

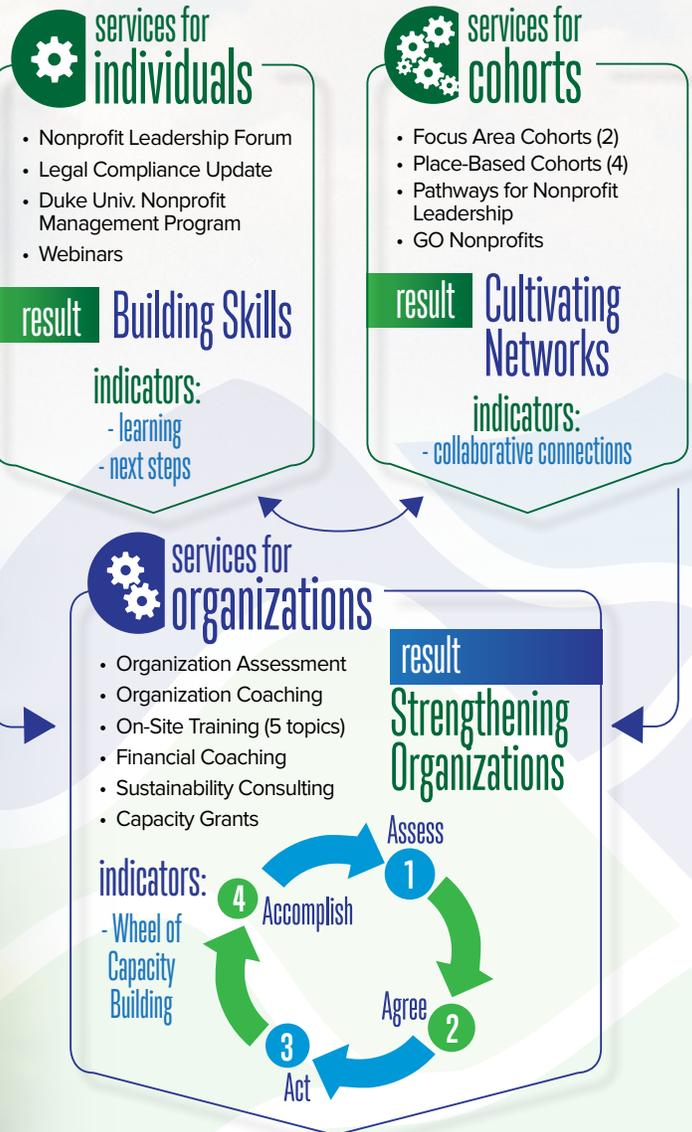
Western North Carolina is a special place. We have a thriving arts community across the region, world-class health care facilities, innovative human service and education programs, the Eastern Band of the Cherokee Indians, and breathtakingly beautiful outdoor spaces. Nonprofit organizations support and enrich every one of these assets and many others—where would we be without our nonprofits?

WNC Nonprofit Pathways works to build nonprofit sustainability across all of these mission areas in the diverse eighteen counties of our region.

PROGRAM RESULTS REPORT



Pathways' Theory of Change



Strengthened nonprofit sector in WNC



services for individuals

- Nonprofit Leadership Forum
- Legal Compliance Update
- Duke Univ. Nonprofit Management Program
- Webinars

result: Building Skills

indicators:
- learning
- next steps

PATHWAYS REACHED 225 nonprofits IN FY18 WITH Building Skills Services

“At Children First/Communities in Schools, our work is our passion. We find that when staff and board members attend Pathways’ workshops, they bring back a sense of renewal, new knowledge, and that validating feeling when they learn that we are on track. Individuals benefit personally and then bring it back to influence the whole organization. With significant transitions in important roles, we make sure that new staff take advantage of relevant Pathways offerings. We find that the Pathways workshops are easily available, cost-effective, and just as good as or better than a training we might travel to beyond Western North Carolina.”



Natasha Adwaters
Children First/Communities in Schools of Buncombe County

“MANNA FoodBank has a conscious strategy to develop and retain our staff by implementing professional development goals for every employee. As a large, regional nonprofit, we have to be exceedingly mindful of our resources. We have found Nonprofit Pathways to be our go-to place for local, affordable, and effective training offered by reputable, trusted leaders in the community.”



Hannah Randall
MANNA FoodBank

“I became Executive Director of Mitchell County Animal Rescue to help animals, and I didn’t know anything about nonprofits. Pathways classes and workshops have all been super helpful for me to learn the skills I need to manage our organization while we live out our mission. Each class is full of information and taught by expert instructors. Our board members have recently begun taking classes too, and say that they are amazed at the amount of knowledge and skills they have learned through the process. We sure get a lot for our money and time spent with Pathways!”



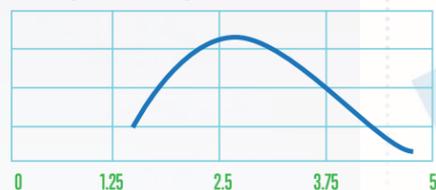
Patricia Beam
Mitchell County Animal Rescue

stats

2 SIGNATURE EVENTS
20 FUNDAMENTALS AND DUKE CLASSES
2 WEBINARS

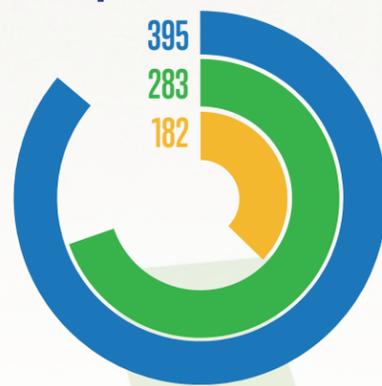
The majority of participants surveyed reported an average knowledge increase of three points on a scale of 1 (nonexistent) to 10 (extensive).

average learning increases

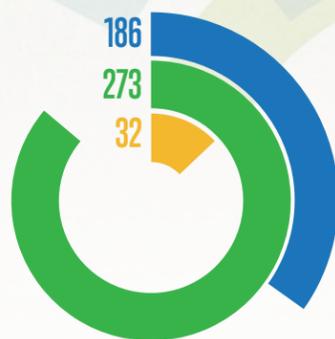


■ SIGNATURE EVENTS ■ DUKE CLASSES ■ WEBINARS

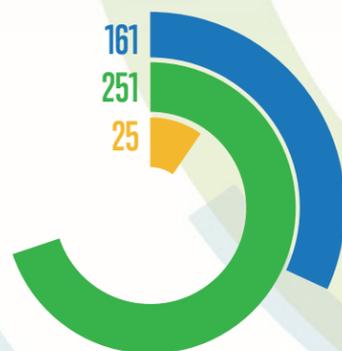
individual participation



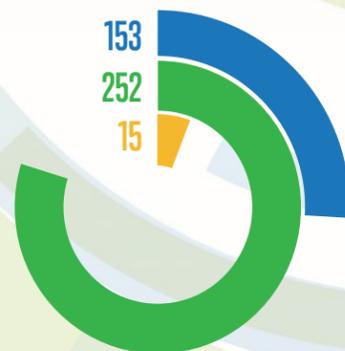
surveyed



learned



next steps



INVESTMENT IN FUNDAMENTALS CLASSES PAYING OFF:

Participation, rates of learning and next steps in Pathways’ Nonprofit Fundamentals classes are consistently high relative to other workshops. Follow-up coaching is provided to organizations participating in these workshops, however, the rate of utilization of this coaching remains low.

COMPARING BUILDING SKILLS RESULTS:

Surveys from Signature Events and Duke Nonprofit Management Program workshops consistently show higher learning rates and next steps than Webinars. This is not surprising, given that Signature Events and Duke workshops are longer in duration than webinars, more interactive in design, and conducted in person rather than online.

DRILLING DEEPER INTO SIGNATURE EVENTS:

The Nonprofit Leadership Forum is an event with a big-picture perspective each year, designed to get participants to think about an important issue in the nonprofit sector. Surveys from this event therefore tend to show a lower percentage of participants leaving the event with specific next steps than the Compliance Update, which is focused on concrete action planning around nonprofit compliance issues.

CORRELATION WITH STRENGTHENING ORGANIZATIONS:

Data shows that participation in Pathways’ Building Skills services correlates with organizations jumping onto the Wheel of Capacity Building. However, higher participation in Building Skills services does not correlate with faster progress on the Wheel.

services for organizations

- Organization Assessment
- Organization Coaching
- On-Site Training (5 topics)
- Financial Coaching
- Sustainability Consulting
- Capacity Grants

indicators:

Wheel of Capacity Building

result

Strengthening Organizations

Goals ACCOMPLISHED 2011-18



“Having worked in a larger nonprofit, I learned the value of a very strong organizational core. If you’re always putting out fires internally, it takes away from your mission. Through the work the Hinton Center has done with Nonprofit Pathways, we’ve been able to focus on the core so that we’re strong in all the major areas and now we’re building our backup. From that place of strength, we’re to the point that we have a collaborative impact in the larger community. We can provide models and support for smaller nonprofits in the region.”



Jacqueline Gottlieb
The Hinton Center, Clay County

“How do we stay focused on getting stronger? It all starts with having an engaged board. Realistic capacity-building goals are interwoven into our strategic plan, and both board and staff review this plan and our progress on a quarterly basis. We found seed funding to hire a phenomenal development director and then completed Pathways’ on-site Fundraising for Sustainability Training. This process has taken our board’s involvement in fundraising to a new level! With a continued focus on successful fundraising, we hope to expand our programming, reaching more children, families, and early childhood educators in our community.”



Amy Barry
Buncombe County Partnership for Children

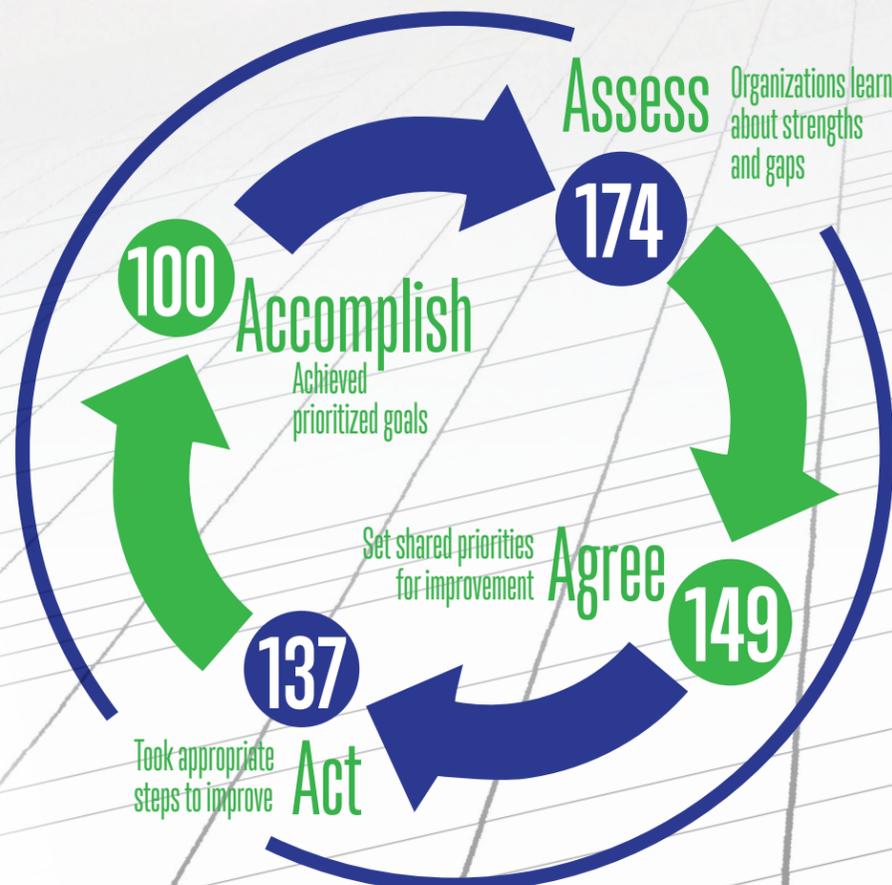
“One well-placed and well-heard observation can make all the difference! In our Board Best Practices Training, we asked the Pathways consultant: ‘You came to our Motown fundraising event—what could we have done better?’ He responded, ‘You should have asked me for money.’ We ran with it and made a pitch to the Motown guests this year. The result? We raised over \$16,000 from the guests at the event and came in \$15,000 over goal. Thank you, WNC Nonprofit Pathways!”



Maureen Copelof
Neighbors in Ministry, Transylvania County

stats

THE WHEEL OF Capacity Building 2011-18



significance

17 NEW GROUPS ON THE WHEEL IN FY18:

46 groups are actively addressing agreed-upon capacity building priorities. 33% of those groups are on their first time around the wheel and are addressing initial priorities.

COHORTS ENCOURAGE CAPACITY BUILDING:

Data show that groups with leaders involved in Place-Based, Focus Area, or the Pathways for Nonprofit Leadership cohorts are likely to focus on capacity building within their organizations. Of the 25 active groups that have accomplished one or more goals, 16 have leaders that have completed or are enrolled in the Pathways for Nonprofit Leadership Program and 7 are active in Focus Area Cohorts or Place-Based Cohorts.

WHAT STOPS PROGRESS ON THE WHEEL:

Of the 128 groups that are not currently active with Pathways, 76 accomplished at least one goal before stepping off the Wheel of Capacity Building. We find that a variety of factors cause organizations to pause in their capacity building, including executive transitions and a high demand for services being met by an under-resourced staff.

services for cohorts

- Focus Area Cohorts (2)
- Place-Based Cohorts (4)
- Pathways for Nonprofit Leadership
- GO Nonprofits

result Cultivating Networks

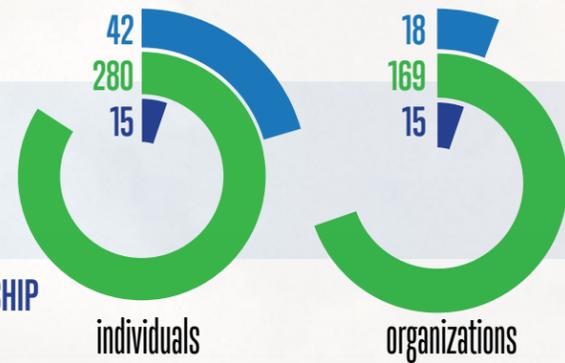
indicators:
- collaborative connections

outcomes FOR FY18

	learning	increased connections with cohort peers	increased collaborations with organizations in cohort	achieved program outcomes due to collaboration w/ cohort members	on wheel
FOCUS AREA	79%	33%	64%	57%	83%
PLACE-BASED	92%	-	-	-	23%
LEADERSHIP	100%	67%	20%	27%	63%

*The GO Nonprofits Cohort is in its first year of data collection. Results will be reported in next year's report.

participation INDIVIDUALS & ORGANIZATIONS FY18



FOCUS AREA PLACE BASED LEADERSHIP

WHAT PULLS THE GROUP MEMBERS TOGETHER?

PURPOSE

HISTORY

WHO IS INVITED?

WHAT IS OFFERED?

PATHWAYS FOR Nonprofit Leadership

To strengthen the skills and capacities of emerging WNC nonprofit leaders to move nonprofits forward in effective, sustainable ways

Leadership role in organization. (Executive Directors & rising leaders in organization)

Started in 2011, funded by Pathways' partner and statewide funders

Made up of ED's & rising leaders from across WNC (15-20/year), nominated by Pathways' funders

1 cohort/year, includes in-person retreats, executive coaching, peer webinars, and other learning experiences. January-June program; alumni program offers 2 learning events/year

Place-Based COHORTS

To extend Pathways' reach, provide opportunities for networking, and to involve rural groups in capacity-building

Rural geography: Avery/Mitchell/Yancey, Qualla Boundary, 7 SW Counties, Burke (formerly McDowell)

Started in 2013, funded by a variety of Pathways' funders

Open to nonprofit staff, board members, and volunteers from these regions

4 ongoing cohorts providing networking & learning events in each region: Avery/Mitchell/Yancey, Qualla Boundary, 7 SW Counties, Burke (formerly McDowell)

Focus Area COHORTS

To bring nonprofit leaders from similar organizations together to identify shared needs, work together and develop shared tools

Mission focus (Free & Charitable Clinics; Healthy Food Access)

Started in 2012, funded by BCBSNCF

Open to nonprofit staff, board members, and volunteers from the two cohort focus areas

2 ongoing cohorts providing networking & learning events based on needs identified by cohort, as well as individual capacity building services

GO NONPROFITS

To provide support to developing nonprofits

Small organizations led by and serving communities of color

Started in 2018, funded by Green Opportunities

Open to organizations invited by Green Opportunities that are led by & serving communities of color

Ongoing cohort providing networking & learning events based on needs identified by cohort, as well as individual capacity building services

"It has been wonderful to meet and work with other individuals in the Pathways for Nonprofit Leadership Program, hear how their different organizations are run, and recognize the similar challenges that we all face in the nonprofit world. The goal-setting and executive coaching have helped me to become a more proactive leader—I have developed a work plan and I'm already checking things off!"



Hope Huskey
Sequoyah Fund,
Pathways for Nonprofit
Leadership Cohort

"For Bounty & Soul, the timing of the Healthy Food Access Cohort has been perfect. The cohort has increased our understanding of other organizations doing this work, allowing us to build relationships and trust with those groups, which then creates space for further collaboration to take place. The racial equity workshop for our own board and staff was both enlightening and eye-opening. It has already strengthened our core board/staff team. We will roll up this racial equity focus into our current strategic planning process."



Bruce Ganger
Bounty & Soul, Focus
Area Cohort

"Collaborating with other nonprofit leaders to create Board Ready Burke helped us build better relationships with each other. It helped us learn what the other does, showed us new ways to collaborate and allowed us to share our passions for our nonprofits and our community. Since then, we've been exchanging information, referring clients back and forth and leveraging our relationships to serve our community in more impactful ways."



Alma F. Yáñez E.
Burke Health Network,
Burke Regional Cohort

By design, this area of Pathways' work is the most tailored and flexible. While groups need to fall into the category served by the cohort (region, focus area, etc.), there are no developmental criteria for participation. Cohorts allow Pathways to work with groups at various developmental stages, determine the groups' and the individual organizations' specific needs, and design customized programming to meet them where they are. This level of flexibility, however, also presents interesting challenges as we endeavor to establish consistent approaches to program evaluation.

Cohort work can be transformational. Because this work is open to all kinds of groups and also highly flexible, it provides a bridge for smaller organizations that are transitioning to reach the next level—it helps them get onto the Wheel of Capacity Building and keep it moving.

The built-in peer support of cohorts helps leaders feel supported and even be brave. Executive Directors report a decrease in their feeling of isolation, and a renewed sense of purpose and commitment.

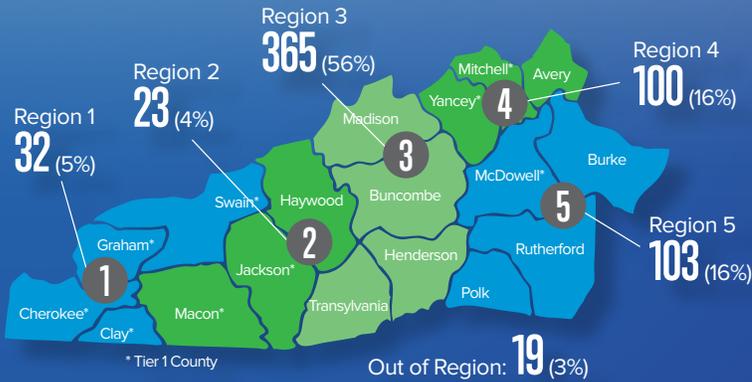
We have also seen this work help organizations form new, productive collaborations, including mergers. Cohorts help nonprofit leaders connect with other leaders, and organizations connect with other organizations.

trends

Nonprofits with a sophisticated understanding of their organizational needs exhibit a strong culture of capacity building and its relation to delivering quality and sustainable services. Organizations that consistently utilize Pathways' services report that the capacity improvements they make enhance their abilities to meet clients' needs and fulfill their missions.

Service & Organization Trends:

642 organizations benefited from Pathways' services in FY18. Where are they coming from?

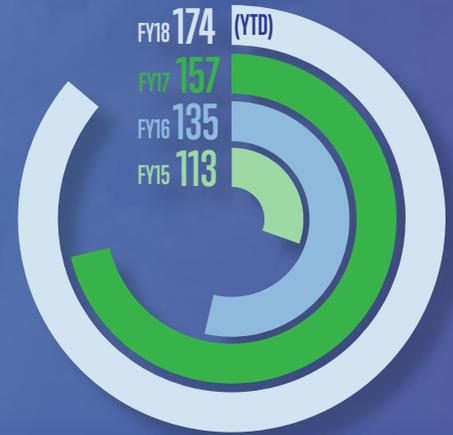


18-County Service Region including the Qualla Boundary

Participation: Groups from the more populated areas of WNC (Buncombe and Henderson counties, mainly) tend to make up the majority of participation in Building Skills and Strengthening Organizations services. Participation from organizations in regions with a Place-Based cohort has increased over time, but continued outreach to WNC rural nonprofits is needed.

Overall, data shows that participation in cohort activities helps nonprofit leaders approach their work with an organizational awareness that tends to lead to progress on organizational goals. Particularly, participation in the Pathways for Nonprofit Leadership Cohort is correlated with accomplishment of organizational goals. Participation in Building Skills services, on the other hand, appears to have a more individual, and less organizational impact.

groups on the wheel of capacity building



The number of groups on the Wheel of Capacity Building continues to increase each year. This trajectory tells us that our outreach efforts are paying off and that more and more WNC nonprofit organizations are prioritizing capacity building.

Within WNC nonprofit Pathways:

Over the past year, Pathways has had an increasing focus on exploring issues of equity, diversity and inclusion both within our internal structure and in our programming.

A few examples of this work are:

- Pathways' leadership has centered its meetings on questions of equity, diversity and inclusion.
- Pathways has intentionally increased the diversity of our pool of consultants and support for new consultants of color as they build their consulting practice.
- As opportunities have presented, we have taken advantage of ways to include equity, diversity and inclusion in our programming including an equity-focused Nonprofit Leadership Forum, Nonprofit Leadership Alumni workshop, webinar, and a laser-focus on equity and inclusion in the programming for the Healthy Food Access Cohort.



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Pathways' Partner Funders



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