

### Chair's Column



#### Looking back...Moving forward

It is with mixed feelings that I write this last FAR Sight column as your FAR Chair. Quite frankly, I'm happy that I will no longer have a "press deadline" to meet in order to publish our FAR Sight newsletter. At the same time, I am so thankful for the opportunity you provided me to serve you. So, bear with me as we look back on this past year, highlighting our accomplishments and reminiscing about the time we spent together.

#### Looking Back...

- **Our programs were world class!** We held 9 luncheon programs with topics ranging from "Health Care Reform Legislation: What You Need to Know" to "Annual Update – Staying Out of Legal Hot Water." Our average attendance at these programs was 111 which is an impressive 35% of our members! And the average rating for these luncheon programs was 4.49 (on a scale of 1 to 5 with 5 being the highest.) We even took time in December to celebrate the holidays with 111 FAR members attending our holiday luncheon.
- **Our membership continues to grow!** We finished the year with 314 members, of which 217 were regular non-profit members, and 97 were patron or resource members. Our membership has continued to increase over the years – evidence that FAR is meeting if not exceeding our member's expectations and needs.
- **Staff management transition accomplished smoothly!** Following Jack Pitzer's announcement that he was retiring this year, your Board of Directors embarked on a thorough, and I believe successful search, for a new management company to serve us. At the end of March, the Collie Gorg Group (CGG) accepted our offer and we've already formed a strong partnership with them. Christina Hartz and Cris Collie are our principal contacts at CGG, but they are supported by an accomplished group of association professionals.
- **It does take a village!** Finally, as I look back over this past year, I realize how much support so many of you provided to FAR as well as to me personally. Mike Tryon was an incredible resource to me serving as your Vice Chair and becomes your Chair beginning in September; Susan Stanton served so well as our Treasurer that we've asked her to continue in this role; Patricia Adkins served not only as our Secretary but also continued to help us with our programs – she had served as the Program Chair in the past – and we were all delighted when Patricia agreed to serve as Vice Chair this next year; Thomas Nordby, as Past Chair, frequently contributed his sound advice based on his experience, served us well in the management transition, and then pioneered our new capability for online elections as he chaired the Nominating Committee; Yasamin Al-Askari was responsible for coordinating our very well received programs and will continue in this role; David Akridge and Mary Bowie served as Communication Co-Chairs and have planted the seeds for the new, more robust, communications you'll see next year; Paul Stilp was our Membership Chair, a role he'll continue next year. Paul also coordinates our mentor program for new members. And finally Jim May handled the critically important task of managing our CPE program and Board members, and Steve Cocke and Robyn Morriss contributed their talent and wisdom serving on your Board of Directors. *(continued on [page 16](#))*

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#### Upcoming Events:

**September 21, 2011  
REGULAR MONTHLY  
MEETING  
11:15 A.M.-1:30 P.M.**  
SunTrust Bank, 1445 New York  
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for more program information  
coming soon!



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Investment products and services are offered through Wells Fargo Advisors Financial Network, LLC (WFAFN), Member SIPC. Olcott Consulting Group is a separate entity from WFAFN. 0210-5015 3/10.

## Upcoming Events: Don't Miss the FAR September Luncheon! More Details Coming Soon!

### June Luncheon Recap

### "Staying out of Legal Hot Water: Answers to Your Nonprofit's Most Pressing Questions"

presented by **Jeffrey S. Tenenbaum, Esq.**  
**Chair of Nonprofit Organizations Practice, Venable LLP, Washington, DC**

Jeff provided the FAR June luncheon attendees with a unique opportunity to navigate the direction of his presentation based on their need for information.



Some of the topics Jeff addressed included:

1. **Trademarks:** Trademarks identify the source of a product or service. Misuse of the nonprofit's trademarks by others can create serious problems for the organization. There are ways nonprofits can protect themselves.

A. For instance, with chapters who utilize the national organization's logo as part of their own, enter into a written chapter affiliation agreement imposing terms of use and prohibiting use of the national's logo if the chapter ever breaks off and disaffiliates.

B. Also, with members, consider using a "click and accept" feature as part of online membership registration or renewals whereby members agree to be bound by the organization's terms and conditions for use of its membership logo by members (e.g., no use of the logo without the term "member").

C. Also be sure to do regular searches and other spot-checking to police use of the organization's trademarks, and take proper enforcement action when warranted.

2. **Copyrights:** Copyrights are unique expressions of ideas fixed in a tangible medium.

A. The creator of a copyrightable work (e.g., non-creative recitations of facts are not subject to copyright protection) is the owner of a work - unless created by an employee within the scope of employment, in which case the employer owns the copyright - from the moment of creation; no copyright registration or notices are required, although there are distinct benefits to both. As such, when nonprofits rely on the copyrightable contributions of volunteer speakers and authors, or even paid consultants, they need to either obtain "assignments" of copyright ownership (assignments must be in writing to be valid) or sufficiently broad "licenses" to use the works (in writing wherever possible).

B. Be sure license rights are broad enough to permit all possible future uses, and also are perpetual, irrevocable, world-wide, and royalty-free; exclusivity may be important as well in certain circumstances.

C. Regarding photographs and videos, be sure to distinguish copyright ownership (the photographer or videographer is the copyright owner) from the rights of privacy and publicity; build in releases to use photos and videos of attendees at nonprofit events in the registration process.

3. **Sales and use tax:** Understand differences between obligation to pay vs. obligation to collect.

A. Certain nonprofits may be exempt from paying sales tax (e.g., on food and beverage at meetings) but that is not the same as the obligation to collect (e.g., on books sold at a conference).

B. While certain 501(c)(3)s can qualify for exemption from paying sales tax on purchases on a state-by-state basis, exemptions for collecting sales tax on sales by the organization are rare.

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## The FAR Listserv – Your 24/7 Instant Benchmarking Tool

According to recent surveys of members, the FAR Listserv is listed as either the number 1 or 2 benefit...rated over 4 on a 5 point scale. The reason the Listserv is rated so highly, is that it is the primary tool FAR members can get almost instant feedback from their peers on issues of concern to them. It's like having over 300 consultants at your fingertips!

In this column we'd like to give you an idea of the topics covered recently as well as remind you of proper protocol when using the Listserv. First, some reminders on rules and etiquette:

### The Rules

- Don't challenge or attack others. The discussions on the lists are meant to stimulate conversation not to create contention. Let others have their say, just as you may.
- Don't post commercial messages on any listserv. Contact people directly with product and service information if you believe it would help them. Patron members contacting Regular members need to exercise diplomacy when looking to pursue a listserv inquiry. FAR does not want to have Regular members feeling targeted and thus not use this networking tool.
- Use caution when discussing products. Information posted on the lists is available for all to see, and comments are subject to libel, slander, and antitrust laws.
- All defamatory, abusive, profane, threatening, offensive, or illegal materials are strictly prohibited. Do not post anything in a listserv message that you would not want the world to see or that you would not want anyone to know came from you.
- Please note carefully all items listed in the disclaimer and legal rules below, particularly regarding the copyright ownership of information posted to the list.
- Remember that FAR and other e-mail list participants have the right to reproduce postings to this listserv.

### Listserv Etiquette

- Include a signature tag on all messages. Include your name, title, organization, phone number, and e-mail address. Optional information can be both physical and Internet web addresses.
- State concisely and clearly the topic of your comments in the subject line. This allows members to respond more appropriately to your posting and makes it easier for members to search the archives by subject.
- Include only the relevant portions of the original message in your reply. Delete any header information, and put your response before the original posting.
- Click on Reply leaving the original subject line intact. If it adds "Re:" to your email that fine. Keeping the "Subject" intact allows the software to keep all the email indexed together.
- Only send a message to the entire list when it contains information that everyone can benefit.
- Send messages such as "thanks for the information" or "me too" to individuals--not to the entire list. Do this by using your e-mail application's forwarding option and typing in or cutting and pasting in the e-mail address of the individual to whom you want to respond. Remember, clicking on "Reply" sends the message to the Listserv, not the Sender.
- Do not send administrative messages, such as remove me from the list, through the listserv. Instead, contact 703.971.1116 to change your settings or to remove yourself from a list. If you are changing e-mail addresses, you do not need to remove yourself from the list and rejoin under your new e-mail address. The administrator can change this for you.

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## THE CHANGING LANDSCAPE OF LEASE ACCOUNTING FOR NONPROFITS

By Jim Larson, Director/Shareholder and Nonprofit Specialist

Many nonprofit entities enter into arrangements to lease assets. As such, those who are charged with governing and managing nonprofit entities must be aware of some significant changes that are planned in how lease arrangements are reflected in financial statements. Additionally, practitioners who are engaged to audit financial statements of nonprofits will want to be aware of the forthcoming changes.

Since most nonprofits enter into these arrangements as lessees, this article will focus on planned changes to the accounting technical literature from the perspective of lessee entities.

### OVERVIEW OF THE PROPOSED GUIDANCE

In August 2010, FASB and IASB released their joint proposal to change the landscape related to lease accounting. Under that proposed guidance, the current bright-line-based model of accounting for leases will be replaced with a right-of-use model. The end result is that, under most lease arrangements, lessee entities will need to record assets and liabilities.

While the date by which the new guidance will become effective is still undecided, final guidelines will be issued in June 2011. One key reason the planned guidance needs to be understood sooner rather than later is that all outstanding leases as of the effective date of the guidance will be subject to the new accounting model. There will be no grandfathering of existing lease arrangements, and prior-period financial statements presented for comparative purposes will have to be restated as if the new guidance had been in place in prior years.

### SIGNIFICANT CHANGES FROM EXISTING GUIDANCE

Current accounting and reporting standards related to leasing include capital leases and operating leases. Using the current bright-line model to distinguish between operating and capital leases, relatively small differences in lease terms can mean certain leases will be recorded as assets and liabilities, while other leases go unrecorded in financial statements. The result is that economically similar arrangements may be accounted for differently, diminishing the comparability of financial statements between and among reporting entities.

The planned new guidance will establish one single method of accounting for leases that requires recognizing assets and liabilities in financial statements associated with most lease arrangements, resulting in more complete and comparable financial reporting. This will also significantly reduce structuring opportunities related to achieving particular accounting results.

Nonprofits, in most circumstances, will need to recognize an asset representing the right-to-use the underlying (leased) asset for the lease term along with a liability to make lease payments. Arrangements currently in place that result in off-financial statement treatment must be considered in light of the new guidance so that assets and liabilities will be reflected in statements of financial position.

For arrangements currently considered to be operating leases (i.e., not recorded in the financial statements), rent expense amounts will be replaced with amortization expenses associated with the capitalized asset and interest expenses on the recorded obligation. Similar to the current guidance associated with capital leases, the right-of-use asset under all arrangements typically will be amortized using a straight-line approach. As in mortgage arrangements, interest expense associated with leases will be front-end loaded.

In order to prepare for implementing lease accounting changes, nonprofits should consider how their information systems need to be changed in order to capture the information needed to implement the literature. Further, loan covenants in any debt agreements must be examined to determine if they need to be renegotiated because additional assets and liabilities will be reflected in the financial statements.

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## SHORT-TERM LEASE CONSIDERATIONS

Lessee entities could use a simplified accounting approach for short-term lease arrangements. Leases are considered to be short-term when their maximum possible term, including options to renew or extend, is 12 months or less.

In a FASB/IASB joint meeting in March 2011, the Boards responded to the concerns of many constituents about the need to record assets and liabilities associated with short-term leases. The tentative conclusion reached was that lessee entities will be permitted to account for short-term leases in a manner consistent with current operating-lease requirements. For these types of leases, nonprofits can elect an accounting policy of not recording assets and liabilities in statements of financial position.

\* \* \*

**JAMES M. LARSON, CPA**

*Director/Shareholder - Nonprofit Specialist*

*Mr. Larson, who has more than 25 years of accounting experience in both the public and private sectors, plans, budgets and directs audits for multiple nonprofit organizations and travels internationally for Gelman, Rosenberg & Freedman's clients. He presents seminars on specific aspects of nonprofit auditing. He is a member of the American Institute of Certified Public Accountants, the Greater Washington Society of Certified Public Accountants, the Florida Institute of Certified Public Accountants. He has served on the Board of Directors of Mentors, Inc. and currently serves on the Board of the Mill Creek Towne Swim Association. Mr. Larson is also a member of the Maryland Association of Nonprofit Organizations, the Maryland Society of Association Executives, ASAE & The Center for Association Leadership, ASAE's Finance & Business Operations Section Council, and the Finance & Administration Roundtable.*

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The 2011-2012 FAR membership year is about to begin, but before it we close out our current year, we want to thank Jim May, CPA for his hard work maintaining the CPE program to FAR members.



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## Active Management vs. Passive Management in Today's Economic Climate

(Provided by RBC Wealth Management and Ann Marie Etergino.)

Given the economic downturn, does the “buy and hold” approach, or active management and passive management, make any sense any more? Do you still buy index funds? Or has this recession changed your investing philosophy?

Active management refers to a portfolio management strategy where the investor makes specific investments with the goal of outperforming an investment benchmark index. Investors or mutual funds that do not aspire to create a return in excess of a benchmark index will often invest in an index fund that replicates as closely as possible the investment weighting and returns of that index, which is called passive management. Active management is the opposite of passive management, because in passive management the manager does *not* seek to outperform the benchmark index in order to minimize transaction costs, including the incidence of capital gains tax.

Whenever there is a bubble, bear market or recession, it's easy to get caught up in the Wall Street hype about which investment approach is the best. Proponents of each believe their approach is the right one, the one that has the potential to generate the greatest amount of return over the long term.

### Which Approach Works Best?

That's a never-ending debate. Hard facts aside, active and passive management are in many ways similar to political parties. The two camps see the investment world in very different ways, both making logical and passionate arguments for their viewpoint.

Passive managers generally believe that it is difficult to beat the market. Therefore, they essentially offer asset class performance that closely matches an index for those investors who are unwilling to assume the risks of active management. Passive management is most common on the equity market, where index funds track a stock market index, but it is becoming more common in other investment types, including bonds, commodities and hedge funds.

(Continued on [page 15](#))

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(Continued from [page 5](#))

Warn other list subscribers of lengthy messages either in the subject line or at the beginning of the message body with a line that says "Long Message."

Finally, we've seen recent posts from Patron members on topics related to insurance and investments that embody the true spirit of sharing information rather than using the Listserv for promoting one's specific services. In reality, those seeing the Listserv as a commercial activity soon learn their promotions are counterproductive.

*Selected recent topics of discussion – here are a few of the topics we've observed on the Listserv this summer:*

May 2011	
<ul style="list-style-type: none"> <li>Accounting Policy and Procedures Manual</li> <li>Audit RFP</li> <li>Back-ground checks of new hires</li> <li>Bonus Plan</li> <li>Budgets</li> <li>Cell phone policy</li> <li>Conflict of interest policy</li> <li>Copier reviews</li> <li>Courses in Good Interoffice Communications</li> <li>Deputy Director Job Description</li> <li>Development Associate/Admin. JD</li> <li>HR Software</li> <li>iMIS and Windows 7</li> <li>Investment Policy</li> </ul>	<ul style="list-style-type: none"> <li>IT hardware question - CAT5, 5e, and 6 cables...</li> <li>Maternity Leave</li> <li>Opening a trade association branch office in Singapore / hiring staff</li> <li>Recommendation for a computer programmer...</li> <li>Regular member networking groups</li> <li>Remodeling Contractor</li> <li>SharePoint 2010 - Document Management...</li> <li>Substantiation Requirements for HRA/FSA Transactions</li> <li>Summer Interns</li> <li>Trade Show Deposits/Payments</li> <li>Webinars</li> <li>Work at Home Policies</li> </ul>
June 2011	
<ul style="list-style-type: none"> <li>ADP Labor Distribution Payroll Version B</li> <li>DCAA auditors</li> <li>Email address question</li> <li>Email disclaimer</li> <li>Exempt Employees</li> <li>FREE - Office Furniture (with pictures)</li> <li>Investment - CDs</li> <li>IRS increases per mile deduction</li> <li>job opening: Chief Financial Officer at Zero To Three</li> <li>Laptops for Staff -- PC's vs. Mac's</li> </ul>	<ul style="list-style-type: none"> <li>National/Chapter federation considering requiring audits... thoughts?</li> <li>Operating Reserve Policy</li> <li>Postage Machine Rental</li> <li>Public Charity/Foundation</li> <li>Referral for Icore or other VOIP</li> <li>Succession policy</li> <li>Travel policy</li> <li>Unpaid leave benefits</li> <li>Vacation policy</li> <li>Web Site CMS - Proprietary vs Open Source</li> </ul>
July 2011	
<ul style="list-style-type: none"> <li>Conflict of Interest policy for Board Members</li> <li>Data Security and Privacy</li> <li>Electronic Voting</li> <li>Foreign Exchange banking fees</li> <li>Foreign National Sponsor</li> <li>Free Registration or Membership</li> </ul>	<ul style="list-style-type: none"> <li>ISO: Whistleblower and Document destruction/retention policies</li> <li>Liability Insurance for Events</li> <li>Membership Dues Increases</li> <li>Raises 2012</li> <li>Shared contact list</li> <li>Whistleblower and Document destruction/retention policies</li> </ul>
August 2011	
<ul style="list-style-type: none"> <li>Accounting manual</li> <li>Investment Policies - Fixed Income/Equity ratios</li> <li>ISO: Accounting manual</li> <li>Microsoft Dynamics SL 2011</li> </ul>	<ul style="list-style-type: none"> <li>Phone system</li> <li>RFP for financial services</li> <li>Size and structure of accounting department</li> </ul>

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Active managers believe the market can be beaten. While they can't beat it all the time, many active managers do believe there are certain irregularities in the market that can be taken into consideration to achieve potentially higher returns. The primary attraction of active management is that it allows selection of a variety of investments instead of investing in the market as a whole.

If you believe that the market will not go straight up or may even go sideways for some time, then maybe an active manager who is an excellent stock picker can produce returns that can beat an index. More importantly, maybe they can do more to protect your downside than an index.

Sometimes, combining both styles will allow you to maximize your chances to have a well-balanced diversified portfolio based on asset classes and management styles.

Wall Street will continue to debate the benefits of active versus passive management, and at a given time, one approach will be more popular than the other. As an individual investor, try to ignore the trend of the moment. When all is said and done, keep in mind that both active and passive managers are selecting investments from the same pool of equities.

*This article is provided by Ann Marie Etergino, a Financial Advisor at RBC Wealth Management in Chevy Chase, MD, and was prepared by or in cooperation with RBC Wealth Management. The information included in this article is not intended to be used as the primary basis for making investment decisions nor should it be construed as a recommendation to buy or sell any specific security. RBC Wealth Management does not endorse this organization or publication. Consult your investment professional for additional information and guidance. RBC Wealth Management does not provide tax or legal advice.*

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Moving Forward...

- **It still takes a village!** Fortunately, though we'll miss having Thomas, David, Mary, and Jim on our Board next year, joining continuing Board members; Mike Tryon, Patricia Adkins, Susan Stanton, Yasamin Al-Askari, Paul Stilp, Steve Cocks, and Robyn Morriss, we will welcome Beverly Chin, Finance & Accounting Manager, District of Columbia Bar; David Diedrich, Director of Operations & Finance, N Street Village; and Andrew Jens, Director, Finance and Operations, International Council on Clean Transportation.
- **Not to steal Mike's message...but exciting things are ahead!** Mike Tryon hosted a very through Strategic Planning retreat for the Board of Director's last month. In addition to defining our mission, we also worked on our brand promise and put together an outcome based plan with accountabilities and measurements. Also our new technology platform promises capabilities for searchable directories, career centers, banner advertising, blogs, and other social media channels. Stay tuned for more details!
- **It's all about you!** FAR is all about you and all for you. Look for opportunities to serve and don't wait for Mike's leadership team to ask you. It wasn't too long ago that I was just a luncheon attendee and I've progressed both personally as well as professionally due to my willingness to volunteer.

Finally – Serving as your FAR Chair has been the highlight of my professional career. I'm so grateful for your support this year and for the opportunities you've provided me to serve you. I plan to continue my participation in FAR and join my fellow past Chairs in continuing to see our organization grow not just in numbers but in the quality of our programs.

## Attention FAR Regular Members!

### Your input is requested on the following:

1. Please list your type of organization (for regular members ONLY).
2. How many years have you been working as a professional in the not-for-profit industry? The not-for-profit industry includes individuals that have either worked directly for a not-for-profit or have provided services to a not-for-profit.
3. What is your organization's budget in 2011?
4. Please select the current staff size of your organization from the ranges below.

Please click [here](#) to submit your answers.



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# YOU SAY MORE THAN YOU THINK!

*How to Use the New Body Language to Get What You Want!*

*By Janine Driver, AKA Lyin' Tamer*

Do you know how leaders helm of top Fortune 100 companies use their body language and visual image to convey confidence instantly? When it comes to building business relationships how important is it for you to quickly connect with others while remaining authentically you? What would it mean to your personal and professional success if you were to radiate even more confidence, poise, and authority than you already have (all in the time it takes to watch a movie or commute to work. The polished total leader has it and those on their way up the ladder are being sent to weeklong training sessions to find it. It's an essential pre-requisite for career advancement and it matters just as much as impeccable credentials and an impressive track record. Let's face it....**You Say More Thank You Think!**



Nonverbal communication comprises more than 50% of all signals that people send to each other when communicating. Although it may seem that words are the easiest way to communicate with people, they are not always the most honest or direct. This is an easy problem to fix – all you have to do is R.O.A.R.!

## **Rapport Building:**

Building a strong rapport is critical to generating strong relationships. Remember: people like people who are like themselves. A simple way to encourage this thought is to mirror another person's actions. However, if you are too overt in your mirroring, they may think you are being condescending. You should mirror their actions while also talking with them in the way that helps them to best understand you. People process the world in one of three ways, and speaking to them in a manner reflective of their processes helps you to connect better:

Visual (sight): "I see..."

Auditory (sound): "I hear..."

Kinesthetic (touch): "I feel..."

For example, when working on a math problem, a visual person would look at the numbers, while an auditory person would count the numbers in their head and a kinesthetic person would use their fingers. And although 60% of the population represents things visually, one should always keep in mind their intended audience rather than using what seems the most comfortable to them.

In building rapport, it is also important that you establish positive connotations between yourself and others. You can do this by changing how you communicate with them, either in method or in location. This creates the illusion of a greater lapse of time in your relationship and may help alleviate discomfort or stress. If you are meeting with clients, you do not have to conduct the entire meeting in the same place;

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move around! Go to other parts of the office to change scenery and help increase comfort. Similarly, contact people in different ways – you can email, call, or talk in person. While each form of communication offers different advantages, combining them may help you gather different information each time.

**Observe and Listen**

When interacting with others, it is critical that you have an understanding of their body language preferences, or else miscommunications may occur. For instance, while crossing one's arms is usually an indication of being closed off, disapproving, or uncomfortable, it may simply be a more comfortable position for some to be in. Similarly, blinking does not always mean that someone is lying or shifty; they might just have dry eyes. In order to make accurate assessments of body language cues, it is a good idea to find out a person's normal behavior, or baseline. Even something as simple as small talk can help to show how a person normally acts; since they are in a relaxed environment, there is no need to be defensive, aggressive, or deceptive.

The areas that are the most important to pay attention to follow the old children's song: head, shoulders, knees and toes. Someone's head position and facial characteristics, posture, leg spacing, and foot direction are key indicators of body language symbols. All of these parts work together to give a message of intent, although you should also remember The Bellybutton Rule!

**THE BELLYBUTTON RULE (aka Naval Intelligence):**

A person's bellybutton often faces the direction of something or someone that they are interested in, admire, or are focused on.

(Continued and [page 19](#))

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As long as the bellybutton is on you when you want it to be, this is a good thing. When we see parallel bellybuttons, this means that the conversation between the buttons' owners is private, or that they do not want outside attention. If they are perpendicular, feel free to join in. Be aware that a wandering navel may be a sign of indifference, a lack of interest, or a desire to leave.

Baselining is also reflected in how people may process information. Once a pattern is established in most anything, from conversations to news stories to personalities, we begin to assume that this is the normal behavior or sequence of events. When a shift in perceptions occurs that deviates from this behavior, we are quick to notice and act on it. Body language works the same way.

### **Ask Powerful Questions**

Asking the right questions can make all the difference in understanding others and delivering the right message. For example, a client may tell you that what you are doing is fine, but they are slightly shaking their head while adopting a reserved and enclosed posture. By asking questions beginning with phrases like "Is there any reason why...", "Maybe I'm wrong here, but..." and "Is there something else..." you can find out more and make sure that everyone is on the same page.

### **Reach Your Potential**

A great way to make sure that your confidence level is high is to speak, think, and act in positives. By removing negative words from discussion and your thoughts, things become more achievable and realistic. For example, telling a child "keep your hand off of the stovetop" is more effective than "don't touch the stovetop", as the focus of both statements is on the action, rather than any positive or negative prefixes. This also can help with telling stories and outlining plans, as it shifts focus away from the task one is trying not to do or on a subject that one does not want to give attention.

(continued on [page 23](#))



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(Continued from [page 3](#))

**4. Social media:** Differences between entities' use of social media vs. employees' use of social media in their personal capacity.

*A. Nonprofits should have a written policy for employees governing both official and personal uses of social media, and the policy needs to be tailored to each organization; no one-size-fits-all.*

*B. If your nonprofit wants to be able to monitor its employees' electronic communications via the organization's equipment/network, then you need to specify in writing (e.g., in an employee handbook or other employment policy) the right to monitor and be sure to clarify that employees have no expectation of privacy in such communications, systems or networks.*

The wealth of knowledge Jeff had to offer provided attendees with some insights into these areas that are often encountered by nonprofit organizations. In lieu of handouts, he invited attendees to visit the Venable website where over 600 articles and presentations on nonprofit legal issues (searchable by topic area) reside. [www.venable.com/nonprofits/publications](http://www.venable.com/nonprofits/publications).

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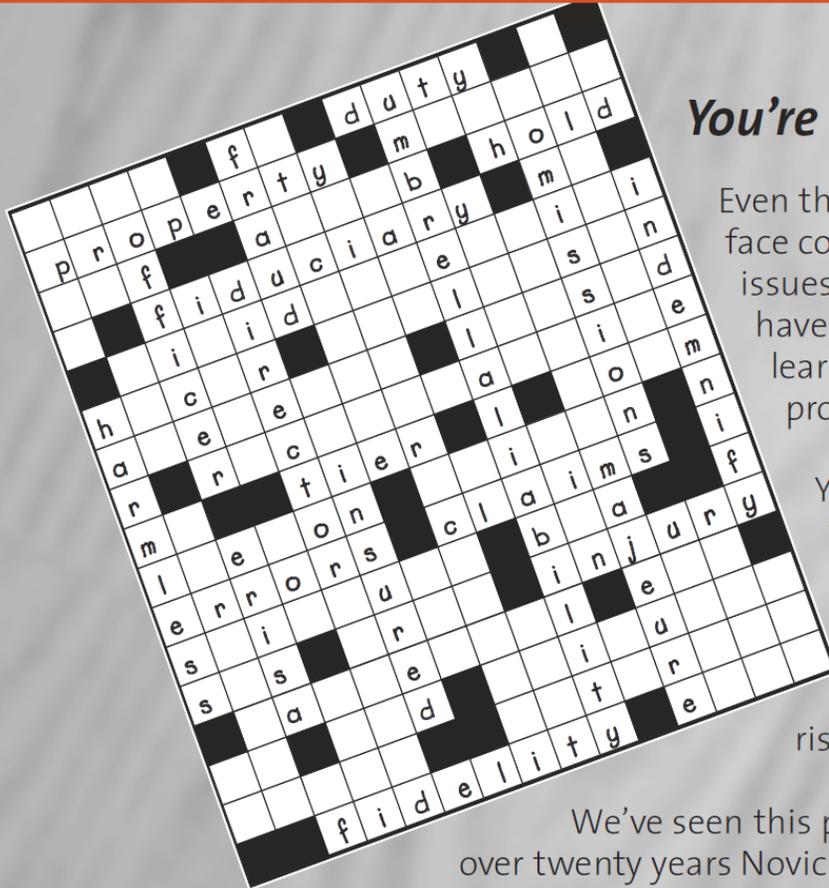


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Additionally, removing conditional phrases adds authority and power. Like Yoda from *Star Wars* said, "Do or do not, there is no try." Adding words or phrases like "try" or "consider doing" or "thinking about" distract and delay doing the actual action. Next time you are given a task, don't try to get it done; do it! Language like this can also make people skeptical of motives or commitment, and may cast doubt on your actual abilities.

"We'll open a window to unexpected opportunities, success, and abundance. There's an old saying that I love, 'It's not who you are that holds you back, it's who you think you're not.'"

### **JANINE DRIVER, Speaker, Author, Media Personality**

JANINE DRIVER is the founder, president, and lead instructor of the Body Language Institute in Washington, DC, an elite certification program that offers award-winning advanced communications training that help executives, sales people, and other professionals build executive presence, explode their selling skills, and create and deliver business presentations that win new business. Janine and her team of the world's most sought after subject matter experts have helped clients become the total leader, which ultimately led them to win billions of dollars in new business contracts.

Janine is a New York Times Bestselling author, NBC's Today show Body Language Contributor and international communications expert, New York, keynote speaker, and a popular media guest. Janine has made appearances on The Dr. OZ Show, The Rachael Ray Show, and CNN's Larry King Live. She has been quoted in The New York Times, The Washington Post, and in magazines such as Cosmopolitan and Psychology Today. Janine's background includes being a federal law enforcement officer within the United States Department of Justice for fifteen years, where she trained over 60,000 lawyers, judges, and law enforcement officers how to read body language and detect deception.

Janine's book, *YOU SAY MORE THAN YOU THINK: The 7-Day Plan on Using the New Body Language to get What You Want!* (CROWN) is a New York Times Bestseller. Visit [www.bodylanguageinstitute.com](http://www.bodylanguageinstitute.com) to learn more about the new body language, boost your confidence, credibility and career.



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