



**Nazarene  
Compassionate  
Ministries**

*Compassion as a lifestyle*



**November 2013**

**In This Issue**

[Current Funding Opportunities](#)

[Signature Theme: Leadership and Capacity Development](#)

[Best Practices for Capacity Building](#)

[Leadership and Capacity Development Funding Opportunities](#)

[Leadership and Capacity Building Resources](#)

[How Are We Doing?](#)

[Upcoming Newsletter Themes](#)

**About NCM  
USA/Canada**

Nazarene Compassionate Ministries seeks to live and act compassionately in the world following Christ's own life and ministry. We seek to be incarnations of the same gospel that Christ lived and preached and to be witnesses to the same love and compassion God has for our world. **In the United States and Canada, NCM works closely with Compassionate Ministry Centers (CMCs) to bring compassion and healing to communities that need the love and presence of Christ.**

**Mission**

Nazarene Compassionate Ministries USA/Canada partners with Nazarene interests to facilitate

Forward to a Friend

**My Fellow Leaders,**

Effective ministry is dependent on strong leadership. But effective leadership does not simply start at the top of the organizational chart with the top degrees and experience; **it starts on our knees.**



Many ministries are struggling not due to lack of money, but simply the lack of effective leaders. **We must make a change.**

Effective leaders are Christ followers first - who wait, listen, and discern what their Heavenly Father desires of them before acting.

**Invest in your leaders by encouraging, supporting, and most importantly praying for them each day.** The pay-off will ripple beyond your organization and into the lives of hundreds, even thousands, of people in need.

Lead well,

Jay Height

[jheight@nazarene.org](mailto:jheight@nazarene.org)

Coordinator, Nazarene Compassionate Ministries USA/Canada

**Current Funding Opportunities**

Interactive Intelligence Foundation requests proposals for STEM programs

ministries which address the temporal as well as the spiritual needs of the economically disadvantaged.

### **Churches**

Local churches are the primary avenue for Nazarenes to reach out to those in their communities. Nazarene Compassionate Ministries seeks to support churches in starting and maintaining ministry to the under-served and marginalized. We believe every church, no matter size or budget, can find ways to meet needs in their community with compassion, creative, and the firm foundation and life-changing power of the Gospel message.

### **CMCs- Compassionate Ministry Centers**

A Compassionate Ministry Center is a non-profit organization dedicated to meeting the needs of the under-resourced in the community. While these organizations are often affiliated with a specific local church, they are in a strategic position to unite others in their community around a high-needs cause.

### **NDR- Nazarene Disaster Response**

Nazarene Disaster Response is Nazarenes mobilizing for disaster through Readiness, Response, and Recovery. Local Nazarenes are in a unique position to understand, serve, and remain with disaster victims in their own neighborhoods. In large-scale events the denomination can come alongside local efforts with the support of volunteers and donors from across the country and through our strong partnerships with other disaster relief agencies. NDR serves victims regardless of race, creed, or economic status by

geared toward at-risk youth. [Apply](#)

**Application Deadline:** November 15, 2013

**Award Amount:** \$5,000 - 20,000

**Safeway Foundation** supports nonprofit organizations doing work in four priority areas: hunger relief, education, health and human services, and assisting people with disabilities. [More information](#)

**Application Deadline:** December 20, 2013

**Award Amount:** \$10,000 - 25,000

**Fiskars' Project Orange Thumb Seeks Applications for Community Garden** Grants from nonprofits that work with communities on neighborhood beautification, community collaboration, and healthy, sustainable food sources are eligible to apply. [More information](#)

**Application Deadline:** December 31, 2013

**Award Amount:** \$5,000

**Needmor Fund** offers core-operating support for community organizing efforts in Alabama, Louisiana, Mississippi, Arizona, New Mexico, and southern California and Texas through the Southeast and Southwest Cluster Grant Program. [More information](#)

**Application Deadline:** January 10, 2014

**Award Amount:** \$25,000 - 40,000

**National Forest Foundation Matching Awards Program** supports action-oriented projects that enhance viability of natural resources while benefiting and directly engaging surrounding communities. Projects can include conservation and restoration, wildlife habitat improvement, recreation, watershed health and restoration, and community-based forestry. [More information](#)

**Application Deadline:** January 14, 2014

**Award Amount:** \$500 - 100,000

**Project Duration:** 1 year

**Match Requirement:** 1:1

**Christopher Columbus Fellowship Foundation** invites submissions from teams of three to four middle school students with an adult coach that identify a problem in their community and apply the scientific method to create a solution for that problem. [Competition information](#)

**Application Deadline:** February 3, 2014

**Award Amount:** \$25,000

**TD Charitable Foundation Nonprofit Training Resource Fund** provides grants to cover tuition for employees to attend classes that will enhance their job performance. Nonprofits that focus on low cost housing, small business development, financial literacy, and after-school programming for low income individuals are eligible to apply. [More information](#)

**Application Deadline:** At least 30 days prior to training

**Award Amount:** \$1000 (tuition only)

## **Signature Theme: Leadership and Capacity Development Best Practices, Innovations, Funding Opportunities**

**Organizational Capacity** is defined as the ability of a nonprofit organization to govern and manage itself, develop assets and resources, forge community linkages, and deliver valued services that

concentrating on assistance to the poor, elderly, and handicapped.

### W&W- Work & Witness

Work & Witness provides opportunities for Nazarenes to serve together in support of existing ministries such as churches, CMCs, and Nazarene Disaster Response. Work & Witness can be any type of project, from construction to evangelism to compassionate outreach.

## Contact

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Like

**meaningfully fulfill its mission. It encompasses organizational management (making decisions about staffing, products and services, fundraising, marketing strategies, and board selection) and organizational effectiveness (ability to dynamically connect vision to goals to plans to actions to results and develop internally).**

Strong, effective community-based non-profits are essential to balanced, stable communities. However, many nonprofits lack the capacity and technical expertise to successfully fulfill this critical role and the resilience to adapt to changing community needs and grow to their full potential. Continual training and mentoring of nonprofits is needed to renew and maintain their value and effectiveness in generating human and social capital, facilitating trust and interaction, and promoting civic participation and social cohesion.

If staff training, development of management and information systems, and acquisition of new technologies are ignored or considered an unaffordable luxury, organizations may never reach their full potential or gain the infrastructure needed for smooth operation.

Effective capacity building efforts focus on participants who are ready and willing to change and improve, but lack the knowledge and skills to do so. Indicators of readiness<sup>[1]</sup> include **(a)** leadership that is curious, willing to ask tough question, and willing to be challenged and confronted with data, **(b)** ability to adapt to change, **(c)** individual skills, knowledge, expertise, and motivation for instituting real change, and **(d)** ability to commit time needed for change.

The first essential step for capacity development effort is to determine current organizational capacity to meet the needs of the community by completing three assessments: **(1)** Community Need Assessment, **(2)** Community Resource Mapping, and **(3)** Organizational Capacity Assessment. NCMI has created the APEX <sup>[2]</sup> self-assessment tool walk CMCs through identifying areas of organizational capacity and need in six fundamental domains: mission/vision/strategy, board development, financial accountability, fund development, human resources, and program development. A comprehensive capacity development plan can then be created to address needs identified in these areas through a combination of training, technical assistance and coaching, consultant services, and peer learning.



### Examples of successful capacity building programs [3]:

- Set up an organizational effectiveness task force
- Whole systems approach that starts with a systematic assessment and networking
- Consultants provide services in board development, evaluation, and donor base expansion
- Larger organizations mentor smaller organizations for one year on issues of board development, marketing, programmatic decision making and partnerships
- Nonprofit Leadership Program consisting of educational

workshops on strategic planning, fundraising, and communications planning, self-assessment workshop to identify organizational needs, funds for individualized technical assistance consultation, and consultant-facilitated board retreat.

- Peer-learning community with quarterly meeting of partnering organizations
- Information clearinghouse and resource directory, peer learning, site visits, teleconference meetings on various topics, one day training institutes, and help desk staffed by experienced consultants.
- Problem-specific, interventionist and hands-on, individually focused, time-limited, results-oriented, participatory coaching

### **Effective Peer Networks Promote Programmatic Capacity Building<sup>[3]</sup>**

**Networks** are groups of organizations that voluntarily build reciprocal relationships with each other to identify their shared interests, deepen understanding community conditions they seek to change, and find a shared framework from which to act for a greater collective impact on societal goals that are beyond the reach of individual nonprofits. Long-term partnerships with trusted peers and mobilization of resources achieve member missions more efficiently, effectively, and sustainably than they could by working alone. The potential power of networks as conduits for communication, collective learning, and mutual support is increasingly being recognized by foundations that seek to fund high impact solutions.

Networks are most effective when the members set the overarching mission, reach decisions, and establish an action plan, and are strengthened through facilitation of networking and communication, expansion and diversification of membership, promotion of transparent, efficient, effective decision making, balance of big picture and daily operational focus, and leadership development. Effective networks in turn are able to stay focused on a shared purpose, identify and respond to the core issues that matter most to network members, develop a purposeful, practical strategy that is able to produce tangible impacts and adapt that strategy to changing circumstances, gain credibility among organizations and institutions that are crucial to the network's success, and connect to diverse resources.

### **Leadership and Capacity Development<sup>[4]</sup> aims to:**

- Increase Adaptive Capacity or the ability of a nonprofit organization to monitor, assess, and respond to internal and external changes; this can be built through learning to measure performance and identifying problems and possibilities for improvement, responsiveness to how well clients are served and what changes are needed to improve quality of service, innovativeness where the organization uses its people and knowledge effectiveness to create new initiatives, and motivation to create environments where staff and volunteers see the results of their work.
- Increase Leadership Capacity or the ability for all organizational leaders to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction and innovate to achieve the organization's mission. This requires self-reflection and an understanding of self-driving factors.
- Increase achievement of Building Blocks of Strong Nonprofit Organizations (outlined below <sup>[5]</sup>)

<b>Building Blocks of Strong Nonprofit Organizations</b>		
<b>Organizational Development</b>		
<i>Board Functioning</i>	<i>Staff Functioning</i>	<i>Policies &amp; Procedures</i>
<ul style="list-style-type: none"> <li>• Board Recruitment</li> <li>• Board Training</li> <li>• Diversity Issues</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Development and Training</li> <li>• Coordinated Job Descriptions</li> <li>• Diversity Issues</li> <li>• Mentoring</li> <li>• Executive Director Transition</li> <li>• Executive Director Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Technology</li> <li>• Multicultural Organization</li> <li>• Knowledge Management</li> <li>• Strategies Aligned with Mission, Vision, and Goals</li> </ul>
<b>Asset Development</b>		
<i>Fundraising Practices</i>	<i>Communications Strategies</i>	<i>Short-term/Long-term Balance</i>
<ul style="list-style-type: none"> <li>• Fundraising</li> <li>• Development</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing/ Communications</li> <li>• Public Relations</li> <li>• Community Education</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term Strategic Planning</li> <li>• Short-term Future Planning</li> <li>• Organizational Assessment</li> </ul>
<b>Community Linkages</b>		
<i>Leadership Roles</i>	<i>External Relationships</i>	<i>Community Capacity</i>
<ul style="list-style-type: none"> <li>• Networking</li> <li>• Support for Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Constituent Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Build Capacity of Whole Sector</li> </ul>
<b>Programs and Activities</b>		
<i>Program Design Rationale</i>	<i>Activities Benefit Target Audience</i>	<i>Actions Yield Results and Knowledge</i>
<ul style="list-style-type: none"> <li>• Improve and Expand existing programs</li> <li>• Feasibility Assessments</li> <li>• Evaluate Theory of Action</li> </ul>	<ul style="list-style-type: none"> <li>• Developing Outcome Measures and Benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Design/ Implementation</li> <li>• Site Visits to see Best Practices</li> <li>• Learning Circles and Effectiveness Institutes</li> </ul>

[1] [Ripple Effect: Taking Nonprofit Capacity Building to the Next Level](#)

[2] [APEX Self-Assessment Tool](#)

[3] [Building the Capacity of Networks to Achieve Systems Change Easterling](#)

[4] [Ripple Effect: Taking Nonprofit Capacity Building to the Next Level](#)

[5] [Results of an Inquiry into Capacity Building Programs for Nonprofit Programs Effective Communities Project](#)

## Best Practice for Capacity Building<sup>[6]</sup>

- The nonprofit itself supports its own capacity building efforts through creative thinking, generating solutions, and leadership that recognizes the link between capacity build and fulfilling the organization's mission.
- The nonprofit creates its own plan based on assessment of strengths and weaknesses, identifying what is working well and what is needed

to get stronger, prioritizing which areas of organizational functioning to focus on first, and outlining a plan that includes strategies for improvement, role assignments, timelines, measures of success, accountability, and methods for integrating learning into day-to-day operations.

- The nonprofit has choices about capacity building methods and whether or not to involve an outside facilitator or consultant.
- Ongoing support from outside the organization including peer networks that share lessons, challenges, and successes, financial support that builds capacity to build capacity, external facilitation to assist with capacity building needs assessment, developing work plans, providing accountability for carrying out the work plan, sharing lessons learned with other nonprofits, and access to technical assistance.
- Emphasis on long-term capacity building outcomes and accountability.
- Sharing lessons learned about what works and what does not to enhance the broader nonprofit capacity building field.
- Nonprofits incorporate capacity building into day-to-day operations and persist in implementing plans through integrating change into organization as a result of learning.
- Outside support designated for capacity building including financial resources, time, expertise and connections, intermediary/nonprofit relationship based on sincere interest in nonprofit success, respect for ability, integrity, and competence of nonprofit, allow for mistakes without repercussion, and high expectations for follow through on commitment.
- Improves flow of ideas, tools, and promising practices between fields and between academia and nonprofits



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**[6] Results of an Inquiry into Capacity Building Programs for Nonprofit Programs Effective Communities Project**

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## Leadership and Capacity Development Funding Opportunities

**American Express** supports nonprofit leadership development projects that transform organizations through best-in-class management practices including board leadership, implementing management principles, or expanding an organization's capacity to attract, develop, and retain leadership talent. [More information](#)



**Center for Creative Leadership (CCL)** awards scholarships for leaders of 501(c)3 organizations to attend its Nonprofit Sector leadership training program. [Information about the training](#)

**program. [Apply for a scholarship](#)**

Lilly Endowment funds pastor leadership training and support initiatives.

**[More information](#)**

**[To apply for Lilly Endowment funds](#)**

Wallace Foundation provides funding and technical assistance to organizations that run after-school programs. **[Review grant guidelines](#)**

Edna McConnell Clark Foundation's PropelNext Program helps promising nonprofits build their capacity and ability to use data so that they can more effectively improve the life prospects of young people. **[Complete the Youth Organizations Survey Form](#)**

Kauffman Foundation provides funding and technical assistance to organizations focused on entrepreneurship and education. **[Review grant guidelines](#)**

Compton Foundation supports transformative leadership training and networking efforts. **[Apply](#)**

Kresge Foundation seeks advance the effectiveness and resilience of multi-service organizations through investment in improving programs, enhancing infrastructure, and developing management and leadership skills. **[Review guidelines for this funding area](#)**

The Lodestar Foundation funds projects that build philanthropy, volunteerism, and public service, and increase philanthropic impact. **[Grants philosophy](#)**

Mary Reynolds Babcock Foundation provides operating support and organizational development support to nonprofit organization that help low income people in the Southeastern US work their way out of poverty. **[Application process](#)**

Corporation for National and Community Service (CNCS)'s AmeriCorps VISTA volunteers spend one year of full-time service building organizational, administrative, and financial capacity of nonprofit organizations. **[How to sponsor a VISTA project](#)**

Blackbaud Community Matters Grants provide funds for general operations and capacity building of nonprofits with a budget of less than \$2 million. Submission deadlines and award amounts vary by location. **[More Details](#)**

Grantmakers for Effective Organizations (GEO) members prioritize outcomes and results, organizational capacity building and leadership development, stakeholder engagement, evaluation as a learning and improvement mechanism, and collaborative problem solving within their grant making strategies. **[Review the member list to identify foundations that fund your geographic area](#)**

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## Leadership and Capacity Building Resources

NCMI's APEX Organizational Development Assessment Tool provides CMCs with a learning development opportunity through identifying areas of organizational capacity and need: **[APEX self-assessment tool](#)** For

assistance reviewing your APEX results contact: [APEX@ncmi.org](mailto:APEX@ncmi.org)

**NCM Resource e-Newsletter** provides organizational development and funding resources. Archived issues include Food Security, Immigrant and Refugee Services, Youth Development, Housing and Homelessness, Economic Security and Employment, Family Strengthening and Parenting, and Youth Mentoring. [Review the archives](#)

NCM has contracted with [JD Levy & Associates](#) to provide sustainability coaching to CMC leadership cohorts. The program includes peer cohort assignments, Ask the Expert service, training webinars, and board evaluation direct technical assistance. To enroll in JDLA's Leadership Cohort Program contact: [jheight@nazarene.org](mailto:jheight@nazarene.org)

**Cost: \$75 per year**



*As a leader who is always looking for ways to expand and grow the potential of my skills, being a part of this new collaboration through NCM and the JD Levy & Associates was a great experience. The coaching, discussions and training times were a great way to have reassurance in what we were currently doing, some new wisdom into new avenues of potential expansion of our organization and the development of new systems to better sustain our long term goals. Jamie and his team have been very easy to communicate with and provide logical insight and steps to take for success.*

*For The XZone, our biggest concern for the next steps was board development and donor integration to a new level in order to see a larger vision begin to unfold. The information and knowledge from the sessions and the open discussions with other compassionate ministries centers and nonprofit organizations was invaluable to our beginning steps. I am excited to participate in the next round and definitely would encourage any organization to take the time to begin the process of this training through our denomination. JD Levy & Associates brings a wealth of expertise that most of us could not afford with the heart of helping us accomplish our mission for Christ."*

- Steve Harper  
XZone Executive Director  
LifeSpring Community Development Organization

[PerformWell's Performance Management Webinar Series](#) provides insight on how to become evidence-based and create a learning culture

[Innovation Network](#) provides practical tools for improving program design including the Organizational Assessment Tool, Logic Model Builder, and Evaluation Plan Builder

**Grameen Foundation's Human Capital Hub** presents 7 modules to help organizations attract, the right talent, motivate staff, and advance the organizations mission: **(1)** Human Capital Management Assessment, **(2)** Recruitment and Selection, **(3)** Performance Planning and Management, **(4)** Total Rewards, **(5)** Succession Planning, **(6)** Change Management, and **(7)** Learning and Development. [Access the Human Capital Hub](#)

### **Wallace Foundation's Non-Profit Financial Management Resources**

includes tools, templates, and articles for strengthening financial planning, monitoring, operations, and governance

### **Guideline for Making the Organization-Consultant Relationship Work**

provides recommendations for finding the right consultant for the right reasons and at the right time

**Bridgespan's Nonprofit Leadership Development Toolkit** coaches organizations in five critical activities: **(1)** Engage the CEO to make it clear that leadership development is a priority, set expectations and create accountability for leadership development, build and develop an executive team, make the most of available human resources, and engage the board regularly; **(2)** Understand future leadership needs by identifying key strategic shifts the organization will make in the next 3-5 years, how day to day work of leaders will change to support this shift, what skills, knowledge, and experience are required to do that work, and existing staff with skills to meet those needs; **(3)** Develop future leaders by create a leadership development plan comprised of 70% on-the-job training, 20% coaching and mentoring, and 10% formal training to cultivate skills that will be needed in the future; **(4)** Hire leaders externally as needed, and **(5)** Monitor and improve practices by confirming priority objectives and key actions, creating checkpoints to ensure plans are carried out, assessing whether leadership development goals are being met, diagnosing potential problems, and adjusting the plan. **[Access the toolkit](#)**

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## How Are We Doing?

Please share your feedback on the NCM Resource e-Newsletter content and suggest improvements. **[Take our survey.](#)**

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## Upcoming Newsletter Themes

If you would like to submit a story about innovative work you are doing or a description of successes you have had within these thematic areas for inclusion in an upcoming newsletter, please send it to **[jheight@nazarene.org](mailto:jheight@nazarene.org)** by the stated deadline.

December 2013    Disaster Response

Submit by:  
November 15, 2013

January 2014    Appalachian Poverty

Submit by:  
December 13, 2013

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