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THE ARTIFICIAL INTELLIGENCE ISSUE



Three Very Human Qualities to Help You Mitigate AI Risk

By Rachel Sams

Experts don't agree on much about artificial intelligence. But most of them can agree that humans are still the best at interpersonal relations, difficult decisions, and critical thinking.

And experts mostly agree that areas where AI can help often involve routine tasks and processing large amounts of data.

Take a minute to think about that: If humans are the best at thinking and feeling, and AI is the best at completing certain types of tasks under human direction...

Congratulations! You already have all the innate qualities you need to navigate AI risk! You're human!

We're simplifying things a little, but we've tested this principle in our own experiments with AI risk for more than a year, and found it solid. If you and your team return to your most deeply human qualities over and over, you will make pretty good decisions on AI risk. And if you commit to learning the skills and practices you need to navigate AI, your pretty good decisions on AI risk will get better. Our companion article in this issue, "A Step-By-Step Plan to Navigate AI Risk," will help you consider specific risks and situations. In this article, we'll cover three qualities you and your team members can hone to better meet AI risk. This work should help you better deliver your mission and improve at everything you do.

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Three Very Human Qualities to Help You Mitigate AI Risk

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Very Human Quality 1: Curiosity

One of the best ways to navigate any risk issue is to ask good questions. This helps you understand the environment and risk issues you're facing.

Fear presents an obstacle to asking good questions.

It's natural to feel fear when we face something new. That's one reason why our jobs as risk managers are so challenging. We and our teams are programmed to fear new things like AI. Some of us might worry that AI is coming for our jobs—maybe even that it'll take over the world in a worst-case scenario!

Curiosity helped me navigate experiments with AI risk over the past year to understand how NRMC can best serve our clients who have AI risk questions. I was terrified of AI before I began to experiment with it. There is still plenty that concerns me about AI. Some of it concerns me a lot. But I know more now about what artificial intelligence is and isn't capable of. That helps me better navigate my daily life and advise nonprofits as they face AI risks.

Here's a story that offers one example of how curiosity can help you learn about the opportunities and challenges of AI.

I asked ChatGPT to provide me a list of the best quotes about change management.

ChatGPT provided a list of quotes about change management. All the quotes were by men.

I responded to ChatGPT and asked it to share a list of great quotes about change management by women.

The first list included a quote attributed to Barack Obama: "Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek." The second list included the same quote, attributed to Kamala Harris.

"One of the best ways to navigate any risk issue is to ask good questions. This helps you understand the environment and risk issues you're facing."

I laughed out loud. Then I got curious. Why did ChatGPT give me that result?

One obvious answer: the material ChatGPT was trained on sourced mostly white men.

What else was happening behind the scenes?

I revisited the learning I'd done so far about AI, and noted the fact that the AI is programmed to give the person asking questions what they want. AI will try its best to do so even if it can't find information or facts that qualify. If it doesn't have the facts, it might make some up.

This fascinates me. It scares me. But it also informs me. Now I've personally experienced an example of just how motivated AI products are to give me what I want. I know there's a high risk that AI products will provide inaccurate information, maybe even handle information in ways I consider unethical, to give me what I want. Knowing that helps me understand my responsibilities when I evaluate AI and ask better questions about the information I'm receiving.

The more you interact curiously with artificial intelligence, the more you will learn. You'll hone your opinions about where this technology could help your nonprofit, and where you want to avoid its use. You'll think of new questions to ask to help you better understand the technology and its potential impacts, good and bad. And you'll naturally find yourself setting boundaries

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around how you use this technology, and helping your team make good decisions about AI boundaries.

Very Human Quality 2: Skepticism

I'm a former journalist, and there's a common saying in journalism: "If your mother says she loves you, check it out." If this is your first time hearing that one, it might sound harsh. But it was a memorable reminder that experienced editors often gave to rookies or students: don't automatically accept what people tell you. Consider the source of every fact and the motivation of that source to publish it or share it with you.

Healthy skepticism will be your good friend as your nonprofit investigates AI. It will keep you from jumping into AI practices that might seem to save your nonprofit money and time but could jeopardize your values. Being skeptical of grandiose claims about artificial intelligence will help you choose your AI projects and vendors wisely. Awareness of AI's inherent flaws will help you build smart practices like mandating human review for any work produced by AI, keeping sensitive data away from AI, and building in safeguards to keep AI's biases

from creeping into the work your nonprofit produces.

Very Human Quality 3: Trust

This might seem like an unusual quality to emphasize in an article about AI risk! But NRMC isn't asking you to trust machines or algorithms. We're asking you to trust yourself and your team members. That's necessary because even if you put an AI framework in place for your nonprofit, at some point, your AI work will require you to take a leap of faith.

Your peers are already experimenting with AI. Your team members are probably already experimenting with AI, with or without any guardrails from you. And even if you don't believe you're experimenting with AI personally, the technology already shapes many aspects of how you experience your daily life. You can't ignore this technology. It's here. To keep your nonprofit current and maximize your capabilities, you'll need to come to terms with AI. Luckily, if there's one thing we at NRMC know, it's that nonprofits and their people can do hard things.

Trust the judgment your leadership has used to hire and coach the best team members it could find. Trust the values

Three Very Human Qualities to Help You Mitigate AI Risk
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“What will honing the very human qualities of curiosity, skepticism, and trust allow you to do? These qualities will give you a foundation to meet the AI risks you already encounter in your work every day, and the ones you can’t yet anticipate.”

your nonprofit lives by to guide your team as you learn and grow in your approach to AI risk. And trust that every stumble or mistake will ultimately help your team develop a nuanced and unique approach to AI that fits your nonprofit’s needs.

Human Advantages in an AI World

So what will honing the very human qualities of curiosity, skepticism, and trust allow you to do?

These qualities will give you a foundation to meet the AI risks you already encounter in your work every day, and the ones you can’t yet anticipate.

Tapping into these qualities will allow you to thoughtfully engage with AI tools. After all, you can’t understand the risks this technology presents if you haven’t experienced the tools.

These qualities will help you ask good questions about AI technology’s sources of information and findings and build strong practices to ensure human review and oversight of all your AI-generated work.

These qualities will help you believe that your team can build this plane as you fly it.

It’s scary to step into a world you haven’t experienced before, as all nonprofits are with the rapid evolution of artificial intelligence. Many possibilities exist in that world. Not all those possibilities will be right for your nonprofit, and the journey to find the ones that fit may be challenging. But if you combine trust in yourself and your teammates with curiosity and healthy skepticism and use the step-by-step framework we share in this issue to mitigate specific artificial intelligence risks, you’ll be in a great position to meet the challenges and opportunities of AI.

Rachel Sams is Lead Consultant and Editor at the Nonprofit Risk Management Center. She is slow to trust both humans and machines, and thankful for the very human qualities that help her navigate those fears. Reach her with questions and thoughts about human ways to navigate AI risk at rachel@nonprofitrisk.org or (505) 456-4045.



A Step-by-Step Framework to Mitigate AI Risk

By Rachel Sams

I have some bad news.

You and your team members don't have all the skills you need to deal with AI risk.

Here's some slightly better news: No one else has all the skills they need to deal with AI, either! The technology's moving so fast even industry experts are hard pressed to keep up.

Now for the good news: You and your team members aren't experts on AI, but you are experts on your nonprofit's capabilities and challenges. You are experts on making it work with what you have. You probably do that every year with your budget, you do it every day when you provide services, and you can do it with artificial intelligence, too.

AI is a broad term for the use of computer science and data to enable problem solving. Machines or processes that use AI have been designed to respond to input similarly to the way humans

would. Our accompanying article in this issue, "Three Very Human Qualities to Help You Mitigate AI Risk," offers a primer on the qualities you and your team members should hone to help you navigate the world of artificial intelligence.

As you experiment with that, we offer a step-by-step framework to evaluate AI risk and make good decisions about when and how to use AI in your nonprofit—and when not to. The framework is designed to be flexible, not prescriptive. Every organization is different, and an AI use that might benefit one nonprofit's team, community, and clientele might feel very wrong to another nonprofit. Consider this a general guide for how to approach your organization's AI risk journey.

Because AI touches so many areas within nonprofits in an incredibly diverse sector, your progress through this AI risk framework may not be linear—you might

“Every organization is different, and an AI use that might benefit one nonprofit's team, community, and clientele might feel very wrong to another nonprofit.”

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A Step-by-Step Framework to Mitigate AI Risk

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sometimes work on two or three steps at once. Wherever your journey takes you, this framework can provide peace of mind in the fast-moving world of AI.

How to Begin

If your nonprofit is early in its AI journey, everything may feel scary. Some aspects of AI will likely continue to worry your team over time, but as you build more experience with the technology, your confidence in assessing AI risk will grow. These steps will build a strong foundation for wherever your AI journey leads you.

Make sure your nonprofit has strong practices to center equity. This was a key piece of advice from Sarah Di Troia, senior strategic advisor for project innovation at Project Evident, during a *Chronicle of Philanthropy* webinar about AI for nonprofits last year. Does your nonprofit have practices to center the voices of people who will be most affected by a change? Those practices are necessary to create AI experiments that avoid harm to communities and groups that have been marginalized, Di Troia said. Organizations that don't yet have that foundation aren't ready to experiment with AI and should focus first on establishing strong equity practices. If you don't know whether you have a strong equity foundation, some great questions to ask might include "How do voices get heard at this organization?" and "Whose input does this organization act on?" If you need help to assess that, [Equity in the Center](#), the [National Council of Nonprofits](#) and the [Building Movement Project](#), among others, offer resources for nonprofits working to center equity.

Empower humans in your transition to using AI. Allison Fine, Beth Kanter, and Philip Deng, writing in the *Stanford Social Innovation Review*, encourage nonprofits to take the time to explain to employees why your organization is considering AI use. Ask team members to share their hopes and fears about AI. What information do they need to understand its possibilities,



limitations, and risks? Seek team members' input into how your organization should and shouldn't use AI. Provide access to webinars and training sessions to upskill your team. The *Chronicle of Philanthropy*, Microsoft and others hold frequent sessions on AI for nonprofit organizations, some of which are free.

Your team members may worry that using AI will lead to layoffs or job changes. They may or may not share those fears with you. If they do, acknowledge those concerns and help assess what employees need to feel more comfortable with the technology. Don't make promises you can't keep; you may not be able to guarantee that no one will ever lose their job because of AI at your nonprofit. And leaders should never promise that jobs within an organization won't change and evolve over time. Listen, emphasize your nonprofit's long-term goals for AI use, and ask employees how they'd like to participate in pursuing those goals.

Start small. Pilot an AI experiment. Ask yourself: What pain point could AI help solve in your organization? Choose one and monitor it closely before expanding your

use of AI. Beth Kanter shared this strategy in a 2023 webinar on how nonprofits can tap into curiosity to overcome AI fears. Kanter urged nonprofits to consider: Where are the bottlenecks in your organization? How could AI address them? What safeguards will you put in place to minimize harm? Set clear guidelines about how you will evaluate your trial, what success would look like, and what would cause you to stop the experiment immediately.

Used well, AI can help your team members spend less time on repetitive processes and more time on big-picture issues and building relationships—the things humans were born to do. But to use AI well, you must center people and your mission at every step: the community members you serve, the team members who serve them, and the change or impact your nonprofit intends to make in our world.

How to Lay the Groundwork for Next Steps

Once you've set your nonprofit's foundation for AI and completed a successful test, you'll be in a good position to start making some

A Step-by-Step Framework to Mitigate AI Risk
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“What practices will you use to safeguard sensitive data? What security requirements will you have for AI services, vendors and products?”

rules. You’ll want to develop a code or policy to govern how you will make decisions about AI as your use expands.

Key things you’ll want to consider including in your code:

The purpose of your AI policy. Why does your organization want to experiment with AI? What aspects of your nonprofit’s work will this policy touch?

What kinds of AI use are encouraged, and within what parameters. What behaviors and uses fit with your nonprofit’s mission and values?

What kinds of AI use are prohibited. What behaviors and uses will your nonprofit not allow under any circumstances?

How your organization will train, equip and educate team members to use

AI. How will you work with your team to find out what skills they want to hone and help them do that within your budget?

How you will preserve the security and privacy of data in your AI use. What practices will you use to safeguard sensitive data? What security requirements will you have for AI services, vendors and products? What will you do if data is breached? When and how will you use informed consent, and what opt-out options will you give constituents?

When and how you will disclose your nonprofit’s use of AI to internal and external audiences. How will you document and communicate your use of AI?

What measures you will take to ensure accuracy and mitigate or avoid bias in your use of AI. How will you create

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safeguards to reduce the risk of plagiarizing from published material? Some options to consider:

- fact-checking any work created with generative AI against official sources, such as government data or your own;
- running a Google search on 250 words of any AI-created or assisted work to help gauge whether it's been previously published;
- using generative AI to iterate and improve your team's own work, rather than to create new work from scratch.

Also consider: How will you educate your team about potential AI biases and check for them? How will you ensure that a diverse group of constituents reviews all AI-generated work? What will you do if bias is found in AI-generated work, before or after the fact?

What consequences will result from intentional or unintentional violations of the policy. What responsibilities do team members have to report suspected violations? How should they report them? What will happen if someone made an honest mistake in their use of AI? What if someone intentionally misled others about their use of AI, or used it in a malicious way?

NRMC has created a draft Artificial Intelligence Policy, available to subscribers of our My Risk Management Policies product, which is available at www.myriskmanagementpolicies.org and costs \$179, or \$29 for Affiliate Members. Other organizations, including nonprofit consultants [Roundtable Technology](#) and [Tech Soup](#), offer draft AI policy templates or guides for developing them, which can provide additional insight on what to consider and include in your organization's policy.

Take the time to evaluate any template or prototype AI policy against your mission and your nonprofit's unique opportunities, challenges, and constituencies. What parts of the policy might work well for you? What parts might not be a fit or need reworking?



Once you establish your policy, revisit it regularly. You may need to make changes and additions as you uncover new challenges and benefits of AI use. That's okay. A simple, flexible structure will provide a consistent backbone for your AI use as technology rapidly evolves and allow you to make changes along the way.

How to Advance

If you have your equity approach in place, you've sought feedback from your team on AI and started helping them upskill, and you have a pilot project in mind, here are some great next steps on your journey.

Keep humans in charge. Design any AI experiments to ensure team members regularly check the results of any AI processes you use. Review any content created by AI before distributing it. Create a checklist of what team members should review AI processes and content for. Spell out what you do and don't want AI-created work to contain.

“Once you’ve set up your AI approach and crafted your policy, it’s important to revisit it regularly.”

Don’t adopt AI tools you don’t understand. Ask your vendors questions. Then ask questions about their answers. Keep asking “And then what?” or “What could happen next?” to uncover the unknowns in any AI tool you’re considering. Ask your team: What’s the best that could happen if we used this? What’s the worst? What are some things that might or might not happen? Until you can explain the technology you want to use to someone who has no baseline knowledge of it, you’re not ready for an AI experiment.

Here are some ethical questions to help you evaluate AI technology options, adapted from *Automotive World*.

- How do the systems you’re considering collect data?
- How diverse and how credible are their data sources? How relevant are they to the context in which you want to use them? How do systems use the data? Where do they store it? Who can see it? How does this benefit employees, people receiving services, and the organization? Who could use this data for harm and how?
- To avoid harm: Can you limit the data your nonprofit collects? Can you collect only statistics, without gathering any personal information or identifiable data? Can you avoid sending data to the cloud?
- What safeguards do vendors have in place to guard against cyberbreaches of their technology? How do those reflect the sensitivity level of the data they’re storing?

How to Iterate

Once you’ve set up your AI approach and crafted your policy, it’s important to revisit it regularly. The technology and the ethical frameworks around generative AI are evolving fast. Here are some ways to ensure your team continues to improve at managing AI risk.

Take time to evaluate. Set aside time quarterly with key team leaders to review these questions:

- How well did your AI use help you maximize your ability to deliver on your mission?
- What challenges arose in your use of AI this quarter? How did you meet them?
- How do you want to change your use of AI in the next quarter—scale back, scale up, or maintain? What new safeguards do you need to put in place to ensure the integrity of your AI work for staff and constituents?

Keep learning. Block time on your calendar to learn about AI. Attend webinars by experts, read what practitioners are writing, or join discussion groups about AI in nonprofit associations you belong to. Ask your team members each quarter what additional AI training they need to do their jobs well. Work with vendors or partners to see if you can obtain training pro bono or at a nonprofit discount.

Reminders for the Journey

The journey to understand AI risk will likely continue throughout our lifetimes

and beyond. Remember that it’s a marathon, not a sprint, and pace yourself.

No matter which step of this framework best reflects where your organization is on its AI risk journey, a few key principles can help you continue to learn and grow.

Don’t wait. You and your team members may be frightened or intimidated by what you’re hearing about AI. AI does have plenty of concerning capabilities. But the more you educate yourselves, the more confidence you’ll gain in your ability to make good decisions about AI as individuals and as a team.

Don’t rush. On the flip side, don’t scramble to unveil a splashy AI initiative or replace a lot of your nonprofit’s processes with AI at once. Build your foundation of equity, center humans, and start small.

Have fun. We’re at a groundbreaking moment in the evolution of artificial intelligence. AI will continue to evolve, but this moment will never come again. Laugh with your team members at AI’s quirks and hallucinations and give yourself the time and space to think about what you’re learning. It’s amazing what humans can do with a little time and space.

Rachel Sams is Lead Consultant and Editor at the Nonprofit Risk Management Center. She recently delivered a webinar on change management for NRMC Affiliate Members. Reach her with questions and thoughts about nonprofit change management at rachel@nonprofitrisk.org or (505) 456-4045.



Hype vs. Benefit: A Nonprofit Tech Leader's Perspective on AI

By *Melanie Lockwood Herman*

During recent conversations with nonprofit leaders, advisors to nonprofits, and insurance industry executives whose companies focus on serving nonprofits, I've heard a wide range of sentiments about artificial intelligence. Some of the people I've spoken to are optimistic and excited about the potential for AI tools to bring new efficiencies to the workplace. Others are understandably worried, or at least concerned, about issues such as data privacy, AI cybercrime, and more.

To learn more about how a leader who works across the nonprofit and tech sectors views the potential and risks of artificial intelligence, I reached out to Patrick Callihan, CEO of Tech Impact. Tech Impact is a nonprofit dedicated to

"transforming lives, organizations and the world through technology." The NRMCM team had a chance to get to know the work of Tech Impact during a recent risk assessment engagement. Pat's insights about AI follow.

Melanie Herman: What aspects of AI are you most excited about?

Pat Callihan: In a word, productivity. AI can allow us to streamline routine tasks, develop content at lightning speed, and automate much of the work we do today. As a nonprofit, we are looking at AI from a productivity standpoint. What can we do cheaper, better, faster with the use of AI? The gains we anticipate will mean more of our resources can be leveraged toward fulfilling our mission.

MH: What are you most concerned about?

PC: I worry about a lot of things related to AI. Because we serve other nonprofit organizations with capacity building, I worry about the hype of AI. Nearly every software vendor is now touting AI in their offerings, mostly as add-ons, and many new software and services companies are making promises that AI will do everything from handle your accounting to making toast. There is a lot of noise to wade through. And there are concerns around keeping the organizations secure as they experiment with new applications and new services, like large language models. I am worried that some organizations will not get the education they need to make wise decisions

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“There is a gold rush happening between software vendors—who can get there first with the new features and functions. This causes a lot of software to be released before it is really ready for prime time.”

about the tools they are adopting into their environment and the downstream implications of those decisions.

MH: How will Tech Impact use AI in the months and years ahead?

PC: We are evaluating our processes and exploring what can be automated through the use of AI. I believe we will see significant productivity gains over the next couple of years. We are looking at developing tools to enable faster and more accurate grant writing and grant reporting. Ways to cut time in areas like accounts payable. How to serve our support clients with more accurate troubleshooting and remediation. We will continue to look at what may be automated, look at the ROI of building or buying tools that can enable those productivity gains and implementing them when they make sense.

MH: What safeguards or guardrails are you putting in place to chart a productive, risk-aware AI journey?

PC: We are only allowing enterprise level software into our environment. This will help us contain data breaches and the release of any proprietary information. We are bringing in experts in the field to help us think about what technologies we should be evaluating and what processes we should look at for an eye toward productivity gain. In short, we are educating ourselves as much as possible so we make more informed decisions about what tools we will leverage.

MH: From where I sit, it seems that there have been a lot of surprises—good and bad—about AI's use and potential in recent months. What *surprises* you most about the potential of AI? What *worries* you?

PC: What surprises me is just how fast AI is moving. The increase in functionality from Chat GPT 3.0 and 4.0 is astounding. In a relatively short time significant new functionality is coming out. This is also part of my worry. There is a gold rush happening between software vendors—who can get there first with the new features and functions. This causes a lot of software to be released before it is really ready for prime time. We have seen numerous examples in the news around issues like bias and hallucinations happening because the software is not really accurate. Of course, when you look at issues like cyber breaches, deep fakes and misinformation you have the potential for losses of billions of dollars, confusing news, election influence, etc. There is a lot to be worried about and as nonprofits we need to be aware of how these can influence our constituents and our missions.

MH: You have a unique vantage point at Tech Impact where you're able to see how AI is impacting nonprofits. How do you believe nonprofits can be transformed by AI? Disrupted?

PC: Nonprofits, I find, are fairly resilient. They are competitive as well. I believe where we start to see disruption in AI we will see and hear those stories told. When the stories are told, other nonprofits will take advantage of the technology in similar ways. Those that will be left behind will be, like people, the ones that refuse to adopt the technology. At least for now, we need knowledge, empathy and innovation to make smart decisions and serve our constituents. People are the only ones that can possess two out of three of those important components today (although software vendors may argue this point).

MH: I absolutely agree that nonprofits are both resilient and competitive! We see that every day during risk assessments and our work with Affiliate Members. What are the biggest misconceptions about AI?

PC: In my opinion, the enormous predicted loss of jobs. There will certainly

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be jobs lost. There will also be jobs created. Until AI is trained to the point of being able to think critically, which is a long way away from today and somewhat questionable, we will need people. AI isn't really new, it has been around for years. Think about when you call your airlines or bank and the conversation you have with a computer. Yes, it can handle a lot of inquiries and even has the ability to make changes. But how often do you simply blurt out "representative" in order to get to a person because you know it will streamline the process? I do not see a world, that Elon Musk suggests, where nobody works any longer because computers do all of our jobs.

MH: What has been your personal or organizational best or worst experience with AI thus far?

PC: My best experience has been with large language models (Open AI) and the sheer speed they can produce content. The worst is the same, how terribly inaccurate the information can be that is returned. It just demonstrates that AI holds enormous potential but still has a long way to go.

Melanie Lockwood Herman is the Executive Director of the Nonprofit Risk Management Center. Reach her with thoughts and questions about the potential benefits and challenges of AI for nonprofits at melanie@nonprofitrisk.org or 703-777-3504.

Helpful AI Terms and Concepts

A few definitions for terms used in our discussion of AI risk:

Artificial intelligence uses computer science and data to enable problem solving. Machines or processes that use AI have been designed to adapt to input similarly to the way humans would.

Machine learning is a type of AI that focuses on using data and algorithms to learn like humans.

Algorithms, in computing, are a set of programmed instructions used to interpret data.

Deep learning is a subset of machine learning that uses a variety of parameters to recognize complex patterns in pictures, sound and text in ways that mimic how the human brain would.

Generative AI is a type of artificial intelligence that can create text, images, or other media. ChatGPT is one of the best-known examples. Microsoft's CoPilot is another.

Chatbots are programs designed to respond to text or the human voice in a way that mimics human conversation.

Hallucinations are incorrect responses from AI. Generative AI tools may state these responses with certainty, as if they have been tested and found correct.

A **large language model** is an AI model trained on massive amounts of text to understand language and use that understanding to produce new content.

Neural networks are computing models designed to resemble the structure of the human brain in order to recognize patterns in data.

Prompt engineering refers to designing inputs (such as questions) for AI tools in a manner that helps you get the information you need from the AI output(s) (see <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-prompt-engineering>).

RESOURCES: 44 AI Terms That Everyone Should Know

<https://www.cnet.com/tech/services-and-software/chatgpt-glossary-44-ai-terms-that-everyone-should-know/>



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Small cohorts will convene together for three, 3-hour virtual workshops to develop essential risk management skills. Participants will experience increased confidence regarding risk management, learn how to use different risk identification and unpacking techniques, meet and network with other sector professionals with risk management responsibilities, and complete a hands-on risk-themed project to support and evolve risk management at their nonprofits.

What people are saying about ERLCP

"I enjoyed participating in ERLCP because there is always something new to learn about risk management. I also loved the opportunity to meet with peers and...to practice the risk management tools before using them at my organization."

\$395⁰⁰

NRMC Members can join this exciting program at the discounted rate of \$158 (60% savings!)

Session 1 September 10, 2024

You'll begin your journey by learning about the evolution of risk management in the nonprofit sector, explore 5 risk management myths and misconceptions, and 3 practical risk assessment techniques. The cohort will work in small groups to share ideas and ultimately you'll conclude the session by identifying your risk-themed project!

Session 2 September 24, 2024

Session Two jumps right in to learning about common stumbling blocks, potential missteps, and ripe opportunities in risk management programs. You'll also receive an introduction to Business Continuity Planning and how to conduct an After Action Review. Leave this session with practical tools for your risk toolkit!

Session 3 October 8, 2024

The final session will guide you in adopting a sustainable cadence for risk management activities at your nonprofit, creating simple but powerful Risk Action Plans, and techniques for forming and supporting a high-performing Risk Committee. At the end, you'll present an overview of your risk project to the cohort.

Nonprofit Risk Management Center
info@nonprofitrisk.org | 703.777.3504
www.nonprofitrisk.org

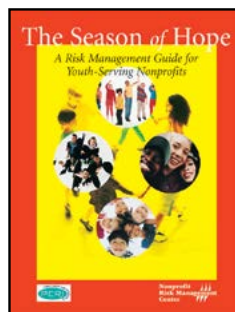
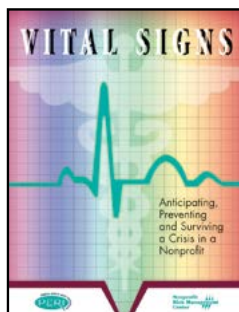
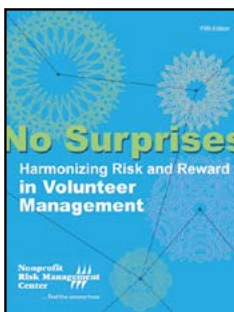
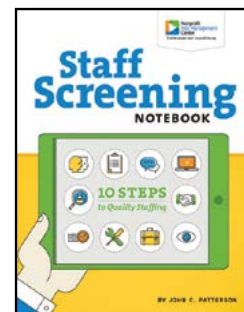
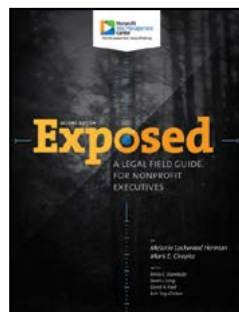
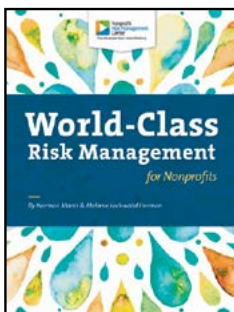
LEARN MORE AT
<https://nonprofitrisk.org/emergingriskleaders/>



Nonprofit
Risk Management
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Your risk management reading list starts at nonprofitrisk.org/products



Interested in purchasing 10 or more books?
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Risk Management ESSENTIALS

Tips, Knowledge and Tools for Nonprofit Organizations

PLEASE ROUTE TO:

- Executive Director
- Director of Volunteers
- Risk Manager
- Legal Counsel
- Human Resources
- Finance/Administration

NEW AFFILIATE MEMBERS

Learn more about NRMC's Affiliate Member program at nonprofitrisk.org/affiliate-membership. NRMC would like to welcome our new Affiliate Members.

American Association of State Veterinary Boards (AASVB)

Catholics for Choice

Faces & Voices of Recovery

Groundwork USA Network

Guardian Revival, Inc.

Jobs for America's Graduates (JAG)

McKnight Foundation

Mike Russell & Associates Inc

Ministry Insurance

Sovereign Insurance

Urban Ventures

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