Not-for-Profit Nirvana,

(Information professionals in…)

Anne T. O'Brien

Who/where? *Evolution…*

- **Info professionals in**
  - chemistry nonprofits
  - scientific nonprofits
  - nonprofits

4/17/2005

Contacts *via*:

- **Individual e-mail:**
  - 86 notes; 21 institutions reached
- **List-servs: 7**
  - CHMINF,
  - SLA (Sci & Tech., Future, Nonprofits, Assoc'ns, Museums),
  - CharityChannel (non-profits) Technology
- **Personal**

Anonymous, *Challenges*

- not enough $ into IT; support poor

- extremely broad range of inquiries & resources (bsns, intl, govt, educ, marketing, science)

- finding talent with the mix of necessary skills to hire

- do <u>not</u> find undue $ pressure…

Anonymous, *Satisfactions*

- Allows creativity

- Define own job; interesting work

- Appreciation direct & personal

- Know patrons well, anticipate their needs

- Educated population

4/17/2005

Anonymous, *Satisfactions:*

- Colleagues share purpose:
  - like-minded
  - ease in developing collection
- Cohesiveness … not found in public sector
- Keep learning broadly: business, competitive intelligence, science

4/17/2005

Anonymous, *Unique:*

- Wide range of knowledge; inquiries broad

- Still do research <u>for</u> patrons, as well train them.

- Importance of:
  - branding, marketing,
  - proving value

Keith Patterson, *Consultant*

- Escapee from the corporate world in the UK

- Managed medium-sized in house IT … 25 years.

- Executive Director for 3 separate organizations.

- Got involved with the nonprofit sector and now consult, but not for IT…

4/17/2005

Keith Patterson, *Challenges: time for IT*

- … smaller end of the sector – 0 to 12 paid employees – my comments apply to this level...

- While staff sometimes realize what IT could do to help their mission, they don't have the time:
  - to look into what could be done and
  - to implement much in the way of new systems.

4/17/2005

Keith Patterson, *Challenges: resources for IT*

- **Many NPO's live a fairly hand-to-mouth existence and find it difficult to commit resources for a prolonged implementation cycle.**

- **Consultants tend to:**
  - over-suggest what is feasible and then
  - not provide implementation support services.

4/17/2005

Keith Patterson, *Story*

- a group bought a highly-sophisticated donor management package for $19,000,
- trained:
  - Exec. Dir. (other priorities)
  - Another who soon left
- had no assistance from the consultant …
  - in how to set up or define the database:
  - what information would they be looking for over time
  - how to structure the db to provide it

4/17/2005

Keith Patterson, *Story, cntd.*

- ...they basically used it as a membership database.
- package provider:
  - cost a further $16,000 in consultancy services to get the application set up and working as it should have been from day 1.
- …A wasted opportunity in results, people and $ resources.

Keith Patterson, *Challenges: funding*

… the difference re IT:

- For-profits see it as a **service that needs funding**

- Not-for-profits (boards and staff) may see this also, but are unwilling or unable to find $

4/17/2005

Marion Conway*, Consultant to non-profits, 30 yrs. in Fortune 100 company.*

"Very large nonprofits are just like corporations.

My thoughts on smaller nonprofits…"

4/17/2005

Marion Conway, *Challenges: IT*

- **Understanding that technology:**
  - can improve their business
  - sometimes "should" result in reduction of staff
  - needs ongoing support
- **Lack of:**
  - protocols and policies for security, privacy…integrity
  - money to make investments
  - technology expertise on the staff

4/17/2005

Marion Conway, *Challenges: appropriate use of technology*

- Nonprofits:
  - slow to use email with their websites
  - frequently overbuy expensive fundraising software and
  - slow to see the benefits and lower costs of web based fundraising systems …E-Tapestry

4/17/2005

Marion Conway, *Satisfactions:*

- When they can do more with the same resources because of technology, NPO's are **appreciative**.

- Access to … resources (hardware, software, training) is available to nonprofits at steep discounts.

Marion Conway, *Satisfactions: when one helps NPO's to use technology effectively…*

- **Evaluation of programs is important to nonprofits:**
  - to improve quality of their programs & because
  - funders require it.

- **Technology can help nonprofits:**
  - do much better analysis of data,
  - develop reports that highlight results and issues &
  - provide funders much higher quality reports that can help future funding.

4/17/2005

Lynn Howard, *software provider , Frankston, TX*

- **… sometimes small nonprofits**
  - have not thought through their mission statement
  - haven't set out tasks for the software
  - have a new software tool but … what to do with it.
  - fall far short of the potential benefits they could achieve.
  - lack understanding of the tactics they might use …

The town was founded when the Texas and New Orleans Railroad was built through the area. … first residents moved there from Kickapoo, an old Indian battleground site. The old rail depot was converted into the Depot Library.

4/17/2005

Jean Sack, *Med. Informatics Consultant, Bangladesh*

- **In our 13 years here in Bangladesh:**
  - ○ built collections
  - ○ promoted resources for many not-for-profit agencies:
    - Mennonite Central Committee,
    - Grace International School,
    - American International School Dhaka,
    - HASAB HIV/AIDS Counseling Resource Centre, and
    - ICDDR,B: Centre for Health and Population Research)

- **Most have staff who appreciate and use the resources.**

4/17/2005

Jean Sack, *Challenges: Communication, tech poor*

- Communication among agencies astonishingly poor.

- No good union lists of periodicals… inefficient interlibrary loans.

- Little planning for consortia buying/licensing

- Little dedication to mounting best work on the web.

- Do not have good connectivity to the Internet.

Jean Sack, *Challenges*

- "Librarians" …
  - ○ **clerks, not mediators** for knowledge transfer
  - ○ lack reference training…
  - ○ retrieve books / articles… but
  - ○ **are not participants** in the NGO activities.
  - ○ do not meet with NGO staff, do not attend internal seminars

4/17/2005

Jean Sack, *Challenges*

- Collections remain inaccessible -- in piles, uncatalogued, damaged, or "lost".

- Staff often ***overwhelmed with irrelevant donated items***.

- Not enough $ to:
  - carry subscriptions,
  - buy new items or
  - subscribe to an internet service provider.

- **The average salary of a librarian in Bangladesh is less than $300 monthly.**

- Sadly, uninspired and not respected….

4/17

Jean Sack, *Satisfactions*

- By contrast, ICDDR,B Centre for Health and Population Research:
  - shares its fine medical and public health collection… low annual membership fee.
  - maintains satellite link to the Internet and keeps its research stations connected.
  - has … library interns …
  - library is moderately busy and pleasant but not very modern.

(ICDDR,B: Centre for Health and Population Research is an international institute involved in health and population research and training, based in Dhaka, Bangladesh. In collaboration … throughout the world, the Centre conducts research, training, extension , & program-based activities aimed at …the most critical global health needs.)

Jean Sack

- Their staff attend conferences on digital universe, teach a seminar on web-based literature searching/resources

- Very low annual budget – small salaries but better job satisfaction than elsewhere in Dhaka.

- I am … a volunteer "cheerleader" for the Bangladeshi staff at this point in my career since there is *no salary available for consultants*.

4/17/2005

Jean Sack

- Effort to keep digital archives, get reliable server space and OCR scanning

- Still, ICDDR,B has … many key health publications on the web.

- *Signing off from the lesser-developed-country not-for-profit world.*

4/17/2005

Rika Maeshiro, *Div. of Med. Educ.*

- "Efficient information services … critical to a science-based, academic non-profit environment.

- I have worked in Department of Energy and Department of Health and Human Services for 10 years in science-related program and policy offices that did not have ready access to such resources.

- The delays or inability at times to procure resources was disappointing.

4/17/2005

Rika Maeshiro, *challenge*

- In the non-profit, science-based environment,

- assess the evidence from all sides of an issue -- not only from the constituents' perspective …

- To achieve a balanced analysis, efficient information services are essential."

4/17/2005

Cynthia Kahn, *Assoc'n of American Medical Colleges*
satisfactions

- Two years in a corporate library and 5 as manager of a non-profit info center

- Work… very challenging

- Enjoy research-intensive environment.

- Feel valued and utilized by the staff.

- As compared to a university envt.:
  - **Thrilling to have so many activities** under my purview.
  - It can also be terribly stressful to be responsible for so many activities with a small staff.

4/17/2005

Kim Feltham, International Centre for Sustainable Cities, Vancouver, BC

- The International Centre for Sustainable Cities in Vancouver BC Canada.

- … technology as it can be applied to demonstration projects … in urban centres all over the world.

- … alternative/renewable energy, climate change technologies, agriculture and urban greening technologies, waste and wastewater technologies etc.

4/17/2005

Kim Feltham

- Challenge
  - Limited space.
  - Lack of Budget. No library budget available to cover costs for space, supplies, ordering materials. Library costs are overhead… severely restricted.
- Reward.
  - Satisfying to discover how many different sources of free information, information sharing, open access, and other resources are available.
  - Become very adept at using what is freely available via the Internet and public and academic libraries.

4/17/2005

Kim Feltham

- Unique:

Atmosphere of philanthropy, volunteerism, largesse, cooperation, working for the common good, making a direct contribution to civil society, donating expertise and knowledge.

Jean Slater Trimble, *AIAA Market Analyst*

- Challenging:
  Not having a library, per se, with adequate reference materials

- Satisfying:
  Working directly with members on research projects **Getting to write the paper**, not just provide the information to others.

Lois Weinstein, *Director, Medical Library Center, NYC, Retired*

- Finding and keeping the funding

- … writing grants, lobbying for funds from government, etc.

- If … not into fundraising and lobbying, this can be a serious problem.

4/17/2005

Lois Weinstein, *Satisfaction*

- …I was helping not only medical personnel in hospitals, medical schools, research institutions, but the patients.

- I worked in the corporate world, but I never had the same feeling …we were…making money.

- What we accomplish on earth that is meaningful,

- Helping people with health related issues was an important way for me …

4/17/2005

Laura Foy, *Healthcare Financial Management Assoc'n.*

hfma
healthcare financial management association

Westchester, Illinois, & Washington D.C.

- "The non-profit sector is more family friendly ... When my father was critically ill, I was allowed to leave without question; my co-workers covered …

- Challenging: **balancing** the important projects with the necessary, but more mundane duties.

4/17/2005

Susan Fifer Canby,

A Past Pres., SLA, Challenges

- … expected to mimic a for profit environment -- to find ways to make money, to offset costs, to look for ways to develop value-added...

- Many staff would say that salaries may not be as competitive.

4/17/2005

Susan Fifer Canby

NATIONAL GEOGRAPHIC

- The culture supports constant learning…

- Non-profits take a more catholic perspective -- aren't focused on their shareholders and the price of the stock.

- **Our members are concerned about the issues of our world.**

Conservationists Name Nine New "Biodiversity Hotspots" -- areas of mind-boggling species richness that are under constant assault from human activity.

National Geographic News February 2, 2005

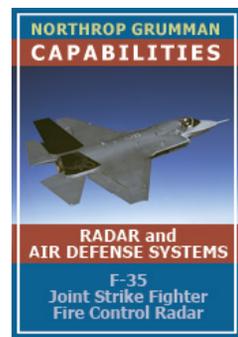4/17/2005

Susan Fifer Canby, *rewarding*

- The mission of the organization **supports the public good** – the diffusion of geographic knowledge to help people understand their world better.

- All the world and everything in it is our focus(!),

- Client base is defined… it is possible to get one's arms around them and their needs.

- Staff feels their work matters.

OUR EXPLORERS

4/17/2005

Norma Draper *(Northrup Grumman, employed)*

- Unfortunately, you may find a lot of not-for-profit organizations have closed their libraries.

- Last year when SLA invited association librarians to a focus group session, only 4 of the librarians who showed up were employed. One of the 4 librarians just had her library closed last week.

- I hope that you will find enough librarians who are employed by associations. Good luck!

4/17/2005

NORTHROP GRUMMAN
CAPABILITIES

RADAR and
AIR DEFENSE SYSTEMS
F-35
Joint Strike Fighter
Fire Control Radar

Anonymous

- Realize our contribution is meaningful and unique.

- Satisfaction from being part of world class effort.

- Pressure to do it faster vs. desire to do it WELL. Tension between quality and quantity.

- Sense of purpose; different from bottom line for profit.

4/17/2005

Anonymous

- Making a positive contribution to science.

- **Ownership** of our own high-quality "domains."

- People stay here.

4/17/2005

Anonymous, cntd.

- If you want to do more than continue research, nonprofits good.

- Academic degree is certification, ppn for doing what needs to be done…

- Nonprofits offer opportunities to use ppn in chem in more than purely research envt.

- In research, if project funding stops, job stops.

Eve Siegel, *Memorial Sloan-Kettering*

- I work for a research group in a large cancer center (nonprofit, academic research-oriented) in New York City.

- Challenging to negotiate the demands of our users vs. what resources we are able to offer.

Eve Siegel

- Related jobs in pharmaceutical companies can pay up to 20% higher, if not a bit more.

- Friends who have gone the **corporate route, however, have found far less job security** and less investment in the employees.

- Have tuition reimbursement and … career growth; **people tend to stick around** despite the possibility of a higher salary elsewhere.

Memorial Sloan-Kettering's Pediatric Cancer Care

4/17/2005

Eve Siegel, *rewards*

- Roles seem to be less prescribed than they are in corporate life: … less of 'my job, your job' but THE job – cooperative attitude towards accomplishment.

- I am also **proud** of what I do and the institution I work for – a **compelling reason to stay**.

4/17/2005

John Latham, *The* SL of SLA

- I have worked for SLA for just under 10 years, and previously was a CPA for 27 years

- Working in an association one has two different customers:
  - the members and
  - the association's management.

New: the 2004 SLA Salary Calculator
Information Outlook, Nov, 2004 by John R. Latham

4/17/2005

John Latham

- As the Special Librarians' Special Librarian: one's customers are like-minded information professionals.

- Each discipline has a different culture. The organizations in which our members work include corporate, academic, government, medical, and consultancy. We have to take this into account …

- Learning from the members… a useful resource for information and assistance.

4/17/2005

John Latham

- Providing information and competitive intelligence … no different to a for-profit organization, but

- When one helps make the association successful, a great resource, one is advancing one's own profession.

- Ability to network with fellow information professionals, and gain from their experiences…

Serial routing goes "virtual"
Information Outlook, Oct, 2004 by John R. Latham

4/17/2005

- After working in public and government library environments, ten years ago **I set up the not-for-profit Wolanski Foundation** …, and have been very active in a number of (not-for-profit) professional associations.

- Have more than 30 articles and papers in the research section of the Wolanski Foundation website… Some of these may be applicable …

4/17/2005

Nancy Minter, *The Urban Institute*

- I have worked in the library or information center of non-profit organizations – in associations, membership organizations, and now in a public-policy research organization…

4/17/2005

Nancy Minter, *Challenges: $$$$*

■ Most challenging … the ever-constant battle for budget dollars to provide the best and more current information in the most timely manner.

The Health Policy Center studies the dynamics of the health care market affect health care financing, costs, and access.

Nancy Minter, *Challenges: Persuasion re: Internet*

- ... **to demonstrate, in a clear and ongoing manner, that users cannot find everything they want on the Internet at no charge**.

- … that what's on the Internet is not necessarily verifiable, best quality, newest, or even very organized.

- … help our users find the best and most relevant items from all sources -- print, online, or web.

The <u>Center on Nonprofits and Philanthropy</u> examines the roles and impact of nonprofit organizations in democratic societies, and analyzes trends in … U.S. charitable organizations. It houses the <u>National Center for Charitable Statistics</u> .

Nancy Minter, *Satisfactions: job well done, clients*

- In small organizations I've had a chance to get to know … loyal users and it becomes a tighter community of assistance.

The **Education Policy Center** conducts research on education reform — …, teacher certification and recruitment, standards-based reform, … efforts geared to immigrant students — and evaluates major national programs.

4/17/2005

Nancy Minter, *Satisfactions:*

- **Recognition** accorded to me or to the library staff is great, and an acknowledgement of my/our assistance in a book's foreword is super, but to me,

- **The "aha!" moment** when a user realizes that you have found exactly what s/he needs.

Anonymous, *Satisfactions: Unusual activities*

- Publishing employee newsletter

- Multimedia center

- Teaching digital photography

- Present on alternative careers

- Helping clients with scientific writing for publication

- Online and Internet Training

- Writing for publication myself

- Editing and translating scientific literature

4/17/2005

Anonymous, *Museums, rewarding*

- My museum-related nonprofit serves 11,500 individual museum professionals and volunteers, 3,100 institutions, and 1,700 corporate members.
- Most rewarding is service to our museums on all aspects of operations…
  - sample policy documents;
  - ethical, governance, financial, and other issues; and
  - disseminating information on standards/best practices
- Many museums have nonprofit, 501(c)3 status … our assistance has impact beyond the museum professionals.

- We help our museums … meet their mission to serve the public, school and community groups, and all those who benefit from exhibitions and programs of museums nationwide.
- We provide resources they could not possibly afford with limited funding.

4/17/2005

Anonymous, *Museums, challenge*

- …diminished funding museums receive – including that from foundations, individuals and government sources – and its impact on our membership's …retention.

- When faced with cutting staff or allowing a membership in our association to lapse … museums may not renew.

- Unfortunately, this impacts our association's budget and its ability to meet the growing needs of our members. I know many other associations and nonprofits struggle with this issue.

4/17/2005

Additional resources:
Stephen Rappoport

buildCapacity

- researched and wrote about IT and other issues in smaller non-profits a few years ago under a grant from the Clark Foundation. May be of interest.

- White Paper on Non-Profit Efficiency (PDF), 33 pp.

knowledge-based business strategies and services for the private and not-for-profit sectors….

4/17/2005

Anonymous, *Museums, rewarding*

- I am **energized by colleagues** in nonprofits -- giving people who seek to help others.

- In a world of corporate competition, I prefer the nonprofit environment and the individuals within it. I find **my ideals, ethics, and motivations as an information professional dovetail nicely there.**

- I must work to remain relevant, add value, and be seen as indispensable, especially because we do not bring in direct revenue.

4/17/2005

Representative Contacts

Type	Examples
Foundation	Ford, Carnegie, Hewlett, Woodrow Wilson
Museum	Met., MOMA, Amer. Mus. Natl. Hist., Art Institute of Chicago
Public Service	Red Cross, NY Public Library (Science…), Chicago Public Library
Public Radio, TV	NPR, WNET, PBS

Representative Contacts 2

Type	Examples
Research Institute	Memorial Sloan-Kettering
Societies	NGS, ACS, AC of ObGyn
Associations	SLA , American Bar, Alzheimer's
Nonprofits in general	SLA list for nonprofit orgs…
Environmental	Nature Conservancy., Nat. Resources Def. Council, Sierra
High School	National Education Assoc'n.

4/17/2005

Fred Stoss*, Biological & Envtl Sciences Librarian, Satisfaction*

- **Work off the beaten path…**
  - I spent 8 years working as the only MLS librarian ever employed by the Center for Environmental Information in Rochester, NY – as the developer and manager of its Acid Rain Information Clearinghouse.

Earthquake protective devices analyzed and tested at UB protect this ancient Greek statue of Hermes against future temblors

4/17/2005

Mary Hay Glass, *American College ObGyn Resource Center*

ACOG The American College of Obstetricians and Gynecologists
Women's Health Care Physicians

- I find my work challenging, rewarding and satisfying. My days fly by, with few idle moments!

Harriett Obus, *Reference Librarian, Thirteen/WNET, Satisfactions*

- To contribute to Public Television, one of (our) most valuable assets…, is especially satisfying.

- Quality, substance and intelligence are what they aim for.

- Our bottom line is to enlighten--what could be better than that?

4/17/2005

Challenges…

- No surprise …
  - $,
  - Time
  - Environment not understand or able to support technical infrastructure needs
  - In different cultures, possibility of more subservient, less participatory, less respected, less technical, role

4/17/2005

Rewards, satisfactions

- Degree to which:
  - **PURPOSE**
  - Colleagues
  - Appreciation
  - Ability to do excellent work
- Are sufficient …

4/17/2005

Many thanks to…

- *Marion Conway*
- *Norma Draper*
- *Kim Feltham*
- *Susan Fifer Canby*
- *Laura Foy*
- *Mary Hay Glass*
- *Lynn Howard*
- *Cynthia Kahn*
- *John Latham,*
- *Rika Maeshiro*

- *David Martinsen*
- *Nancy Minter*
- *Harriet Obus*
- *Keith Patterson*
- *Jean Sack*
- *Eve Siegel*
- *Jean Slater Trimble*
- *Fred Stoss*
- *Lois Weinstein*
- *The "Anonymouses, Anonymi, Anonymice?!"*

4/17/2005

Thank you!