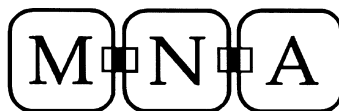




How to Get a Job in the Nonprofit Sector

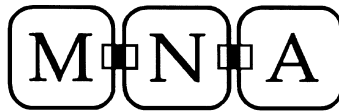
A Guide for College Students



Michigan Nonprofit Association

How to Get a Job in the Nonprofit Sector

A Guide for College Students



Michigan Nonprofit Association

Robin Lynn Grinnell, Director
Michigan Nonprofit Leadership Institute

Contents

Welcome!

3

What is the nonprofit sector?

5

Why do people want to work in the nonprofit sector?

7

What are nonprofits looking for?

9

What kinds of jobs are available?

11

What do nonprofit salaries look like?

12

Where do you find the jobs?

14

Are there any tricks to getting the job?

17

How important is direct experience and training?

21

Final Thoughts

24



Welcome!

So, you're considering a job in the nonprofit sector. Congratulations! If you want a place to combine skill, passion, accountability, professionalism and selflessness in an attempt to "change the world," you've come to the right place. If you're looking for an "out" from the politics, frustration and instability of other sectors . . . keep looking. Every sector – every profession – has its ups and downs. No place is perfect. But, if you're looking for a bottom line that is measured in more than financial gains, this is a great place to start.

It is difficult to succinctly define the "nonprofit sector." The range of missions, budgets, staff structures and governance models is expansive: at times it is a bit overwhelming, but it is also a reassurance that – somewhere – there is a place for you.

The nonprofit sector is a dynamic world – one that is facing challenges on many levels. While the sector boasts much success in creating positive change, it struggles to keep pace with the times. Most nonprofits were founded on the basic concept of people helping each other. Small organizations that were born from a compelling personal story and structured with a handshake and a dream are being tossed about in a world that is becoming increasingly focused on competitive business practices, alliances and mergers, and instant results. We struggle with the role of technology in the sector; issues of accountability, transparency, liability and privacy; and balancing professionalism and efficiency with compassion and measurable impacts. Some organizations are ready to handle these challenges, others struggle. Together, we're working to provide systems and best practices that will help us all and we are seeing great progress.

Like other sectors, our world has been affected by the nation's economy: we face downsizing, layoffs and other forms of workforce reductions. We struggle with the impact of staff turnover on all levels. But, we keep going. We cut back on niceties to focus on essential services and programs. Sometimes we trim a little too close to the bone, but our intention is to focus on program and service delivery as we work toward mission accomplishment.

We face a unique challenge in these turbulent times. As government (local, state and federal) cuts back its budget for community support programs, the nonprofit sector is relied upon to provide an increasing level of service with a decreasing pool of resources. Fortunately, we are also fueled by the commitment and vision of more than ten million paid employees and over 80 million adult volunteers throughout the United States. And, with this spirit, we move forward.

Welcome to our world.



What is the nonprofit sector?

In the United States, there are more than 1.5 million registered nonprofit organizations; in recent years, Michigan has seen as many as 43,000 nonprofits in existence at once. These numbers continue to rise – the nonprofit sector has nearly doubled in the past 25 years.

Nonprofit organizations fall into one of 19 federal tax-exempt (IRS) classifications, with 501(c)(3) (charitable and religious organizations) being the most common. Nonprofits have been a part of the American culture since the early days of our history, established to perform social service functions that fell outside the responsibilities of a democratic government. These groups vary in size and scope, encompassing all-volunteer grassroots organizations, multi-million dollar hospitals with thousands of employees, and everything in between. The nonprofit sector has a significant impact on the economy and is the fifth largest employer in the state of Michigan, providing jobs to more than 315,000 people.

There are many common myths about the nonprofit sector that must be dispelled. One of the most significant misconceptions is that “nonprofit” means “no profit.” A key difference between a nonprofit (which is legally incorporated as a business) and a for-profit entity is the *allocation* of profit. Nonprofits can, within legal guidelines, generate revenue. This revenue – our “profit” – is then re-invested in community programs and services rather than someone’s stock portfolio or annual bonus. Many nonprofits engage in a range of “money-making” options (sometimes called fee-for-service or social entrepreneurial ventures) as they expand services in pursuit of their mission. Others are working to

build endowments or reserve funds that provide stability and sustainability in the face of an uncertain funding future. As long as ethical standards are followed within legal guidelines, generating an appropriate level of revenue in excess of the current year's budget is both acceptable and prudent.

Other things you should know:

- ⋮ Nonprofits **are** allowed to lobby.
- ⋮ Most nonprofit funding does **not** come from the government.
- ⋮ Nonprofits are **encouraged** to consider innovative funding and sustainability mechanisms, including reserve funds, profit-generating services and endowments.
- ⋮ Nonprofits serve **everyone**.
- ⋮ Most charitable gifts come from **individuals**, not foundations.
- ⋮ Most nonprofits have **few**, if any, paid employees.

There are several sources that can provide more information on these facts and the nonprofit sector as a whole. As a starting point in becoming more familiar with nonprofit truths and best practices, we recommend you explore the following resources:

Principles and Practices for Nonprofit Excellence in Michigan
www.mnaonline.org/leadership.asp

Setting the Record Straight on Michigan's Nonprofit Community
www.mnaonline.org/pdf/book3_final.pdf

Independent Sector (Nonprofit Almanac and Giving and Volunteering)
www.independentsector.org



Why do people want to work in the nonprofit sector?

In a recent Gallup poll, 42 percent of workers in the nonprofit or government sector said they love their work, compared to 22 percent in the business sector. This speaks volumes about the intrinsic rewards generated when you apply purpose to a passion.

As you begin to explore professional opportunities in the nonprofit sector, you should prepare yourself for the inevitable question, “WHY do you want to work here?” Loving children, animals and/or the environment is noble – but your answer (and your true motivation) needs to go deeper. Here are some things to consider . . .

Passion: What are you most passionate about? What specifically related to this organization or field are you passionate about? When asked why they work in the nonprofit sector, most employees will note their passion for their work, rather than the paycheck or benefits or other extrinsic rewards. Do you have passion for nonprofit work? How will you sustain it?

Mission, Part I: What is your personal mission? Is there a mark you hope to leave on this world? Your ability to answer this question will help you be more strategic (and better sell yourself in an interview) as you pursue a job in the nonprofit sector. ‘Wanting to help people’ is too broad – focus it in. ‘Wanting to help people in poverty work through bureaucratic systems to identify resources for building self-sufficiency’ – well, that’s a different matter entirely.

Mission, Part 2: Do you understand the mission of this organization? Can you see a specific role for yourself in achieving this mission? Can you easily articulate this role? Any nonprofit worth its salt relies on its mission as the driving force behind all decisions related to the organization: fund raising, services and programs, and administrative systems all need to be mission appropriate. Can you see how it all fits together?

Idealism: Get ready for the real world – the nonprofit sector is not perfect. In general, we are surrounded with people who have the best of intentions and are working toward something greater than our individual gains. BUT – we have politics. We have personality clashes. We have scandals (unfortunately, they sometimes receive more front-page news coverage than our good work). The people working in the nonprofit sector often dream of the world as it could be, but we are grounded in the world as it is. Days are long, and sometimes tough. We don't always accomplish what we set out to do, and when we do, it may go without fanfare. But, you will know when you've made a real difference and sometimes that is all it takes.



What are nonprofits looking for?

It is an often overlooked fact that nonprofits are businesses. In the state of Michigan, they follow the process of incorporation as a business, and then request tax-exempt status from the Internal Revenue Service based on their mission or charitable purpose. This tax-exempt status allows the organization to focus resources directly into the community rather than funneling them through the federal allocation system, but it does not dismiss them from issues of accountability. Over the past few years a conversation has been flowing through the nonprofit sector on how to become more 'business-like' while still maintaining our 'nonprofitness.' (yes, we use that word.)

Most nonprofits are founded by well-intentioned people with a passion for a cause. The focus on running a business has exploded in the past decade and has redefined how we select nonprofit staff. In addition to personal passion and connection to the organization's mission, nonprofits need staff with the following skills:

Professionalism. We rely on our staff to represent us well in the community; to dress and communicate professionally; to be prompt to meetings; to follow through on assignments and obligations; and to promote the organization with funders, legislators, and community members. Sometimes we wear jeans, sometimes we wear suits. We have set office hours. The nonprofit sector is not an escape from the constructs of the business world; it is simply focused on a different bottom line.

Ethics. Every nonprofit is entrusted to act as a steward of public resources, and therefore, we are public entities. People pay attention to what we do with our money, how we interact with clients and volunteers, and how we work with other community groups. Nonprofits seek staff and volunteers with high ethical principles; people that can consistently be trusted to do what's right, rather than what's easy. You should be ready to address this issue in an interview: What are your ethical principles? Where do you draw the line?

Accountability. Do you have the ability to take responsibility for your actions? Are you organized in your work and able to demonstrate results? Are you willing to confront your mistakes and embrace them as a learning opportunity, rather than hiding them? The overall accountability of any nonprofit organization is only as strong as the accountability of the individuals working there. We need to count on you to do your work, and to own it. Will you?

Flexibility. It is often said that nonprofit staff are "jacks of all trades, but masters of few." Most nonprofits have very few staff members, and each person may wear many hats. As a nonprofit professional, you may be involved in program development and implementation, fundraising and/or marketing, and still be asked to clean the break room once a week. To keep connected with our constituents, we often work evenings and weekends. If you are looking for an 8 to 5, M-F, stick-to-the-description kind of job, this might not be the place for you. But, if you are excited about the possibility of stretching your boundaries, learning new skills and seeing the benefit of your daily work, we'd be glad to talk to you.

As the nonprofit environment becomes more sophisticated, organizations seek employees that can advance the mission within that environment. Individuals who understand how to run a business as well as the concept of service; individuals who can be entrepreneurial and innovative in program delivery and fund raising; and individuals who are skilled at communications, marketing and advocacy are all in high demand. If you have a broad range of experience and are ready to apply that experience in new ways, you've just increased your likelihood of fitting in.



What kinds of jobs are available?

The sky is the limit in the nonprofit sector! While most people immediately think of the “social worker” or other direct service jobs, there are opportunities to transfer almost any skill into the sector.

Something unique to nonprofits is the manner in which multiple tasks may be completed by one person. For example, many executive directors spend a great deal of their time fund raising, engaged in advocacy and/or lobbying, and managing the human resource functions in addition to serving as the eyes, ears and voice of the organization. A receptionist may also serve as a special events coordinator, or as the chief information and technology (IT) resource. An accountant or bookkeeper may actually work for three or four different organizations rather than just one. The work still needs to get done, but with smaller structures (and budgets!) nonprofit staff have mastered the art of multi-tasking and maximizing human resources.

To get a sense of the full scope of options, take a look at the Michigan Nonprofit Compensation and Benefit Survey, available through MNA and several of the management support organizations throughout the state. It provides a list of more than 60 different positions common to nonprofits. Monitor nonprofit classified services to see what jobs are commonly posted and then just ask around.

You’ll find a list of nonprofit classified sites in the next section, and you can purchase a copy of the Michigan Nonprofit Compensation and Benefit Survey through MNA’s bookstore, www.mnaonline.org.



What do nonprofit salaries look like?

As with every other aspect of the nonprofit sector, salary and benefits cover a wide range. Some jobs pay more than others. Some organizations pay more than others. Some regions pay more than others. You can get a good sense of the salary ranges for a variety of positions in the Michigan Nonprofit Compensation and Benefit Survey. The results of this survey (available from the Michigan Nonprofit Association www.mnaonline.org) are broken down geographically and by both budget and mission focus. It provides salary ranges of more than 60 nonprofit positions, with additional information on executive compensation and benefits packages.

It is vital to remember that – while important – salary alone is not the only factor to consider when seeking a nonprofit position. Other questions to ask include:

1. What other benefits are provided for me and/or my family (health, dental, vision, 401k or 403b, retirement, paid vacation and/or sick leave, comp time, tuition reimbursement, etc.)?
2. Is the work environment conducive to my personal needs? Is there a flexible work environment to accommodate family emergencies? Is telecommuting an acceptable practice? Is flex time provided to offset extensive travel or periods of extended workload?

3. Are there opportunities for me to expand my education, either formally or informally?
4. What expectations are there for financial contribution back to the employing organization or other community initiatives (i.e. United Way campaign)?



Where do you find the jobs?

It is often said that 80% of job opportunities are never posted in the want ads: *who* you know is just as important (if not more so) than *what* you know. Your network is very important.

Most developing professionals are intimidated by networking, but they shouldn't be. Networking is simply the process of developing and maintaining relationships. The nonprofit sector is a closely knit group and we love to refer good people to our peers. If you build a few key, strategic relationships they can open many doors. Some people are natural at networking, but others need more guidance. If you fall into the latter group, here are some suggestions:

1. Take some time to make a list of key people you know that are in positions of influence. These folks are not limited to nonprofit executives – university staff and faculty frequently interact with nonprofits, and business leaders often serve on nonprofit boards.
2. Narrow the list down to a small pool (5-10) with whom you are comfortable discussing your career interests and options. (Make sure to clarify up front if this is confidential information.)
3. Provide these key contacts with copies of your resume, and ask them to circulate it as you both agree is appropriate. Ask them for 30-minute informational interviews so you can discuss local opportunities and trends, and ask them for recommendations of people that you can contact to further expand your network.

4. Invest your time and resources in a few professional networking groups. Whether it's a university alumni association, a local service organization, or the "Alliance of Professionals in Your Chosen Field," the key to finding a job is knowing the right people. You won't get that sitting at your computer.

Don't be afraid to reach out to organizations that currently have no posted vacancies. The nonprofit sector is dynamic and fluid, and many jobs have been created for the right person that showed up at the right time.

In addition to building and maintaining your network, you should monitor a few key nonprofit job posting resources. Take some time to visit the sites below and determine which ones seem to have the jobs that interest you most. Then make it a point to visit them regularly.

MICHIGAN

MichiganNonprofit.com

<http://www.michigannonprofit.com>

Michigan Nonprofit Association

<http://www.mnaonline.org>

NATIONWIDE

Career Bank

<http://www.allianceonline.org/careers/cbank.html>

Charity Channel Career Search Online

<http://charitychannel.com/careersearch>

Chronicle of Philanthropy Career Network

<http://philanthropy.com/jobs/>

Community Career Center

<http://www.nonprofitjobs.org/>

Council on Foundations Job Bank

<http://cof.org/Jobs/SearchJobs.cfm>

Developpro

<http://www.developpro.com/>

The Idealist.org

<http://www.idealists.org/>

Job Corner, The Foundation Center

<http://fdncenter.org/pnd/jobs/>

Nonprofit Career Center

<http://nonprofit.about.com/cs/findajob/index.htm?terms=jobs>

Nonprofit Career Network

<http://www.nonprofitcareer.com>

nonProfit-jobs.org

<http://www.nonprofit-jobs.org>

Nonprofit Oyster

www.Nonprofitoyster.com

Nonprofit Times

<http://www.nptjobs.com>

OnPhilanthropy.com

<http://www.dotorgjobs.com>

Opportunity Knocks

<http://www.opportunitynocs.org>

Philanthropy News Network

<http://pnnonline.org/jobs/>

Society for Nonprofit Organizations

www.snpo.org



Are there any tricks to getting the job?

Once you've conducted your research and have identified some organizations to which you'd like to apply, the process of interviewing and landing a job is much the same in the nonprofit sector as it is in other sectors. Here are some basic 'good practice' suggestions:

A. Written communication: There is a common saying that all job seekers should adopt as a personal mantra: *You only get one chance to make a good first impression.* While you might think of this in the context of the face-to-face interview, it really starts with your written communication. Your application materials may be floundering in a sea of 80-100 others. What will make you stand out – in a POSITIVE way – from other applicants?

Letter of application. An ideal application letter will feature a bit of personality, obvious dedication, a few desirable skills, and a high level of professionalism. There are numerous resources (online tutorials, books, seminars) that will help you learn to write an application letter. What you need to find is balance in all aspects. It should not exceed one page; it should be personalized to the individual/organization receiving it; it should be neither curt nor demanding; and there should be NO typos. This is not the time to skip spell-check or proofreading.

Resume. See the recommendations for the Letter of Application? Well... ditto. The days of printing 100 copies of the same resume and sending a mass mailing are gone. You need to take the time to adapt and tailor your resume to individual organizations. Will the content change? Not significantly. But, the format might change, and your objective statement

should certainly change to reflect the mission and purpose of the organization to which you're applying. Everybody has the ability to fit into a variety of environments or positions: your job with your resume is to highlight the skills, education and experience that make you well suited for THIS one.

Also – don't be afraid of a two-page resume IF YOUR EXPERIENCE DICTATES. You should include highlights of your volunteer and community-based activities in addition to your work experience and education. This is often hard to do on one page.

***Consider a variety of formats for your resume before you settle for the traditional chronological style. This is all about best representing your abilities, not following a formula. While a functional resume has the nasty reputation of being used to hide a shaky employment history, don't be afraid to embrace this style if you have a varied professional experience with common themes. You can include an Employment History to document your consistency, while still demonstrating commonalities and strength areas. To look at various resume formats, visit <http://niu.placementmanual.com/resume/resume-03.html>*

Application. When you arrive for a job interview, you might be asked to complete a job application. This is highly recommended by human resource experts, and it is NOT OKAY to fill in the blanks with "see resume." You will probably sign a statement that says something like "this information is true to the best of my knowledge" – consider this a pop quiz for which you can use your notes, and then bring them! You will need name, address and phone numbers for past employers and schools; you will need dates and pay rates, etc. Arrive 20-30 minutes early so you can complete the application neatly, and bring a good black pen.

Portfolio. Many job seekers are developing portfolios to add some visual impact to the interview. Assemble examples of work you've done in a nice binder – it doesn't have to be overwhelming. This should **not** be a collection of every Certificate of Recognition you've ever received – consider it an illustration of your resume. Are there newspaper articles about service projects you've participated in? Brochures or newsletters you've developed? A summary of results from projects you've implemented or customer satisfaction surveys? Oftentimes, a portfolio can help you focus in on some specific skills you have to share, not the least of which might be your ability to organize information!

Follow-Up Letter. In this age of technology, a hand-written thank you card, or typed thank-you letter on personal stationery still makes a strong statement. Best practice suggests you carry a thank you card in your briefcase and then write your note while sitting in the parking lot or as soon as you get home. The interview (and people's names) should still be fresh in your mind. Send it within 24 hours. Can you send an email? Sure. But chances are good the recipient gets dozens of emails a day, and not many personal notes. You're still trying to stand out above the rest.

B. The Interview. In preparing for your interview, you should take time to learn about the organization. This process is an opportunity to decide if you want to work for them as much as they are deciding what you have to contribute, and you should be prepared for both aspects of the interview. Some suggested preparatory activities include:

- : **Read annual reports and newsletter**
- : **Visit their web site**
- : **Read the newspaper**
- : **Log on to the internet, Google the organization and see what comes up**
- : **Talk to people**
- : **Be aware of issues and trends in the sector** (*e.g. funding cuts for the arts, federal action impacting environmental organizations, privatization of direct services*)
- : **Be ready with specific and targeted questions**
"I am very interested in learning more about Program X. It looks as though you work very closely with state government to deliver these services. How does that relationship work? Do you often partner with government entities?"

ALSO: Timeless classics that hold true to every sector...

- : **Arrive early.** Plan for traffic, construction, restroom stops, completing the application, and anything else that usually slows you down. If you're late to the interview, chances are good you'll be late for work.
- : **Dress appropriately.** Yes, we wear suits and ties in the nonprofit sector. This is your BEST impression, not your demonstration of how well you'll fit in with the teens in your youth program. Most nonprofits don't expect you to have a military cut or to show up in a traditional navy suit, but

individuality needs to be tempered with professionalism. We need to trust that you will represent our organization appropriately while out in the community. Dressing up is better – if you need to dress down, we’ll address it after you’re hired.

- **Brush up on your interview and communication skills.** Speak clearly and articulately, look people in the eye, develop a strong (but not disabling) hand shake, etc. You want to be the one that stands out, on all levels.

C. References. The last thing a prospective employer wants to hear when they call a reference is, “John who?” It seems common sense, but many job seekers forget a critical step in presenting themselves: strategically identifying and effectively communicating with references. Here are some things you should think about:

- Select three-five people who can discuss your skills and experience and then ASK THEM if you can list them as references. Make sure you have current job titles, contact numbers, etc.
- Provide your references with information about jobs you are applying for, and suggest what you might like them to highlight in a reference call. They will usually be asked something like “How well suited is Tara for this job?” or “Is there anything you think we should know about Tara?” The more your reference knows about the position and your interest in it, the better he/she can answer these open-ended questions.
- Talk to your references about confidentiality and anything you’ve left off your resume. If you had a horrible experience at a particular job and left that three-month period off your credentials, you don’t want a reference mistakenly bringing it up.
- Make sure your references will share good information. You have no idea how many job seekers list references that have less than ideal thoughts to share. They are, after all, supposed to be helping.
- Lastly, you should be aware that many organizations will conduct their own research and reference checks (this is both legal and often recommended). They may call past employers or individuals not on your list. If there is someone specifically that they should not contact, you should tell them (and be prepared to offer a good reason). Most importantly, as you grow in your professional network, it should be your goal to leave every situation as professionally as possible.



How important is direct experience and training?

While there are an ever-expanding array of degree-based nonprofit concentrations and certification programs, there are few comprehensive training programs that fully prepare you for working in the nonprofit sector. If you lack specific nonprofit work experience and are not at a point in your life where you can take advantage of university-based opportunities, you can take matters into your own hands and build your familiarity and experience with nonprofits in three primary ways:

I. **Volunteer.**

Many nonprofit organizations largely depend on volunteers to achieve their missions. Opportunities for involvement include a vast range of one-day projects, short-term programs, and long-term commitments. Responsibilities range from clerical support to direct service delivery to governance through a Board of Directors.

You should be somewhat strategic when selecting a volunteer opportunity. Some questions to ask yourself include:

1. Do I have a passion for this organization's mission? Will I feel good about my work and be motivated to participate?
2. What can I learn here? Is there a particular job skill I can strengthen, or knowledge that would be hard to get elsewhere?
3. Is the organization well managed? Will I have a position description, specific job goals and opportunities to learn?

Volunteering should be a win-win situation: as with any job, you should consider what you will receive as well as what you can offer.

Nonprofits have a tendency to hire from their volunteer or intern pool for a number of reasons. People there know you. They understand your work style, have seen some of your professional skills and know that you believe in the mission. Integrating yourself into the culture of a well-managed, respected organization can be extremely helpful as you look to build your professional skills and network.

If you have access to a local Volunteer Center (typically community or campus-based), they can help you match your availability and interest with current nonprofit needs. Your campus Service-Learning Center can also help you make a connection with great volunteer opportunities that will boost your academic experience as well as your resume. You can focus in on one particular issue or organization or get involved in a variety of projects to explore your next steps. If you don't have access to a Volunteer Center or Service-Learning Center, contact your local United Way or Community Foundation to find a nonprofit directory for your community. Here are some helpful links:

Council of Michigan Foundations
www.cmif.org

Michigan Association of United Ways
www.mauw.org

Michigan Campus Compact
www.micampuscompact.org

Points of Light Foundation (links to Volunteer Centers nationwide)
www.pointsoflight.org

Volunteer Centers of Michigan
www.mivolunteers.org

2. Conduct information interviews and job shadow to identify your transferable skills.

The nonprofit sector is a friendly place. If you want to gauge how and where you may fit into the sector, conduct a few informational interviews. Contact the Executive Director or Human Resources Director in a

few organizations that interest you and explain your interest. Take your resume, discuss your experience, and ask for leads, suggestions and next steps.

Nonprofit organizations are businesses: while it is helpful to have some information on the particular “issue” you’ll be working for, equally important are general business skills. We need accountants, technology gurus, administrative support, and human resource professionals. Skills in sales and marketing are extremely valuable to our public relations and fund raising efforts. Housing and community revitalization programs need skilled trade workers, planners, contractors, and insurance professionals. The list goes on and on...

3. Study sector trends and issues.

Many nonprofit leaders appreciate an outside perspective. Read up on sector trends and issues, or attend conferences and workshops related to nonprofit leadership and management. Share your perspective on new strategies the sector could employ to advance its efforts. Whether it is a creative partnership with business, a cutting-edge software program that can maximize staff time and effort, or an innovative marketing approach, your ideas are valuable. As society evolves our sector evolves – we embrace change and creativity in that process.

Subscribe to online journals, visit key Web sites regularly, and pay attention to your local newspaper. Nonprofit news is all around you.

Chronicle of Philanthropy
www.philanthropy.com

MichiganNonprofit.com
www.michigannonprofit.com

Michigan Nonprofit Association
www.mnaonline.org

Philanthropy News Network Online
www.pnnonline.org

Youth Today
www.youthtoday.org



Final Thoughts

The nonprofit sector is a diverse and vibrant place to work. We demand discipline and accountability; but creativity and ingenuity are equally welcome. We are looking for people who have both the passion for service and the patience for systems. There is a delicate balance between managing the business and changing the world, and we have the unique opportunity to do both.

Give us a call – we'd love to talk to you.



Michigan Nonprofit Association

1048 Pierpont, Suite 3
Lansing, Michigan 48911
(517) 492-2400 Fax (517) 492-2410

www.mnaonline.org

Copyright © 2005 Michigan Nonprofit Association