

CHAMPIONS FOR CHANGE

LEADERS OF COLOR FELLOWSHIP
ALLIES ACADEMY



Are you a person of color who stands up for equity in your community but is frustrated with not being heard?

Are you a white ally who wants to help your organization take meaningful action for racial equity but who doesn't know where to start?

Champions for Change is for you!

NEW's **Champions for Change** builds the capacity for racial equity leadership in Washtenaw County. The **Leaders of Color Fellowship** (LOC) seeks to change the face of leadership by identifying, cultivating, and investing in local leaders of color. The **Allies Academy** equips mid and senior-level leaders in the nonprofit, for profit, government, and educational sectors with that skills to lead equity-focused change initiatives within their organizations.

By focusing on leaders from the community most impacted by the barriers of structural racism, and surrounding them with allies willing to leverage their power and privilege to champion equity initiatives, we are laying the groundwork for measurable change in the disparate outcomes and circumstances of people of color in Washtenaw County.

Learn more and request an application today at
www.new.org/ChampionsForChange

Two tracks, one goal: to advance a more just, inclusive, and equitable Washtenaw County where all residents can thrive and prosper

LEADERS OF COLOR FELLOWSHIP

The LOC Fellowship is a intensive 6-month cohort-based program with 3 additional touch points at 3-6-9 month intervals with alumni of the program. The first cohort will launch in September 2019.

Through in-person sessions, networking with fellows and the broader community, leadership projects, opportunities for reflection, and connections with nationally-renowned racial equity leaders, the LOC Fellowship will provide a supportive, healing space for leaders to build resilience and power.

The LOC Fellowship seeks leaders from diverse backgrounds who have a track record of social change leadership in Washtenaw County (either through work or volunteer experience), a commitment to advancing racial equity, and a desire to work in partnership with others across lines of difference. They should have a commitment to personal growth and interest in being a part of a group learning environment and local network. The LOC Fellows will include those new to leadership as well as those with more experience leading.

Leadership can come in many forms. Apply now for the LOC Fellowship to enhance your leadership and expand your impact.

ALLIES ACADEMY

Over the course of six classroom sessions, Allies Academy participants will build the skills to be equity leaders in their organizations. This includes:

- **technical skills** of equity-focused communication, assessment, public engagement, and HR
- **emotional skills** of courage, resilience, and compassion to keep them in game
- **network** of others in the region so they know they are not alone and have peers they can turn to for mutual support.

As part of NEW's Champions for Change program, Allies Academy participants will also connect with the Leaders of Color fellows through the classroom sessions, Friday night community dinners, and other activities so that participants in both cohorts will be able to support each other and build a robust and diverse network of equity leaders.

Not sure if Champions for Change is right for you? Drop us a line--we're happy to talk.



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www.ChangeWorksLLC.com

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ORGANIZATION NAME Strategic Direction

Based on the discussion at the retreat, the NEW Consultant has ***drafted*** the following strategic plan to help guide **ORGANIZATION NAME** in pursuit of its desired future. It is not a comprehensive plan, but rather a framework to guide the Board of Directors in terms of making decisions and setting priorities.

For each focus area below, there are three main components:

- **OUTCOME** - This is **what** success looks like. It is the answer to the question: What is different as a result of your program?
- **OBJECTIVES** - This is **how** you know you are going to **achieve** your outcome. Strive for measurable, time-bound, etc.
- **STRATEGIES** - These are **the means, or efforts**, YOU at ORG NAME can make to move towards the desired objectives and outcomes.

Words in **red** indicate opportunities for clarification.

STRATEGIC FOCUS AREA I: YOUTH ACADEMIC ACHIEVEMENT AND ONGOING INVOLVEMENT WITH ORGANIZATION NAME

OUTCOME:

Student researchers from throughout the city of Detroit will attain educational achievement and will continue to engage with ORGANIZATION NAME after their graduation to ensure the ongoing success of the program. **Need definition of what educational achievement you are striving for and the percentage of participants you hope will achieve it. Is it still a success if they don't go for traditional 4 year degrees? What if they go to a community college? What if they transfer to traditional universities afterwards?**

OBJECTIVES:

- 100 youth will be served/participate per year **(Do you want to include a metric related to retention in the program?)**
- There will be students represented from **nearly all or all** Detroit Public Schools.

- Fully attended summer program with youth leaders, as well as after school with multiple schools (What measures can we have for full attendance or number of participating after school programs?)
- Students are engaged in the program. (How do we measure this?)
- Young Detroit researchers are coming and going. (How do we measure this?)
- There will be high demand for the program (Does this mean that there is a waitlist? Or increasing numbers of participants per year?)
- There will be increased college graduation rates for student participants (undergraduate degrees, PhDs, community law school?)
- Alumni researchers will return to: (Need some definition here of the capacity in which you hope they will return. If they come back in any of the following capacities, is it a success? Are some of a higher priority than others? Are some more impactful for the ongoing success of the program? Do you have to define the length of time after they graduate and then return to the program?)
 - Volunteer;
 - Work as program staff or administrative staff;
 - Intern;
 - Serve on the board; or
 - Mentor for the program.

STRATEGIES:

- School-based "ORGANIZATION NAME" chapters
- Dedicated program space in schools and/or local universities and schools
- Multiple programs are run throughout the city by multiple full time staff
- Community drop-in space for residents to come and share their concerns - youth vet opportunities for research/intervention
- School year youth get summer practice at university or health care or researchers to go deeper and work, new opps
- Defined roles/responsibilities/compensation for all youth researcher and program staff support
- Summer program still at WSU, also UMD
- Robust application process
- Students are paid a competitive wage

Nonprofit Finance 101: FINANCE FROM THE BEGINNING

The Importance of Accounting

Accounting allows nonprofits to record how much money is coming in and being spent. Without accounting, there is no way to measure financial performance predict cash flows, raise money for projects, or know if you can afford to purchase equipment or hire staff. Good accounting also allows for grant applications and bank loan submissions to be accurate and better received when requesting funding. The starting point in a good accounting system is the selection of the accounting software to be utilized, who should install it, and developing a chart of accounts. NEW can assist you in selecting the right accounting software, installing it, and setting up your chart of accounts.

The end product of accounting is that it allows the user to generate financial reports which show the nonprofit's monetary transactions and net worth. The three most common financials statements are the (1) Balance Sheet (aka as Statement of Financial Position) (2) Income Statement (aka Statement of Activities) and (3) Cash Flow Statement. These financial reports should be generated monthly and reviewed and discussed at each Board of Directors and Finance Committee meeting.

CASH VS. ACCRUAL ACCOUNTING

Generally, there are two methods under which you can prepare your accounting: the **cash** method and the **accrual** method.

The cash method of accounting is focused on just that - the inflows and outflows of cash. Much like your personal finances, organizations using the cash method of accounting have revenue when they make a deposit and incur an expense when they cut a check. There is little regard to when the revenue was actually earned or the expense was actually incurred - the focus is on the date the cash was received or the date an expense item was paid.

The accrual method of accounting doesn't focus as much on the timing of the cash transaction – instead, it focuses on when revenue was actually earned (i.e. a service was performed or a donation pledge was made) and when expenses were actually incurred. For example, your nonprofit purchases office supplies in the month of April on your credit card and pays for the purchase in May when it receives the credit card bill. Under the accrual method of accounting the expense for the office supplies would be recorded in April, since that is the month in which the expense was incurred. Under the cash method, the expense would be recorded in May, when it was paid.

The other main difference between the two methods is the ability to budget accurately. The accrual method of accounting allows for better budgeting and planning because it looks at when revenue is earned and liabilities are incurred (the “matching principle”) and not when cash is

paid. This method also records liabilities on the books that might otherwise be forgotten, like accrued vacation. The cash method doesn't worry about accrued vacation until it is required to be paid. This could create a very painful situation for a nonprofit that hasn't planned to pay out an accrued vacation balance and is now faced with cutting expenses in other areas to have enough cash to pay the outstanding balance.

Which Method to Use

The cash method of accounting is the easiest method, but may not necessarily provide the most complete representation of your finances. If you have paid staff you should not use the cash method of accounting. Be sure to check your state regulations. Some states require the accrual method of accounting to be used. The cash method of accounting is best used by small nonprofits with no paid staff, no set programs, and little to no plans for expansion.

The accrual method of accounting should be used by organizations starting out with larger amounts of funding, paid staff, and plans to raise additional funds from larger donors such as foundations or government entities. Generally accepted accounting principles ("**GAAP**") also require the use of the accrual method of accounting. If you wish to have an audit done under generally accepted accounting principles you should use the accrual method of accounting. Foundations and other organizations providing grants will generally prefer that the nonprofits they support use the accrual method of accounting as it presents a more complete picture of the financial health of the nonprofit.

What is GAAP?

GAAP is an acronym for Generally Accepted Accounting Principles. These principles constitute preferred accounting treatment.

Who sets GAAP?

Currently, the GAAP policies are set primarily by two entities:

1. Financial Accounting Standards Board (FASB)
2. American Institute of Certified Public Accounts (AICPA)

Does GAAP apply to non-profit organizations?

Yes, the policies set by GAAP typically apply to both for-profit and non-profit organizations. There are certain pronouncements that apply only to non-profits and certain that do not apply to non-profits.

Additional topics covered in this document include the following:

- I. Debits and Credits
- II. What is a balance sheet?
- III. What accounts are on a balance sheet?
- IV. Questions to ask when looking at a balance sheet
- V. What is an income statement?
- VI. What items are on an income statement?