



APPLICATION FOR FALL 2022 TERM ADDITIONAL INFORMATION

OVERVIEW

Thank you for your interest in the Appalachian Regional Commission's (ARC) technical assistance program for nonprofit organizations – now called *READY Nonprofits*.

This dedicated instruction was initially developed by ARC in response to the catastrophic impact of the COVID-19 pandemic on the region, particularly on Appalachia's nonprofit organizations. It has evolved into a program designed to foster long-term growth and sustainability for Appalachia's diverse and vibrant nonprofit sector.

Since its inception, 151 nonprofit organizations based in the Appalachian region have successfully completed one of the courses of instruction and are now taking advantage of several offerings specifically designed for alumni. Anecdotal feedback from course evaluations generated numerous positive comments, including:

"Excellent experience. [I] would recommend it to anyone and would also recommend its expansion so more organizations can participate."

"By participating in the program I immediately was able to use the training from day one. By having the credibility of ARC, it strengthened our efforts to facilitate change."

"This is real-life stuff" And I loved learning from my colleagues in the course!"

A special benefit for the Fall 2022 term is the opportunity to receive a grant (up to \$25,000) awarded after successful completion of a course. This no-match grant can be used for any project identified during the course, but must be completed within 18 months following receipt of the award.

FALL 2022 TERM

Interested nonprofit organizations based in the [ARC region](#) are invited to apply for free instruction and coaching this Fall in one of six topic areas:

1. Board Development – Focus on intentional leadership! Strengthen your board's governance, maximize the board's fundraising potential, and provide for ongoing leadership development and succession planning. During the course, participants will:



- Assess their board’s performance in each of the ten generally accepted areas of nonprofit board responsibility
- Profile their board’s current makeup and compare it with their “ideal” profile with respect to sectors represented, skill sets, attributes, and demographics
- Understand the pivotal role that the board role plays in developing, implementing, and monitoring progress in the organization’s intent to be more diverse, equitable, and inclusive
- Review and revise their board member job description, committee structure and charters
- Develop a self-evaluation mechanism to track the board’s performance against identified goals
- Structure a plan to promote ongoing board development and provide for effective succession planning for board leadership
- Understand how to foster a “culture of philanthropy” and maximize the board’s charitable giving and fundraising prowess.

2. Financial Management – Learn how to budget more effectively and manage your financial resources more effectively for long-term growth and stability. During the course, participants will:

- Evaluate, using an interactive online tool, the current state of your organization’s financial management
- Review, evaluate, and—if appropriate—revise your cash management mechanisms
- Be instructed on how to read a Balance Sheet and determine their financial health using several generally-accepted ratios found in that report
- Review the five essential elements of effective financial policies and evaluate your own policies and procedures against that standard
- Explore several approaches to budgeting and understand the key role the Balance Sheet should play in that process.

3. Fundraising – Create a realistic and actionable Fundraising Plan capable of providing sustained and scalable support for your organization. During the course, participants will:

- Explore the likely long-term impact of the pandemic on nonprofit fundraising
- Review current “best practices” in the areas of digital fundraising and virtual/hybrid events



- Evaluate your current fundraising efforts according to the Three Measures of Fundraising Effectiveness
- Determine your current Funding Model and evaluate its viability now and in the future
- Identify and explore – in detail – one or two fundraising mechanisms with the greatest potential for long-term growth
- Explore the board’s key role in fundraising and how best to promote a “culture of philanthropy” throughout their organization.

4. Programs and Operations – Address how to be more effective and impactful! Participants will evaluate existing programs and services using objective criteria, and structure a plan to optimize your impact for the long term. During the course, participants will:

- Determine whether your organization’s current mission, vision, and values are still appropriate and – if not – develop a process to review and revise those key documents
- Provide the tools to evaluate programs and services
- Explore the value of partnerships and ascertain whether a strategic alliance or restructuring is worth pursuing
- Discuss how to increase diversity, equity, and inclusion within organizations, programs, and leadership, and define how to align with constituents
- Review several approaches to planning, including scenario planning, paradigm planning, and traditional strategic planning
- Learn how to turn information into action, set appropriate metrics for evaluation, and measure the impact of your operations.

5. Marketing/ Communications (NEW!) – Learn effective and appropriate messaging for every situation and audience! Participants will enhance their skills and identify resources to strengthen their customer engagement, increase organizational awareness (brand), and track the impact of marketing campaigns. During the course, participants will:

- Investigate various research strategies to help make informed marketing decisions
- Conduct a communications audit of existing communications
- Understand the essentials and different types of marketing/ communications
- Learn about consumer motivations and their preferred ways to communicate
- Discover how to create and communicate the value of your brand
- Develop a crisis communications plan to use in emergencies



- Ensure your marketing plan that aligns with/supports mission, programs and fundraising goals
- Identify the most appropriate tools to help meet marketing goals and track performance.

6. Human Capital (NEW!) – Learn how to optimize your most important asset: PEOPLE! Participants will enhance their systems to recruit and retain qualified staff and volunteers, determine internal processes that foster optimum performance, develop and implement diversity and equity policies, and other strategies to strengthen organizational capacity. During the course, participants will:

- Determine optimum recruitment and retention strategies for nonprofit staff
- Understand the opportunities and challenges of remote work options
- Establish an effective performance evaluation program
- Design a salary policy for entry level to C-suite staff
- Learn how to design an equitable professional development program
- Develop a volunteer recruitment, engagement, and recognition program
- Review your organizational structure in light of best practices and current operating environment for effectiveness, growth, and sustainability.

Instruction will be conducted virtually through a dedicated, private online portal. Classes begin the week of **September 12, 2022** and conclude the week of **November 18, 2022**.

Highly qualified content specialists will lead “live” instruction sessions via Zoom for Cohorts (each consisting of three or four nonprofit organizations); share pertinent resources; oversee completion of assignments; and lead topical discussions specifically designed for nonprofit organizations. Each organization will also receive five individual coaching sessions designed to assist participants in their work and address the organization’s unique needs.

Participation in the program will require approximately four to six hours of dedicated work each week throughout the 10 week course of instruction.

Instruction will be supported via the Resource Directory, an online collection of highly-curated materials in each of the four topic areas. Easily searchable, the Resource Directory will be made available to participants for six months following the conclusion of instruction (i.e. through June of 2023).

DEADLINE FOR THE INSTRUCTION APPLICATION IS FRIDAY, AUGUST 19, 2022 at 5:00 PM EDT.



FREQUENTLY ASKED QUESTIONS

- 1. Who can apply for the Fall 2022 term?** Any registered nonprofit organization based in one of the [423 counties](#) located in the Appalachian region.
- 2. What if I took a course before?** You must apply for a different course topic.
- 3. How many people from my organization can participate?**
Up to two, including board or staff members. One participant must be the executive director/CEO. The other individual may be assigned once the organization has been selected for participation, and the topic area has been confirmed.
- 4. What is a Cohort?**
A Cohort is three to four organizations assigned to the same topic area to receive instruction at the same time with the same Content Specialist (Instructor). Up to 22 cohorts comprising 75 nonprofit organizations will be selected for participation in the Fall 2022 term.
- 5. How will the Cohorts be selected?**
Cohorts will be selected based on three considerations: size, budget, or type of organization. Hargrove International (the Program Manager) will assemble Cohorts with similar needs and choice of topic area.
- 6. Is there any other criteria for participation in the course?** As part of its goal of increasing diversity and inclusion, the Appalachian Regional Commission will favor organizations that support, benefit, or provide services to underserved individuals and groups (Black, Indigenous, People of Color [BIPOC], persons with disabilities, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual (LGBTQIA), low income, low educational attainment, remote and/or small communities) or distressed communities recognized by the Interagency Working Group on Coal and Power Plant Communities.
- 7. What are the topic areas of instruction?**
There are six topic areas of instruction: 1) Financial Management; 2) Programs and Operations; 3) Fundraising; 4) Board Development.; 5) Marketing Communications (new for Fall 2022); and Human Capital (new for Fall 2022).
- 8. How long is an instructional session?**
Instruction will take place over a 10-week period.
- 9. When are the instructional sessions scheduled?**
Instruction is set to commence the week of September 12, 2022 and conclude the week of November 14, 2022. Each content specialist will set his/her own schedule for when the group instruction will occur during the 10-week period. This schedule will be provided when organizations are notified as to their acceptance into the course. The dates and times of the bi-weekly 1:1



coaching will be set at a mutually convenient time set by the Content Specialist and nonprofit organization.

10. How much time do I need to dedicate to the instruction?

Your participation in this program will require a total of approximately four to six hours of dedicated work each week, with a combination of class sessions, readings, assignments, and one-on-one consultations.

11. Who is teaching the instruction?

ARC has assigned Hargrove International to oversee the instruction. Hargrove International has secured top experts in nonprofit management, operations, fundraising, board development, marketing/ communications, human resources, and financial management to lead the courses.

These specialists have a wide range of experience as both staff and consultants with both emerging and established nonprofits across a broad spectrum of the nonprofit world. Most have worked for or with organizations in Appalachia.

12. How is the instruction provided?

The instruction is delivered online, through a secure and private portal for Cohort use only. Each course is structured around five learning modules that address specific topics, issues and/or tools.

During each two-week module, organizations will participate in live Zoom instruction, review online resources, apply the principles covered to their organizations in the context of assignments, and take advantage of individual consultations with their instructor. Participants may also engage in discussion groups and have the opportunity to chat one-on-one with their instructors and other members of their cohort.

13. Will resources be available to nonprofit organizations after the conclusion of the instruction sessions?

Yes. Hargrove International will continue to post additional materials on the Appalachia Nonprofit Resource Directory through June 2023.

THE GRANT

The Appalachian Regional Commission has allocated funds to award grants to the 75 nonprofit organizations that successfully complete a Fall 2022 *READY Nonprofits* course. The nonprofit organizations will be eligible for up to \$25,000 in financial assistance from ARC with no match required.

A short, two-page application will be available for all Fall 2022 course graduates to complete and submit for approval. Organizations will receive free help developing



their grant idea as a part of the course. The nonprofit organizations will have 18 months to complete the grant project and report on its impact/outcome.

Additional information about the Grant is available [here](#).

Additional questions? Contact Bettina Jones, Program Analyst, Community Capacity, Appalachian Regional Commission at bjones2@arc.gov or 202-884-7723, or the Appalachia Nonprofit Resource Center program manager Cheryl Hargrove at cheryl@hargroveinternational.com or 202-236-3777.