college leadership in 2009 from Old Dominion University in Norfolk, VA.

She earned a master's degree in mass communications (media management) in 1998 and a bachelor's degree in mass communications (public relations) in 1992, both from VCU. She earned the prestigious Accredited in Public Relations (APR) designation in 2000 from the Public Relations Society of America (PRSA).

Her many professional and community memberships include the Council for Resource Development, Delta Sigma Theta Sorority Inc., National Council for Marketing and Public Relations and PRSA.

In 2008, Dr. Carter established Linnie Carter & Associates LLC, a consulting firm that provides public relations, marketing, fundraising and executive services to institutions of higher education and other organizations.

In addition, Dr. Carter is the recipient of numerous awards and honors and is involved in several college and community service organizations. She has been happily married to her husband, Kevin, for almost 20 years and is the proud aunt of many nieces and nephews, a loving godmother to seven and a committed mentor to many.



Performance **Strong**

PERFORMANCE STRONG CONTENT:

1. Board members should have clear expectations of their responsibilities.
2. Non profit organizations should be selective in recruiting board members.
3. Non profit organizations should help match board members strengths and interest to organizational needs.
4. Board members should not be expected to do administrative tasks.
5. Board members should be evaluated.

CONTENT HIGHLIGHTS:

- High performing board members do not wish to serve with low performing board members.
- Your non profit organization deserves high performing board members.
- Nominating committees, board members, and key staff should actively look for board members through community news posts, service on other boards, and connections.
- Board members should be provided with a clear job description and full outline of expectations.
- An online board portal is a great way to provide information to board members.
- Some organizations INTERVIEW potential board members before inviting them to join.
- Board orientation helps to match incoming board members with organizational needs.
- Non profit staff should provide the administrative functions for board members' success such as typing meeting minutes; sending calendar appointments; providing the board agenda and other meeting materials in advance.
- Board members should be open and willing to be evaluated in writing and in person by the nominating committee on an annual basis.
- Board members should be held accountable for fulfilling their job duties.
- Board members who do not fulfill their job duties should be removed from the board.



Serving **Strong**

Tina L. Nixon, MHA, CDE
Leadership Harrisburg Area, Community Leadership Series Class of 2003

Tina Nixon is the Vice President of Mission Effectiveness and Chief Diversity Officer at UPMC Pinnacle.

She began her career in the Pennsylvania State Legislature working for former Speaker of the House K. Leroy Irvis. Since then, she has been compelled to make sure those less fortunate have a voice. She has worked in the human service field for over 20 years, collaborating on issues dealing with hunger, homelessness, the welfare-to-work program, health care, domestic violence, sexual assault and childcare.

Tina joined the YWCA of Greater Harrisburg in 2000 as Director of Resource Development, responsible for a large fundraising budget; raising over \$500,000 in the four years she held the position. She was also responsible for organization of all YW special events; coordinating public relations for the agency; and overseeing all agency marketing and community outreach.

In June 2004, Tina was promoted to the position of CEO of the YWCA of Greater Harrisburg. The YWCA is a major not-for-profit agency in the Capital Region, with an operating budget of over \$6.9 million. The YWCA employs over 123 full and part time staff and offers a wide range of social services to the community, including housing and homelessness programs, domestic violence and sexual assault crisis services and a full child care program.

Tina's community activities include:

Cathedral Consolidated Development Board Member

Past United Way Day of Caring Committee Member

Leadership Harrisburg Area graduate 2003

Leadership Harrisburg Area Board Member

Capital Area Coalition on Homelessness (CACH), past Chair of Education and Public Information

The Rotary Club of Harrisburg -Service Above Self Chair-YWCA Mid-Atlantic Region-Vice Chair of the Region and Chair of Grassroots and Under 30 Committee

YWCA Mid-Atlantic Region-Chair

PA Association of Nonprofit Organizations Board Member

Pinnacle Health Systems Board

ACLU of PA Board Member

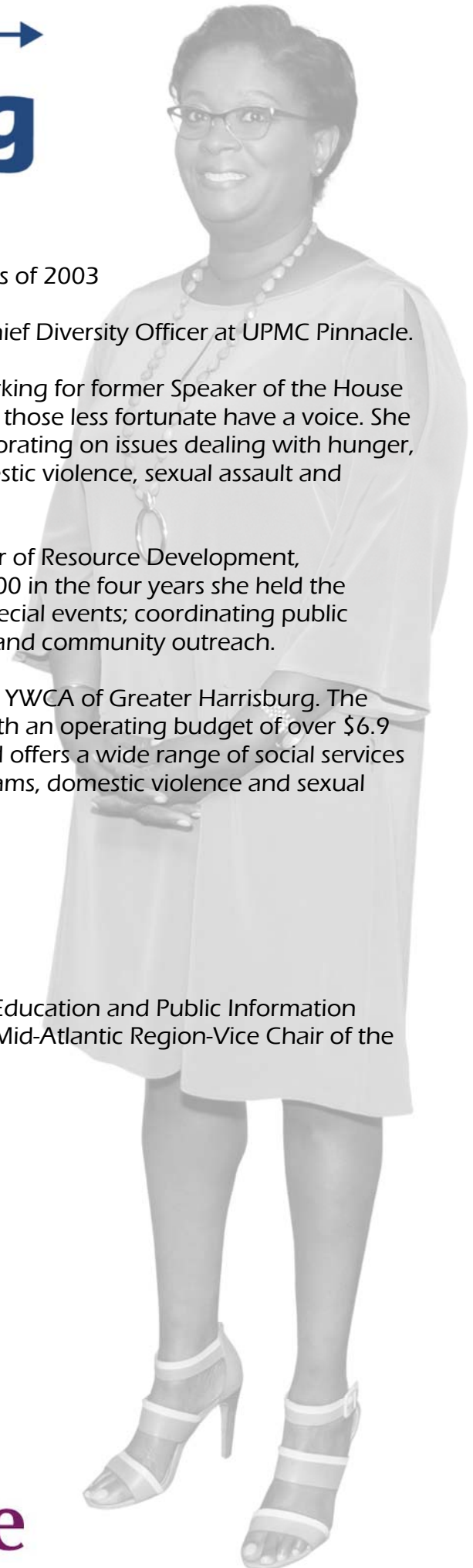
Joshua Group Board Member

Chair-Governor Tom Wolf Transition Team-Housing

United Way of the Capital Region Public Policy Committee

PA Commission for Women

**UPMC
Pinnacle**



Serving **Strong**

SERVING STRONG CONTENT:

1. Role & Characteristics of Board Members
2. Role of Executive Director
3. Shared Responsibilities

CONTENT HIGHLIGHTS:

- Board members should, above all, be passionate about the mission and work of the organization.
- Board members select the Executive Director or chief staff officer; set the salary; support that position; and evaluate the person at least annually.
- Board members must ensure that the organization is financially strong.
- Board members are responsible for fiduciary oversight.
- All board members, not just the fundraising committee, have a role in fundraising for the organization.
- In terms of reporting, board members should not be in communication with staff other than the Executive Director or chief staff officer. Staff members who approach board members should be redirected to the Executive Director unless something egregious has happened. In that case, a reporting system or protocol should be used.
- The board of directors should have a nominating committee for recruiting new board members. A board composition matrix or gaps analysis tool is effective for supporting board recruiting.
- The board of directors should support the organization's Executive Director/chief staff officer.
- The Executive Director or organization's chief staff officer should have a collegial working relationship with the board chair and all board members.
- The Executive Director or organization's chief staff officer should meet with the board chair regularly (outside of board meetings).
- The Executive Director is responsible for the day to day operations of the organization and is the sole liaison to the board of directors.
- Strategic planning for the organization involves both the board of directors and key staff.
- Fundraising involves the board of directors and key staff.
- Succession planning involves the board of directors and Executive Director or chief staff officer.



Story **Strong**

Stuart Landon
Leadership Harrisburg Area
Community Leadership Series Class of 2014

Stuart currently serves as the Producing Artistic Director at Open Stage of Harrisburg, a professional theatre company in downtown Harrisburg in its 33rd season. Born an Okie, reared a Texan, and schooled a Sooner, Stuart has been a proud resident of Harrisburg since 2007.

His directing credits with Open Stage of Harrisburg include:

AKEELAH AND THE BEE
FUN HOME
A CHRISTMAS CAROL
PETER, HOOK, AND THE DARLINGS
THE HOBBIT
L. Frank Baum's OZ
THE DIARY OF ANNE FRANK

His acting credits include:

SONDHEIM ON SONDHEIM
THE SANTALAND DIARIES (David/Crumpet)
CLYBOURNE PARK (Karl/Steve)
A CHRISTMAS MEMORY (Buddy)
FROST/NIXON (David)
A CHILD'S CHRISTMAS IN WALES (Dylan Thomas)
A CHRISTMAS CAROL (Fred)
LITTLE SHOP OF HORRORS (Seymour)
HEDWIG AND THE ANGRY INCH (Hedwig)
Lisa Kron's WELL
Dustin Lance Black's 8 THE PLAY
THE NORMAL HEART (Felix)
DOUBT (Father Flynn)
[title of show] (Hunter)

His directing credits for Capital Area School for the Arts include: PIPPIN, INTO THE WOODS, SWEET CHARITY, and LITTLE SHOP OF HORRORS.

Stuart has also worked at Allenberry Playhouse, Millbrook Playhouse, Lyric Theatre of Oklahoma City, Findlay Summer Stock, and Houston's Theatre Under the Stars. He holds a BFA in Musical Theatre from the University of Oklahoma ~ A. Max Weitzenhoffer School of Musical Theatre. He also proudly serves as Director or Community Engagement for Midtown Cinema in Harrisburg.

**OPEN
OBEM
OPEN
STAGE
OF HARRISBURG**



Story **Strong**

STORY STRONG CONTENT:

Board members are called to tell the organization's story. Best practices include:

1. Make it personal.
2. Keep it simple and specific to the audience, even if it's an audience of one.
3. Use active verbs in your storytelling.
4. Listen to the stories of others.
5. Stay true to your brand.

CONTENT HIGHLIGHTS:

- Method acting involves using key verbs to persuade the other person to believe what you believe and feel what you feel. Method acting pertains to storytelling in that we want the other person to figuratively "join our party. That could mean donating to the organization, volunteering, or being an advocate... joining the organization's party takes many forms.
- Collecting stories from your organization's key constituents can build a repertoire of stories for all to share.
- Rather than asking for testimonials, ask the organization's key constituents what the organization means to them and just LISTEN. Take notes on what you hear to share in the future.
- Storytelling should answer the question "how is your organization changing lives?"
- Everyone involved in storytelling for the organization should be under the same BRAND umbrella, while each story may be very personal and individualized, the BRAND, or persona and characteristics of the organization should be consistent.

