



Developing the Appalachian Business Centers for Nonprofits

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Editorial Partners

Leah D. Hackleman, Ph.D.

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Developing the ABCs for Nonprofits

Introduction

The purpose of this project was to create a menu of strategies that will assist in the development of the Appalachian Business Centers for Nonprofits (ABCs for Nonprofits), a program of the Foundation for Appalachian Ohio. The mission of the ABCs for Nonprofits is “to help community leaders build strong nonprofit organizations that better meet community needs.” The Foundation requested this analysis not only to assist in its planning processes but also to identify the perception of FAO’s involvement with the libraries from the point of view of the librarians themselves in order to strengthen the connections.

History

The ABCs for Nonprofits came out of the attempt on the part of several Appalachian libraries to become part of The Foundation Center’s network of Cooperating Collections. The Foundation Center’s policy of granting this designation to only one library per identified region left two libraries (St. Clairsville and Nelsonville) without the benefits of The Foundation Center’s help and materials. In order to rectify this situation, and offer better materials access to residents and workers in the 29-county region of Appalachia, the Foundation for Appalachian Ohio set up the Appalachian Business Centers for Nonprofits program and assisted the libraries in developing collections primarily in the area of grant writing and research. However, despite garnering some early interest, the ABCs have not seen increased traffic from nonprofit staff and other community members interested in its resources. FAO’s involvement in the ABCs for the last several months has been minimal. In addition, an initial partner in the project, the Ohio Association of Nonprofit Organizations (OANO), has experienced staff restructuring that has limited its involvement as well.

Assumptions

This report starts with several assumptions based on the history of the ABCs’ creation, the missions and staff of the Foundation and the ABCs for Nonprofits, and the current activities and scope of the project itself:

- ABCs are a project of the Foundation for Appalachian Ohio but function as separate entities; the ABCs will require a portion of a staff person’s time at FAO to direct the program if it is to grow.
- The librarians working on the ABCs do not have specific knowledge of nonprofit organizations but should gain knowledge of their core holdings and should be trained in grants research methods.
- Appalachian nonprofit executives do not have other access to materials held by the ABCs except if they are willing to travel to northeastern or central Ohio—a two hour trip each way.
- Nonprofit executives for Appalachian nonprofits need practical results and answers to their questions more than they need theoretical models.

The strategies and activities suggested in the following pages take account of these conditions and opportunities. The proposed plan of action addresses both immediate and short-term opportunities for FAO to make a difference in the growth of the ABCs and to assist in their fundamental need: more users of the materials. This plan was based on the following complementary research activities described below.

Methods

Interviews with ABC staff

Interviews were conducted with three ABC staff librarians who are charged by their libraries' administration with oversight of the collections. Interviews were conducted with three ABC staff librarians who are charged by their libraries' administration with oversight of the collections; librarians were asked the following questions in random, conversational order:

What's working now with the ABC? What's not? What can FAO do right now to help this situation?

What are some of the challenges as you see them? (location, library infrastructure and mission, etc.)

How does the ABC fit with what you and the library already do?

What do you need from the Foundation for Appalachian Ohio in the short and long term to make your ABC collection a viable and thriving resource?

What would make you feel more involved and interested in the program? What would make your administration get behind this idea?

What is your goal for the ABC in your library? How does the partnership with FAO fit into that goal?

Although ABCs for Nonprofits is a project of the Foundation, they are collections of materials housed in public or regional libraries and as such also have to work within the opportunities and limitations provided by the libraries.

Researching the field

Research was conducted on a variety of projects: existing nonprofit technical assistance providers who also have some sort of materials collection and provide seminars and workshops (CompassPoint, Texas Nonprofit Management Assistance Network, state nonprofit associations, etc.); special library initiatives and investigations such as the Benton Foundation's reports on the future of libraries; existing special libraries "conversations in the field"; and general knowledge of Ohio's nonprofit technical and management assistance providers.

Plan of Action and Recommendations

The following recommendations are intended to help the ABCs for Nonprofits project get back on track and continue growing and developing as an important function of FAO's service to the community:

Baseline Activities Crucial for Success

Needs survey to nonprofit community

Although a survey of Appalachian nonprofits may appear to be a longer term objective, it is truly a fundamental activity. FAO must obtain information that helps the Foundation decide whether the ABCs for Nonprofits are, in fact, a crucial resource for the region and a worthwhile expenditure of limited Foundation dollars.

The lack of use of the materials is certainly a symptom of the lack of knowledge in the host communities that the centers do exist. However, it could also be a symptom of the lack of interest on the part of the nonprofit community. Only a survey will help arrive at a more knowledgeable response to this question. Online survey instruments are relatively simple to prepare, inexpensive, and offer respondents a quick and easy way to participate. FAO also receives results as soon as respondents begin to answer questions, and most online survey services offer at least basic tabulation of answers.

The goal of the survey is to provide feedback about materials acquisition and also what would prompt nonprofit executives to use the ABCs. Survey responses will help us develop strategies and materials that will target the nonprofit executive audience. Using a combination of paper surveys and online services such as SurveyMonkey (*www.surveymonkey.com*) may guarantee the greatest number of responses. Another guarantee of good response is to attach an incentive of some sort; for example, the first 25 respondents could receive a free pass to one of the ABC or FAO workshops in 2004. In addition, one of the survey questions may flag potential experts for FAO and ABC staff to develop in any step toward networking across the region.

Identifying the needs, and then asking if the ABCs for Nonprofits are the best vehicle to fulfill those needs, is critical to determining the future of the ABCs. **A sample needs survey is attached as Appendix A.**

Consistent marketing to nonprofits

All librarians thought the number one reason for the lack of patronage was that community members don't know the resources are there. The libraries do not have marketing and advertising budgets and so rely on newspaper stories, editorials, or public service advertisement for their public relations activities. The Foundation could be quite helpful by creating and disseminating marketing materials for the ABCs. In the longer term, these materials will also reflect the opportunities identified by the survey of nonprofit needs.

Relevant material on library usage and marketing comes from two Benton Foundation reports, "The Future's in the Balance" and "Buildings, Books, and Bytes"; both reports focus on the ways to increase traffic in libraries by positioning librarians as "knowledge navigators" and libraries as portals to a wide variety of electronic and print resources. Given that the audience of the ABCs is even more specialized, the findings of these reports should be taken into consideration when thinking about branding the ABCs.

Marketing materials should be easily identifiable, simple and stark, and be "on message" for one of the core messages.

The goal is that nonprofit executives understand immediately the goal of the ABCs: to help them create effective organizations that benefit their communities.

The first stage of this marketing of the ABCs should include two rounds of mass mailings to nonprofit organizations in the 29-county region (February and April). These mailings should be short, evocative messages. The first postcard identifies

Core messages

Core messages for the ABC brand:

- ABC librarians as "information navigators"
- ABCs as answer stations to nonprofit questions
- ABCs as hub of nonprofit activity and information

the ABC website location and alerts recipients to the resources available to their communities. The second post card, sent 1 – 2 months after the first, focuses on the message about local access to important materials, reminds recipients about the ABCs and offers a quick listing of resources available. One or both of these basic messages could also be placed as a PSA or paid advertisement in local newspapers.

Samples of marketing materials may be found in **Appendix B**.

Immediate, regular communication

One of the librarians who is new (August 2003) to her position was not involved in the initial discussion and planning for the ABCs for Nonprofits, so her knowledge of FAO was limited. However, she also has not received any communication from the Foundation since she's been in her position. The other librarians, both of whom were involved in the inception, had more to say about their ideas for the centers but also mentioned that communication and support from FAO has been lacking. Lack of communication is fertile ground for a falling away of interest on the part of librarians.

First and foremost is living up what ABC librarians already expect, the training from The Foundation Center to be organized and hosted by FAO:

Organize Foundation Center train-the-trainer workshop

All librarians mentioned wanting professional development opportunities, specifically around Foundation Center materials, in order to be better advocates for the collections and better resources for their patrons. The Foundation Center – Cleveland staff has already expressed interest in providing this training; it's up to FAO staff members to make it happen by arranging this training (see details below).

A second structured communication opportunity is to articulate as a group a vision for the ABCs that involves everyone:

Begin a strategic planning process to activate energy

In addition, a meeting between FAO and the ABC staff seems in order. The last meeting between all parties was last spring, and at least one host library has had a staff change since then. A facilitated meeting with specific objectives would help professionalize the network

The formal goal of this meeting should be to begin to develop the initial pieces of a strategic plan for the ABCs for Nonprofits: crafting a vision, articulating shared goals and values, and refining or supplementing the mission. This meeting should include stakeholders such as the ABC librarians, FAO staff, representative FAO board members, and representatives of nonprofit organizations.

The informal goal of this meeting is to reenergize the FAO and ABC staff members. One way that this can happen is through the use of a facilitator trained to help develop group cohesion and communication with structured exercises and prompts designed to achieve synergy and consensus around why the ABCs are important. If the use of a facilitator is not possible, simple exercises found in facilitation manuals can go a long way to allowing the participants a chance to identify and express their commitment to the project.

More formalized strategic planning processes could take place in additional ongoing meetings: identifying opportunities aligned with the

ABCs' mission, prioritizing the range of possibilities, creating a plan based on this work, etc. Participating in group goal-setting is one of the best ways to achieve buy-in on any type of project.

If the ABCs for Nonprofits continue to be an important outreach project from FAO to the Appalachian nonprofit community, FAO staff time must be devoted to its development and support, both for the projects listed above as well as less structured but equally important communications:

- Regular, purposeful emails to each librarian from FAO staff (and volunteers as appropriate); it's often helpful to structure reminders in an electronic calendar as recurring appointments
- Periodic visits to the ABCs for Nonprofits centers by FAO staff
- Updates on Foundation activities designed to increase traffic at each center (marketing, PSAs placed, etc.)
- Updates on funding and resource commitments to the ABCs

All three ABCs for Nonprofits, even the center located in Nelsonville near the Foundation's offices, do not yet see the Foundation staff as potential resources for answering questions they may get or have. One location uses and refers to the local county community foundation much more than she does the FAO. Aside from staff time, FAO may want to investigate the possibility of establishing a volunteer advisory committee that would help with ABC development.

Create additional avenues of communication to the public and users

Website development for the ABCs is part of an immediate need for regular communication coming out of the Centers and FAO. Initial marketing materials should contain the

The domain name *abcsononprofits.org* is available. FAO's current ISP can be utilized to establish the domain name as a part of FAO's website. The maintenance of the ABC site can be initially incorporated into the Foundation's ongoing maintenance of its own site.

The ABC website should include at its inception:

- Lists of holdings of each center
- Center hours, description, travel directions
- For further information or questions contacts

ABC librarians and FAO staff should eventually have access to the website for updates and augmentation; for now, the website will be not only a way for the centers to communicate to the public but also a way for them to easily identify each other's hours, holdings, and contact information for better communication between them. Links on the FAO website will direct those visitors to the ABCs' site once the ABC site is up and running.

Further development of the website could include new item updates, annotations for all core materials, a calendar of activities and training for each center, link to other nonprofit resources, etc.

Professional development of ABC staff

All librarians want to know more about the Foundation Center materials and how to use the FC Search database. Although one of the librarians had already

participated in training from the Foundation Center, she was interested in “train-the-trainer” type of instruction as well so that she could be a better resource to her patrons.

Training in grants research (train-the-trainer format) should happen in February or March to prepare for April workshops that librarian staff will be offering to the community. At least twice a year, ABC librarians should hold sessions in basic grant research; depending on demand, these sessions could be held even more often.

Training in web-based research, funder evaluation, and other courses offered by The Foundation Center should be given to the ABC staff that will allow them to assist patrons with other grant-seeking needs and questions. This training could coincide with a meeting at FAO where librarians will have time to network and talk with FAO staff. The training could happen at one location with all three librarians attending; based on their responses, an additional set of trainings for more staff at the host libraries will be welcome. Training other staff on Foundation Center databases and reference materials may prompt those staff members to take an interest in the collection and mention it to patrons with whom they come in contact.

In addition, librarians were interested in professional development that helps them learn about the other materials they have as well as about nonprofit organizations in general. All librarians were interested in expanding the existing collection to include books that cover a wide range of topics of interest to nonprofits; however, they were not able to identify what those might be and will need some assistance in locating appropriate materials. The Foundation’s role in the professional development of the librarians should be as substantial as the librarians might individually wish.

Beyond Crisis: Basic Planning and Development

Seminars and other programming

All librarians mentioned having workshops and events in or near the ABCs for Nonprofits is an important part of FAO’s responsibility to the project. The Foundation has access and connections to nonprofit experts and service providers that the ABC librarians do not have. However, participating library staff must have the opportunity to contribute to the workshop. As part of the marketing strategy for the ABCs, librarians should be positioned as “knowledge navigators,” able to assist nonprofit patrons in finding answers to their questions. Librarian staff may create materials lists of library resources for the particular topic, for example. They should also function as hosts of the sessions as much as possible. Outside presenters should receive help from the librarians in incorporating references to the ABC materials into their presentations and handouts. In some cases, library personnel may wish to take over specific events and reinforce their position as knowledge navigators.

An initial set of short workshops may be easier to implement immediately. Lunch Breaks, ongoing, consistent, informative sessions for busy executives, are 1½-hour workshops are designed get participants in the ABC locations on a very regular schedule but do not require the time commitment of a half-day workshop. Participants know that there is a scheduled activity every 2 weeks and know that the structure is such that they will leave with specific tools and strategies they can apply immediately.

OANO has had great success the last several years with monthly luncheons similar to this format offered by Hahn Loeser + Parks, LLP. Many businesses specifically geared toward nonprofits may be willing to provide speakers or

sponsorships. The only location where these meetings may be a problem is the St. Clairsville center: as a college campus, space is at a premium and the library does not have its own meeting room.

Evaluating feedback from the needs survey and from the Lunch Break sessions will allow a fuller identification of what may draw an audience and increase traffic in the ABCs. This analysis might lead to the next steps in curriculum development:

Develop further curriculum content and leaders, including ½-day and full-day workshops, based on survey data and results of evaluations

Evaluating the needs survey and the feedback from Lunch Break sessions held will allow us to identify what actually draws an audience and what that audience responds to most often.

Investigate CEUs for social workers and other professionals

Creating a formal partnership with a local United Way may be one way to offer continuing education credits in the field of social work; further opportunities could include CLE credit for attorneys and CEUs for accountants and fundraisers. One librarian mentioned continuing education credits as potentially an important draw for the audience.

A sample sequence of short workshops is attached as **Appendix C**.

Identify ongoing resource commitment

The Foundation for Appalachian Ohio must identify, as a result of the needs survey, strategic planning activities, and constant communication with the libraries, its ongoing resource commitment to the project. This resource commitment could include formally dedicating part of the time of an FAO staff member to ABCs for Nonprofits' development as well as identifying the expenditures FAO is willing to make on behalf of the project. Librarians involved in non-Foundation Center Cooperating Collections mentioned the availability of funds as a primary reason for continuing the project (the other was the likelihood of developing strategies to increase the number of users), especially because Foundation Center items are quite costly. All the librarians were puzzled about FAO's monetary commitment to the project and unsure about the Foundation's availability as a future resource.

Future Activities

Collection and content development

Each librarian mentioned the future of developing the collection of materials. All three also pointed to the need to go beyond fundraising and grant research materials into management and leadership issues. A sample collection that would fulfill this request is listed in **Appendix D**. However, collection development should only happen after the needs survey and planning processes have determined that the ABCs for Nonprofits are a key community resource, and when the traffic at each center has increased as a result of the initial marketing activities and/or workshops.

Not all the ABCs contain the same materials. Although some variation between ABC locations is likely, all new and existing ABCs should contain a core set of materials. When making purchasing decisions, the ABC staff should prioritize materials which are workbooks or toolkits—resources that are immediately

practical with specific tools that nonprofit staff can use immediately. Although grant writing and fundraising resources should be highlighted, they should also be accompanied by reference and resource materials that run the gamut of subjects needed by nonprofit executives. Each librarian emphasized that she was willing to accept recommendations (e.g., booklists) from FAO about books and other published materials of interest to nonprofit executives.

Similarly, all librarians were interested in the possibility of including original content and computer-based training as part of the ABCs' resources. The development of original content should start with exercises and handouts from the Lunch Break and other workshops. Permission to hold these materials as noncirculating references should be obtained from workshop leaders and should be understood as a condition for presenting at the ABCs.

Original content may also include

- Research and reports on philanthropy generated by the Foundation for Appalachian Ohio and other local or statewide sources
- Toolkits, charts, graphic aids, etc., to help nonprofit executives in specific tasks such as “how to fill out a 990” or “sample formats for board meeting minutes” or “innovative employee evaluations”
- Computer-based training modules that could be used in the library by patrons who wish to receive tutorials on a variety of relevant subjects
- Guide to Appalachian Nonprofits An updated listing (electronic) of charitable organizations in the 29-county Appalachian region could be printed out in the library as a reference material and, later, incorporated into the ABCs' website

Distribute Standards for Excellence best practices packets to each ABC

The Standards for Excellence program, established and managed by the Ohio Association of Nonprofit Organizations (OANO), contains 32 educational resource packets with sample policies and procedures, outlines of relevant legal requirements, etc. Because of the ABCs' endorsement of this program, library personnel should familiarize themselves with the Standards for Excellence code of ethics, especially as the ABCs acquire any related materials. New resource packets developed by OANO should be requested by the Foundation for duplication and distribution to the ABCs. None of the libraries has a gift acceptance policy that would prevent their accepting original materials for the collections.

Expanding the program to additional libraries

Other library sites should not be established until the need for those sites has been established and the three flagship sites have been further developed using some of the strategies outlined above. Once that happens, the Foundation has something to bring to other partnerships.

Existing libraries should be involved in the decision-making process for any new ABC sites, and the current librarians should also take part in policy development to guide those decisions. Key elements of the policy include a commitment of the library to purchase the core resources, to communication with the FAO staff and other ABC librarians, and to professional development; and a commitment by FAO to startup funding assistance, curriculum development and marketing, and further development of original content for the

ABCs that will increase traffic in the libraries. A sample library policy to jump off from is attached as **Appendix E**.

Website development

The ABC website development should continue by adding the following basic items:

- New Items update
- Annotations for all core materials
- A calendar of activities and training for each center
- Resources for Nonprofits links to websites and other helpful information
- Ability to sign up for a mailing list or workshop
- Link for libraries that wish to participate with description, policy, etc.

The website is primarily used as a communications medium and a way for potential users to “browse” the collections and decide what resources may be useful to them. In addition, the website itself will contain links to other resources that librarians may use in assisting their patrons.

Budget

Budget for immediate baseline activities:

<u>Item/Activity</u>	<u>Cost</u>
<u>Personnel</u>	
Foundation Center Trainer	\$0
<u>Nonpersonnel</u>	
SurveyMonkey electronic survey membership ¹	\$240
Domain name purchase	\$45
Design and printing ² estimate	\$750
Postage ³ estimate	\$650
TOTAL	\$1685.00

¹ \$19.95/month for unlimited surveys; however, a year’s commitment is not necessary.

² Two postcards, both 3-color on both sides. Print run of approximately 1500 each.

³ Assumes mailing of needs survey and two postcards to the FAO database of approximately 1200.

Appendix A: Needs Survey

The staff of the Appalachian Business Centers for Nonprofits thanks you for completing this survey. Your assistance will allow us to find materials and resources best suited to nonprofit staff and executives in our region. Please answer the following questions as completely as you can. For questions 3 – 7, you may choose more than one answer if needed.

1. Have you used the resources of the Appalachian Business Centers for Nonprofits?
 - a. Yes
 - b. No (skip to 4)
 - c. Don't remember
2. If so, which location did you visit?
 - a. Portsmouth Public Library
 - b. Nelsonville Library
 - c. Ohio University-Eastern campus
3. What caused you to visit the ABCs?
 - a. Looking for a specific book
 - b. Needing help finding funders
 - c. Researching potential funders
 - d. Attended a workshop or event
 - e. Other: _____
4. What might prompt you to visit the ABCs?
 - a. Knowing what published materials are there
 - b. Having help locating materials
 - c. Having an expert to talk to about my situation
 - d. Workshops or other events held at the ABCs
 - e. Sample policies that I can adapt to my organization
 - f. Data and research on the Appalachian region
5. Which topics interest you?
 - a. Board development
 - b. Fund raising
 - c. Grant writing
 - d. Leadership skills
 - e. Management skills
 - f. Marketing
 - g. Nonprofit law
 - h. Public policy
 - i. Other: _____
6. What would prompt you to attend an event held at the ABCs?
 - a. Low cost
 - b. Receiving continuing education credit
 - c. Lunch included
 - d. Knowing other executives were there
 - e. Knowing funders were there
 - f. Covers a topic I am interested in
 - g. National speaker
 - h. Other: _____
 - i. Would not attend.
7. Given the opportunity, would you be willing to serve as a resource for other nonprofit leaders?
 - a. Yes
 - b. No
 - c. Don't know

Appendix B: Marketing

Postcard 1

Implicit message: The librarians at the ABCs know how to find what you need

Audience: Nonprofit executive directors and staff members

Format: Postcard (and potentially signage). Inside of postcard lists library locations, hours, contact name, etc. This postcard is the first to be mass mailed.

Inside text should be succinct:

We know the resources you need to help you serve your community better. Bring this postcard to your regional ABC to receive a free short training on using online and digital tools to search for funding sources and grants!

Call your ABC to make an appointment:



Postcard 2

Implicit message: Local access to resources that will help you achieve excellence; play on traveling metaphor emphasizes regional connection

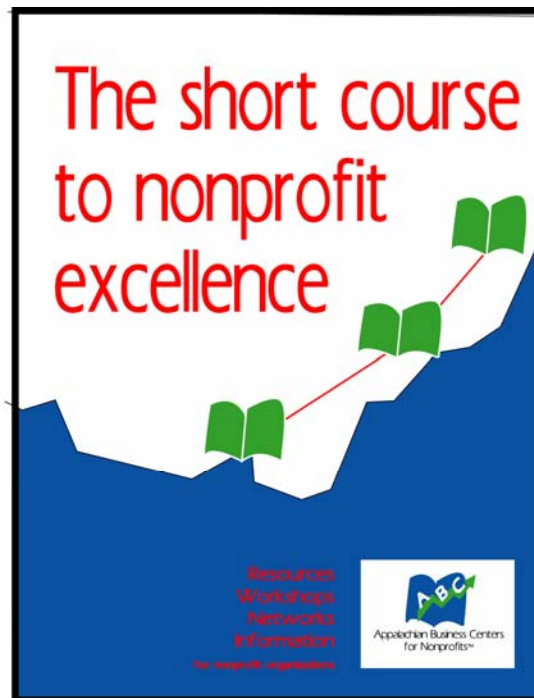
Audience: Nonprofit executive directors and staff members

Format: Postcard (and potentially signage). This could be on the first page of the web page, with clickable links to the locations. It can also be the cover of a larger folder containing the printout of the core book collection available at each ABC. Later, informative text “How to get the most out of the ABCs” could serve as a guide for self-study using a plotted course of materials from a core range of materials beyond grant writing and research.

Inside text for postcard:

Why travel all the way to Columbus or Cleveland? We have the resources that can help you build your organization’s capacity to serve your community – because it’s our community, too!

<Very short list of the best titles, including FC Search>



Appendix C: Seminars and workshops

	Dates	Topic	Rationale
Focus on Grant Writing	April 6, 7, 8	Basics of grant research	<i>Focus on grant writing gets audience in the door with a topic we know they are interested in. This also leads up very nicely to the Foundation's due date in September. In August, a larger event cosponsored with OGF, FC, and OANO should happen.</i>
	April 20, 21, 22	Overview of grants and grant writing	
	May 4, 5, 6	Examining a funder's RFP	
	May 18, 19, 20	Writing the statement of need	
	June 1, 2, 3	Goals of your fundable project	
	June 15, 16, 17	Objectives that match your goals	
	June 29, 30, July 1	Describing your activities	
	July 13, 14, 15	Grant budgets: the price of activities	
	July 27, 28, 29	Your evaluation component	
	June 22, 23, 24	Introduction to the Standards for Excellence	
Focus on Fundraising	Sept. 7, 8, 9	Basics of grant research	<i>At this point we may know more about what nonprofit executives in the region want. Fundraising may be a safe topic no matter what.</i>
	Sept. 21, 22, 23	Earned income strategies	
	Oct. 5, 6, 7	Valuing volunteer time and donations	
	Oct. 19, 20, 21	Boards and fundraising	
	Nov. 2, 3, 4	Communicating with your community	
	Nov. 16, 17, 18	Major gifts	
	Dec. 7, 8, 9	Writing editorials and press releases	
	Dec. 14, 15, 16	Standards for Excellence introduction	
(Alternate)			
Focus on Leading and Managing	Sept. 7, 8, 9	Evaluating your mission statement	
	Sept. 21, 22, 23	Setting priorities based on your mission	
	Oct. 5, 6, 7	Building better board relationships	
	Oct. 19, 20, 21	Communicating with your community	
	Nov. 2, 3, 4	Finding partners and collaborators	
	Nov. 16, 17, 18	Creative problem-solving	
	Dec. 7, 8, 9	Managing change	
Dec. 14, 15, 16	Standards for Excellence introduction		

Appendix D: Core collection

In compiling this booklist, the emphasis was placed on resources containing practical tools. The booklist includes the basic books of nonprofit management as well as books on fundraising. It represents how the ABCs' collections could develop to cover all areas of interest for nonprofit organizations.

Resource Title	Current holdings		
	Ohio U.- Eastern	Portsmouth	Nelsonville
FC Search CD-ROM, updated annually	X	X	X
Foundation Center's Guide to Proposal Writing	X	X	X
Foundation Directory, Part 1	X	X	X
Foundation Directory, Part 2	X	X	X
Guide to Ohio Grantmakers 2003	X		X
Guide to Grantseeking on the Web	X		X
Corporate Giving Directory (Taft Group)			X
The Wilder Nonprofit Field Guide to Fundraising on the Internet			
Winning Grants Step by Step (Carlson, Mim)	X		
How to Write a Grant Proposal (Carol Carter New, James Quick)			
Secrets of Successful Fundraising (Carol Weisman)			
Venture Forth! The Essential Guide to Starting a Moneymaking Business in Your Nonprofit Organization (Larson, Rolfe)			
How Foundations Work: What Grantseekers Need to Know About the Many Faces of Foundations			X
Lobbying and Advocacy Handbook for Nonprofit Organizations (Marcia Avner)			
Meeting the Collaboration Challenge Workbook Set: Developing Strategic Alliances Between Nonprofit Organizations and Businesses (Peter Drucker)			
Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations, 2nd Edition (John Carver)			
The Nonprofit Membership Toolkit (Robinson and Klein)			

Resource Title	Current holdings		
	Ohio U.- Eastern	Portsmouth	Nelsonville
Build a Better Board in 30 Days: A Practical Guide for the Busy Trustee (Carol Weisman)			
The Manager's Guide to Program Evaluation (Mattessich, Paul)			
Strategic Planning Workbook for Nonprofit Organizations (Barry, Bryan)			
The Jossey-Bass Guide to Strategic Communications for Nonprofits			
Coping with Cutbacks: The Nonprofit Guide to Success When Times Are Tight (Angelica and Hyman)			
Bookkeeping Basics: What Every Nonprofit Bookkeeper Needs to Know (Ruegg and Venkatrathnam)			
How to Form a Nonprofit Corporation in All 50 States <i>5th Edition</i> (Mancuso)			
Guidebook for Directors of Nonprofit Corporations (Overton, editor)			

Additional future core items

The BoardSource Board Bookshelf

Includes the complete library of governance publications and videos (over 50) produced by BoardSource (formerly the National Center for Nonprofit Boards). BoardSource sells the entire set for \$1545 for nonmembers, \$1160 for members. The Foundation could likely negotiate a discount for bulk purchase for 3 or more centers.

Standards for Excellence

Guide to Appalachian Nonprofits

An updated listing (electronic) of charitable organizations in the 29-county Appalachian region could be printed out in the library as a reference material and, later, incorporated into the ABCs' website.

Appendix E: Sample library policy

This library policy draft was based on a variety of Ohio library policies as well as the Foundation for Appalachian Ohio's Memo of Understanding for cooperating libraries.

Overview

The Appalachian Business Centers for Nonprofits™ is a collaboration of Appalachian public and university-based libraries, the Foundation for Appalachian Ohio and the Ohio Association of Nonprofit Organizations. The ABCs are special collections housed within libraries that are readily accessible to nonprofit executives and staff from the Appalachian region. The collection aims

The partners share a common commitment to nonprofit excellence. Each library, as a participating Business Center, has organized and holds a unique reference section to ensure adequate provision of resources that build nonprofit excellence by building the capacity and effectiveness of nonprofit organizations.

Through this agreement, participating libraries aim to extend and deepen the strength of their collections by focusing acquisitions and development efforts in the nonprofit and philanthropic areas. This cooperative undertaking will allow the library to systematically build a more extensive collection and reach out to defined populations and audiences.

Purpose of the ABC Collections

The purpose of the ABCs for Nonprofits is to serve the greater Appalachian Ohio community by assisting nonprofit staff and executives to increase their knowledge and skills in management, development, and leadership. To fulfill this purpose, the ABCs for Nonprofits acquires, makes available, and encourages the use of materials in the ABC collection by members of the nonprofit community and the regional community at large. The ABC collections furnishes both circulating and noncirculating materials, provides resources for research in the library building, and provides access to worldwide databases through the Internet.

Collections Defined

The collection of materials in the ABCs for Nonprofits includes resources in print, audiovisual, and electronic formats selected especially to appeal to the nonprofit community audience.

Although the host library has the authority and responsibility for collection development and management, the Core Collection and Original Materials (see below) comprise the minimum acceptable collection of materials that enable a library special collection to be denoted by and participate in the ABCs for Nonprofits network.

Core Collection Defined

At the heart of the ABCs is the core collection of materials selected as a result of evaluation by the Foundation for Appalachian Ohio staff and consultant evaluators. The core collection is reviewed annually for the inclusion of additional published materials.

Libraries interested in participating in the ABCs for Nonprofits network of collections will be furnished the appropriate initial core collection list (which should be attached to this policy) as well as the yearly updates of additional materials. Libraries must agree to the purchase of the initial core collection list and any subscriptions or updates to these materials.

Original Materials Defined

Original materials are those materials created by the Foundation for Appalachian Ohio or its partners or affiliates to be housed in the ABCs' collections. Original materials, including the OANO Standards for Excellence resource packets, are noncirculating resources designed for reference and research only.

The addition of material to the ABCs does not constitute or imply agreement with or approval of its content on the part of participating libraries. The original materials are identified as originating from the Foundation for Appalachian Ohio and are copyrighted as appropriate by the Foundation or the author(s).

Selection of resources

Materials in the core collection and original materials are selected for their unique contribution to the basic assumptions and practices of nonprofit organizations in the U.S.

Additional resources beyond the core collection and original materials defined above will be the responsibility of the participating library. Foundation staff members will make ongoing recommendations to the ABCs by researching and identifying new publications of interest to the nonprofit community.

Selection of library sites

Interested libraries should submit a letter of inquiry to the Foundation for Appalachian Ohio which outlines their current holdings in the nonprofit management and capacity-building arena. Library administrators should then meet with FAO staff members and be apprised of the ABCs' policy. Libraries wishing to become ABCs for Nonprofits will agree to the terms outlined in a Memo of Understanding which will cover

- Procurement of core collection materials,
- Maintenance of the collection,
- Clearly identified area for the collection, and
- Designation and training of staff members.

The Memo of Understanding may be amended to accommodate the special needs or unique collections of participating libraries. When identifying potential partnership sites, the following will be taken into consideration:

- The accessibility and location of the potential participating library, especially in relation to existing ABCs and population centers.

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- The accessibility and location of the area where the ABC materials will be held.
 - The availability of library staff to participate as partners and to participate in training and development programs.
 - The library's ability to accommodate ABC workshops and seminars.
 - The commitment of library administration to the mission and purpose of the ABCs.

Additional Responsibilities

The ABC libraries, in order to increase traffic and usage of the collections, will host a curriculum of workshops designed to appeal to nonprofit executives. ABC libraries must have appropriate meeting space to accommodate up to 30-40 people. In addition, librarians who are providing oversight to the collection should be prepared to participate in workshops and other learning sessions held at the libraries; this participation may include introducing speakers, identifying topic-relevant materials in their collections, or offering attendees the opportunity to tour the ABC. Librarians will also attend two meetings of the entire ABC project staff per year.

To be revised during strategic planning processes and adopted by the Foundation for Appalachian Ohio board of directors.