

Philanthropy Network Greater Philadelphia  
2016 Fall Conference

# Resource Guide



**Toward a More Perfect Union:  
Strengthening the Sector Together**

@philanthropyPHL | #PNfallcon16



November 17, 2016  
Hilton Philadelphia at Penn's Landing  
Philadelphia, PA



# Pew Salutes Philanthropy Network

In Philadelphia, The Pew Charitable Trusts encourages a thriving arts and cultural community, supports the health and welfare of the region's neediest populations, informs discussion of important issues facing the city, and invests in strategic civic initiatives that enhance our local economy and quality of life.

We are pleased to be part of Philanthropy Network Greater Philadelphia, working together to shape ideas and spark solutions throughout the region.

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# Toward a More Perfect Union: Strengthening the Sector Together

November 17, 2016

Hilton Philadelphia at Penn's Landing | Philadelphia, PA

## CONTENTS

### Conference Information

- p 2 Agenda
- p 3 Breakthrough Session Descriptions
- p 6 Personal Commitment to Action
- p 7 Speaker Biographies
- List of conference registrants (provided separately)

### Articles & Reflections

- p 17 A Graphic Re-visioning of Nonprofit Overhead. By Curtis Klotz (Nonprofit Assistance Fund blog, 8/16/16)
- p 20 Grantmaking Should Be Grounded in Real Costs. By Fred Ali and Antony Bugg-Levine (*Stanford Social Innovation Review*, Summer 2016)
- p 22 Winter Is Here, and the Wall Between Funders and Nonprofits Must Come Down. By Vu Le (*Stanford Social Innovation Review*, 9/8/16)
- p 25 Equity Is... By Angela Glover Blackwell (Philanthropy 411 blog, 10/5/16)
- p 27 How Board Members Can Advance Diversity, Equity, and Inclusion in Foundations
- p 28 How Can Foundations Establish A Change-Making Culture? Excerpted from [Internal Culture, External Impact: How a ChangeMaking Culture Positions Foundations to Achieve Transformational Change](#) by Amy Celep, M.B.A., Sara Brenner, M.B.A., and Rachel Mosher-Williams, M.P.A., Community Wealth Partners (*Foundation Review*, March 2016)
- p 30 9 traits of the kind of leaders we need in this time and place (Nonprofit with Balls blog)

### Sponsor Messages and Advertisements

# agenda

9:00 AM-10:00 AM	<p>COFFEE and CONVERSATION</p> <p>Beverages and light refreshments will be served</p>
10:00 AM-11:30 AM	<p>MORNING PROGRAM:</p> <p><b>Welcome &amp; Opening Remarks</b></p> <ul style="list-style-type: none"> <li>• MAARI PORTER, Executive Director, Philanthropy Network Greater Philadelphia</li> <li>• PAUL DILORENZO, President, Philanthropy Network Greater Philadelphia; Trustee, Stoneleigh Foundation; Senior Director for Strategic Consulting, Casey Family Programs</li> </ul> <p><b>Keynote</b></p> <p><b>Getting Real About the Work of Doing Good</b></p> <ul style="list-style-type: none"> <li>• VU LE, Executive Director, Rainer Valley Corps and author, Nonprofit with Balls blog</li> </ul>
11:30 AM-12:00 PM	<p>PICK UP LUNCH and TRANSITION TO SESSION</p>
	<p>BREAKTHROUGH SESSIONS <i>(each session runs twice)</i></p>
<p><i>Round 1:</i></p> <p>12:00 PM-1:15 PM</p>	<ul style="list-style-type: none"> <li>• <b>True Costs of Excellence: Getting to Better Outcomes</b> <i>Presented by Your Part-Time Controller</i></li> </ul>
<p><i>Round 2:</i></p> <p>1:30 PM-2:45 PM</p>	<ul style="list-style-type: none"> <li>• <b>The Equity Imperative: Getting Beyond the Talk</b> <i>Presented by Equal Measure</i></li> <li>• <b>Breaking out of the Safe Zone: Changing Roles and Relationships of Funders &amp; Grantees</b> <i>Presented by Independence Foundation</i></li> </ul>
3:00 PM-4:00 PM	<p>AFTERNOON PROGRAM:</p> <p><b>Closing Plenary</b></p> <p><b>Building a Change-Making Culture</b></p> <ul style="list-style-type: none"> <li>• SARA BRENNER, President, Community Wealth Partners</li> </ul> <p><b>Final Reflections</b></p>
4:00 PM	<p>ADJOURN</p>

# breakthrough sessions

Three concurrent **breakthrough sessions** will take an honest exploration of critical issues affecting the health, adaptability and effectiveness of our sector and showcase examples of how we can “break through” barriers to achieve far better outcomes.

Attendees will have the opportunity to participate in two of the following sessions.

**Facilitator:**

- **Nadya K. Shmavonian**, Director, Nonprofit Repositioning Fund

**Presenters:**

- **Antony Bugg-Levine**, CEO, Nonprofit Finance Fund
- **Stacy Holland**, Executive Director, The Lenfest Foundation
- **Jay Spector**, President & CEO, JEVS Human Services

## True Costs of Excellence: Getting to Better Outcomes

The growing demands on nonprofits to deliver better and longer-term outcomes requires an honest dialogue about the true costs to deliver on these demands, as well as the power dynamics and trust issues that can stand as a barrier to common understanding between grantees and funders.

There is a shift occurring nationally among leading foundations like the Ford Foundation to address the overhead myth and acknowledge the true or full costs required to deliver on the mission of nonprofits. In this session we will explore national trends, and why funders and nonprofits in the Greater Philadelphia region need to better understand true costs and be better equipped for more open and forthright conversations between funders and grantees. If we want to get to better outcomes, as a sector we then have to be prepared to behave and fund differently.

***Recommended reading from our keynote:***

*General operating funds, admin expenses, and why we nonprofits are our own worst enemies*

Presented by:





**Facilitator:**

- **Dwayne Wharton**, Trustee, Edna G. Kynett Memorial Foundation

**Presenters:**

- **Vu Le**, Executive Director, Rainer Valley Corps
- **Meg Long**, President, Equal Measure
- **Scot Spencer**, Associate Director of Advocacy and Influence, Annie E. Casey Foundation

# The Equity Imperative: Getting Beyond the Talk

Building from the backdrop of our national discourse around questions of racial justice and equity, presenters will explore the various barriers that can stand in the way of equity and offer attendees concrete ideas for how to immediately start building greater equity within their organizations and through their approaches to funding.

***Recommended reading from our keynote:***

*Are you guilty of Fakequity? If so, what to do about it*

Presented by:



**Facilitator:**

- **Kristina Wahl**, President, The Barra Foundation

**Presenters:**

- **Sara Brenner**, President, Community Wealth Partners
- **Sundrop Carter**, Executive Director, Pennsylvania Immigration and Citizenship Coalition
- **Matt Joyce**, Director of Strategic Partnerships, Center for Employment Opportunities
- **Joe Pyle**, President & CEO, Thomas Scattergood Behavioral Health Foundation
- **Omar Woodard**, Executive Director, GreenLight Fund Philadelphia
- **Ana Lisa Yoder**, The Philadelphia Foundation

## Breaking out of the Safe Zone: Changing Roles and Relationships of Funders and Grantees

Tackling our most complex regional challenges requires funders, nonprofits, and their public and private sector partners to become more comfortable experimenting, taking risks, and working in new and different ways. This session will help attendees break through old ways of thinking about the roles and relationships between funders and grantees and offer ideas and inspiration for setting bold goals and achieving greater outcomes. Speakers will include national and local leaders who have successfully broken out of their safe zones and can share the key lessons they have learned, and continue to learn, through this journey.

***Recommended reading from our keynote:***

*Winter Is Here, and the Wall Between Funders and Nonprofits Must Come Down*

Presented by:



# Personal Commitments to Action

In order to facilitate attendees taking action on the various issues explored through our breakthrough sessions, we invite you to use the space below **to identify 1-2 “commitments to action”** based on what you learned during your sessions.

To support accountability and build connections between attendees, we also encourage you to **exchange contact information with a neighbor** at your table and follow up in the coming weeks and months to check each other’s progress toward you stated commitments.

## BREAKTHROUGH SESSION 1:

Name of Session Attended: \_\_\_\_\_

Personal Commitments to Action from this Session:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

Contact for your Follow-Up Partner:

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

## BREAKTHROUGH SESSION 2:

Name of Session Attended: \_\_\_\_\_

Personal Commitments to Action from this Session:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_

Contact for your Follow-Up Partner:

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_



# speaker biographies

## PLENARY SPEAKERS



### Vu Le

[@Nonprofitwballs](#)

Vu Le (“voo lay”) is a writer, speaker, vegan, Pisces, and the Executive Director of Rainier Valley Corps, a nonprofit in Seattle with the mission of developing and supporting leaders of color to strengthen the capacity of communities-of-colored nonprofits and foster collaboration between diverse communities to effect systemic change.

Le’s passion to make the world better, combined with a low score on the Law School Admission Test, drove him into the field of nonprofit work, where he learned that we should take the work seriously, but not ourselves. There’s tons of humor in the nonprofit world, and someone needs to document it. He is going to do that, with the hope that one day, a TV producer will see how cool and interesting our field is and make a show about nonprofit work, featuring attractive actors attending strategic planning meetings and filing 990 tax forms.

Known for his no-nonsense approach, irreverent sense of humor, and love of unicorns, Le has been featured in dozens, if not hundreds, of his own blog posts at [nonprofitwithballs.com](#). He is also the humor columnist for the nonprofit online magazine, [Blue Avocado](#).



### Sara Brenner

[@WeDreamForward](#)

For more than 15 years, Community Wealth Partners (CWP) has helped diverse, inspiring change agents make lasting progress in their organizations and communities. As President at CWP, Sara Brenner leads the firm’s consulting business and helped develop and is implementing the firm’s new strategy to solve social problems at the magnitude they exist, while leading a sales team that grew revenue by more than 45%. Brenner oversees the implementation of the new strategy-aligning products, impact measurement, and talent initiatives with a results-based culture to deliver exceptional value to partners.

With over 15 years’ experience in consulting for nonprofits, for-

profits and the government, Brenner worked extensively in the health and human services including at the Advisory Board Company and The Gallup Organization. As a Board Member of The Thyroid Cancer Survivors' Association, Brenner tripled the organization's support network. She authored the MIT Innovations article, "The Art of Sustaining Social Innovation", and served on two national initiatives with Independent Sector: Charting Impact and Initiative for Nonprofit Talent and Leadership. She is a member of the Leadership Greater Washington Class of 2013.

Brenner received her M.B.A. from Georgetown University and her B.A. with Honors from the University of Wisconsin-Madison.

## BREAKTHROUGH SESSION PRESENTERS



**Antony Bugg-Levine**  
Nonprofit Finance Fund  
[@ABLImpact](#) | [@nff\\_news](#)

Antony Bugg-Levine is the CEO of Nonprofit Finance Fund, a national nonprofit and financial intermediary that unlocks the potential of mission-driven organizations through tailored investment, strategic advice, and accessible insights. In this role, he oversees more than \$340 million of investment capital and a national consulting practice, and works with a range of philanthropic, private sector and government partners to develop and implement innovative approaches to financing social change. Bugg-Levine writes and speaks on the evolution of the social sector and the emergence of the global impact investing industry. He is the co-author of *Impact Investing: Transforming How We Make Money While Making a Difference* (Wiley, 2011). As a Managing Director at the Rockefeller Foundation, Bugg-Levine designed and led the initiative, Harnessing the Power of Impact Investing. He is the founding board chair of the Global Impact Investing Network and convened the 2007 meeting that coined the phrase "impact investing." He is an associate adjunct professor in the Social Enterprise Program at the Columbia Business School. He is also a Young Global Leader of the World Economic Forum.



**Sundrop Carter**  
Pennsylvania Immigration and Citizenship Coalition  
[@PAimmigrant](#)

Sundrop Carter is the Executive Director of the Pennsylvania Immigration and Citizenship Coalition, a statewide organization that advocates for the rights of immigrants and refugees, and supports community leadership development. Raised by hippie parents, Carter always knew she would be part of movements to advance social justice. She has spent time in various roles, from managing a small business promoting the use of renewable energy in rural Arizona, to organizing in low-income neighborhoods in Philadelphia and Allentown with ACORN. In 2006, Carter headed to law school with the goal of bringing much-needed

legal tools to her organizing practice. Before coming to PICC, Carter worked with organizations and activist projects supporting immigrant workers fighting for justice at their workplaces. Sundrop received her B.A. from Clark University in Worcester, M.A. and her J.D. from Brooklyn Law School.



### Stacy Holland

The Lenfest Foundation  
[@StacyEHolland](#)

Stacy E. Holland was appointed executive director of the Lenfest Foundation in 2014. As executive director, Holland is executing the board's strategy to help Philadelphia's youth obtain the access and equity needed to achieve sustainable growth and economic stability. Prior to joining the Lenfest Foundation, she served as the chief of strategic partnerships for the School District of Philadelphia. There, she built an Office of Strategic Partnerships, which was responsible for the district's fundraising initiatives and connected the district's work to outside organizations and government agencies with the goal of maximizing services to children. Prior to her assignment with the School District, she serves as president and CEO of the Philadelphia Youth Network (PYN), a nonprofit she co-founded in 1999. PYN is dedicated to integrating services and building systems to promote positive postsecondary and economic outcomes for the 15,000 young people it serves annually. Holland holds a B.S. in marketing from the College of New Jersey and a M.A. in student personnel administration in higher education from Teachers College Columbia University. She is currently pursuing a doctorate degree in learning and development at the Graduate School of Education at the University of Pennsylvania.



### Matt Joyce

Center for Employment Opportunities  
[@matt\\_b\\_joyce](#) | [@ceoworks](#)

Matt Joyce serves as Director of Strategic Partnerships at Center for Employment Opportunities. In this role, Joyce focuses on CEO's expansion, business development, and government and philanthropic partnerships. Currently he is working on opening CEO offices in Pennsylvania, Ohio, and Texas. Prior to joining CEO, Joyce led the Philadelphia site of the GreenLight Fund and served as a co-founder and co-director of Philly Fellows – an AmeriCorps-funded service and leadership program connecting top college graduates with capacity building positions in Philadelphia's nonprofit sector. Joyce has an M.P.P. from the Harvard Kennedy School, where he was a Reynolds Fellow in Social Entrepreneurship, and received a B.A. from Haverford College.



### Meg Long

Equal Measure  
[@EqMeasure](#)

Meg Long has nearly 20 years of evaluation, philanthropic strategy, program management, organizational development, and leadership experience. Over the course of her career, Long has worked on a wide range of domestic and international issues, including righting educational disparities, building



individuals' economic security, and improving the communities in which they live. Long leads Equal Measure's postsecondary success and asset building portfolio, bringing her extensive experience in cradle-to-career and place-based evaluation to initiatives such as the Lumina Foundation's Community Partnership for Attainment, the Irvine Foundation's Linked Learning investment, the Aspen Institute's Opportunity Youth Incentive Fund, and the Kellogg Foundation's Family Economic Security portfolio. Long also provides strategic and evaluation support to the Goddard Riverside Community Center's Options-NYCDOE training program, the Stoneleigh Foundation, the Philadelphia Youth Network, and the Helmsley Charitable Trust to help increase the impact of their programs and investments. In each engagement, Long has helped her clients translate ambitious, complex change strategies into successful interventions. She plays numerous key roles, such as designing strategy, managing the relationships of multiple partners, facilitating the inclusion of all stakeholder voices, and leading the communication of evaluation findings to clients and their grantees.



### Joseph Pyle

Thomas Scattergood Behavioral Health Foundation  
[@PyleJoe](#) | [@ScattergoodFdn](#)

Joseph Pyle, M.A., the President of the Thomas Scattergood Behavioral Health Foundation, has more than 30 years' experience in philanthropy and behavioral healthcare, serving ten years as CEO at institutions including MeadowWood Behavioral Health System, Northwestern Institute of Psychiatry, Malvern Institute and Friends Hospital. Prior to his administrative positions, Pyle held clinical positions, including Clinical Director of Adolescent Services at MeadowWood Hospital and psycho-educational specialist at Philadelphia Child Guidance Clinic. With a degree in special education, he held teaching positions in the Pennsauken, New Jersey and Montgomery County Intermediate Unit school systems. Pyle sits on several non-profit boards. He was most recently appointed to serve on the boards of Friends Behavioral Health System and The Brattleboro Retreat. He is also an active member of the board of the Philanthropy Network Greater Philadelphia. He formerly served as the President of Access Matters (previously known as The Family Planning Council), board member of the National Association of Psychiatric Health Systems, the Delaware Valley Health Care Council, and a Council Member of the Pennsylvania Horticultural Society. A graduate of LaSalle University, Pyle holds a Master's Degree from Glassboro State College in School Psychology.



### Nadya K. Shmavonian

Nonprofit Repositioning Fund  
[@RepositionFund](#)

Nadya K. Shmavonian is Director of the Nonprofit Repositioning Fund, a newly created pooled fund to encourage and support mergers and other types of formal, long-term collaborations between nonprofit organizations. The Fund seeks to have an important, positive impact on the capacity, effectiveness, and financial health of the Greater Philadelphia nonprofit sector. Shmavonian retains a private practice as an independent consultant to foundations and nonprofit organizations in the areas of strategic

facilitation and planning, management and executive coaching, leadership and organizational development. Shmavonian most recently served as president of Public/Private Ventures (P/PV) from January 2010 – July 2012, where she presided over the closure of the organization. Shmavonian has extensive foundation management experience, having served as vice president for strategy at the Rockefeller Foundation, and executive vice president at The Pew Charitable Trusts where she also worked as director of administration and as a program officer in health and human services. Shmavonian serves on the Boards of the Center for Effective Philanthropy, the Lenfest Foundation, The Greater Philadelphia Cultural Alliance, and Philadelphia Youth Basketball. Shmavonian holds a B.A. from the University of Chicago, and an M.B.A. with a concentration in health care management from the Wharton School of the University of Pennsylvania.



### Scot Spencer

Annie E. Casey Foundation

[@Scot\\_Spencer](#) | [@AECFNews](#)

Scot Spencer leads the Annie E. Casey Foundation's work in advancing community-focused policies, practices and strategies that increase opportunities for children, families and the places where they live and foster their success. He also coordinates Casey's local advocacy efforts in Baltimore.

Before taking on these roles, Spencer managed Casey's investments in East Baltimore, where the Foundation seeks to strengthen community and economic development in a historic, low-income neighborhood next door to the Johns Hopkins University medical campus. He previously was a transportation specialist at the Environmental Defense Fund, where he focused on state-level smart-growth policy and Commuter Choice, a local tax incentive for people who use transit. He also served as deputy director for Historic East Baltimore Community Action Coalition, and worked for several years in private architectural practice, community development and university relations in upstate New York. Spencer serves on a number of local and national boards, including The Funders' Network for Smart Growth and Livable Communities and the Orton Family Foundation. He was the founding chair of the Maryland Commission on Environmental Justice and Sustainable Communities and served as co-chair of the Opportunity Collaborative, Baltimore's regional plan development through the U.S. Department of Housing and Urban Development's Sustainable Communities Initiative.



### Jay Spector

JEVS Human Services

[@SpectoJ](#) | [@JEVSHumanServs](#)

Jay Spector is a respected thought leader in the regional and national human service arena who works with local, state and national public-private partners to bring a wide range of counseling, workforce development, rehabilitation and in-home care programs to the greater

Philadelphia community. His work and innovation spans over 35 years and includes workforce development planning with the city of Philadelphia. Spector worked closely with business leaders to create the Private Industry Council which today is Philadelphia Works, Inc. (PWI). He is currently on the

board of PWI, and is a member of the Greater Philadelphia Leadership Exchange of the Economy League of Greater Philadelphia. He is a member of the National Skills Coalition and the International Association of Jewish Vocational Services (IAJVS) and works nationally on innovative workforce development solutions. Spector holds a Master's Degree in Urban and Regional Planning and combines his passion for helping people achieve self-sufficiency with his extensive expertise in developing and implementing innovative employment, training, rehabilitation, and health care programs, organizational change, business development, union relations, and collaborative leadership.



**Kristina Wahl**

The Barra Foundation

[@BarraFdn](#)

Kristina L. Wahl joined The Barra Foundation as a Program Officer in 2010 and became President in 2013. Prior to joining Barra, she worked at The Pew Charitable Trusts as a Senior Associate and then as a Program Officer. She also served as Managing Director of Marketing and Development at the Transitional Work Corporation, which at one time was the largest urban transitional jobs program in the country. After graduating from La Salle University, Wahl joined the Vincentian Service Corps and served as a volunteer at Covenant House in New York City. She holds a Master's Degree in Public Policy from the John F. Kennedy School of Government at Harvard University. She has served on the Board of Trustees at La Salle University, Gwynedd Mercy Academy High School and La Salle Academy, an elementary school for at-risk youth located in North Philadelphia. She currently serves on the Philadelphia Museum of Art's Campaign Cabinet and is a member of Villanova University's Department of Public Administration Advisory Board. Wahl grew up in Ambler, PA and feels a strong allegiance to the Greater Philadelphia region.



**Dwayne Wharton**

Edna G. Kynett Foundation

[@DwayneWharton](#)

Dwayne Wharton is a trustee of the Edna G. Kynett Foundation and serves as the Director of External Affairs for The Food Trust, a nonprofit organization with a mission to ensure that everyone has access to affordable, nutritious food. In this role he supports the organization's policy and advocacy efforts, local and national partnerships, and more. Prior to joining the Food Trust, Wharton was the National Deputy Director for Friends of the Children, a long-term mentoring organization serving vulnerable youth; Director of Residential and Homeless Services for Project H.O.M.E. and Director of the Parent – Child Education Center for People's Emergency Center, nationally respected social service agencies serving Philadelphia's homeless; and Director of Red Cross House, a one-of-a-kind short-term housing and service facility for disaster victim. During his tenure with the American Red Cross, Wharton led local disaster recovery, coordinated efforts after 9/11, and served in the Gulf Region after Hurricane



Katrina. Wharton is also a former Peace Corps volunteer, coaches youth soccer, and serves on the boards of Bridging the Gaps Community Health Internship Program and Bryn Mawr College's Non-Profit Executive Leadership Institute.



### Omar Woodard

GreenLight Fund Philadelphia [@OmarWoodard](#) | [@GreenLightPHL](#)

Omar Woodard joined the GreenLight Fund as the Executive Director of the Philadelphia office in January 2016. He comes to GreenLight with a decade of experience working in venture philanthropy, management consulting and foreign and U.S. government relations. From 2011-2014 he was a principal at Venture Philanthropy Partners where he co-managed a \$20 million portfolio including a \$10 million investment from the federal Social Innovation Fund. Widely recognized for his expertise in nonprofit board governance, Woodard serves as an advisor and director to the African American Chamber of Commerce of PA, the Girard College Foundation, the Maternity Care Coalition, the Hispanic Heritage Foundation and many others. He received a Master's Degree in public administration with a focus on nonprofit management and governance, and a Bachelor's Degree in international economics and public policy, both from the George Washington University where he was also a Presidential Administrative Fellow. He holds a certificate in nonprofit governance from Harvard Business School.



### Ana Lisa Yoder

Yoder Consultancy

Ana Lisa Yoder, M.S.S., L.S.W. is the Principal and Founder of Yoder Consultancy, an organization development practice that provides facilitation, consulting and training support to nonprofits and foundations seeking to build more effective and aligned organizations. Drawing on 23 years of experience as a nonprofit and foundation leader, her work includes developing innovative collaborative initiatives in foundation and nonprofit settings and shaping and facilitating group planning processes. She currently leads a statewide funder education effort to expand immigrant-related grantmaking across Pennsylvania on behalf of The Philadelphia Foundation. Yoder is Chair of the board of the Homeless Assistance Fund, Inc, and served on the 2016 National Conference Planning Committee for Grantmakers for Effective Organizations. Through 2015 Yoder was Director of Grantmaking and Special Projects for The Philadelphia Foundation, where she oversaw the annual distribution of the foundation's \$5 million in discretionary funds and supported capacity building efforts for more than 250 nonprofits. Yoder also led the foundation's special initiatives, most recently spearheading the effort to create the Nonprofit Repositioning Fund. Yoder holds a Master's Degree in Social Service from the Bryn Mawr College Graduate School of Social Work and Social Research.

## ARTIST



**Nina "Lyrispect" Ball**

[@Lyrispect](#)

**Nina "Lyrispect" Ball** is a musically driven wordsmith, activist, and educator. She has served at the pleasure of the NAACP National Convention (2015), the U.S. Coast Guard, the Asian Arts Initiative and Congreso de Latinos Unidos to name a few highlights in a performance career that spans more than two and half decades. She has been a director and teaching artist with BLACK GIRLS ROCK! for over five years and has been a national leader with African-American Film Festival Releasing Movement (now Array) founded by filmmaker Ava DuVernay for over four years. In 2014, Lyrispect authored a collection of poetry, "The PreCursor", the first of seven in her creative multi-media series, "Spectrum of a Supernova". This invited guest of the White House, and Sonia Sanchez Award recipient has contributed to two murals in the city of Philadelphia and has curated over seven live events at The Philadelphia Museum of Art. Lyrispect was classically trained in theater at Baltimore School for the Arts, and has performed from the British Virgin Islands and Goa, India to The Bellagio in Las Vegas. She has given lectures and talks from Milton Academy to New York University and has shared stages with Yasiin Bey, to Saul Williams, and the Last Poets. She is an activist, educator and believes that pure art heals, inspires and changes lives.

**articles & reflections**



# A Graphic Re-visioning of Nonprofit Overhead

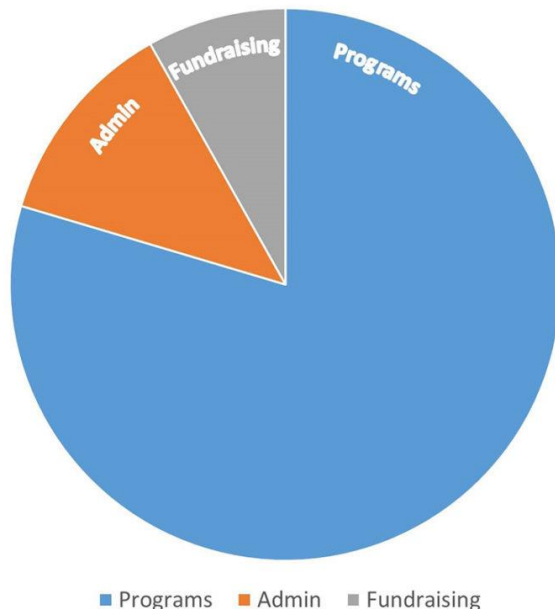
## A Blog in Pictures (and some words, too)

By CURTIS KLOTZ | August 16, 2016

Most nonprofit leaders agree that we need a new way to communicate about the true costs of our programs and the vital importance of strong organizational infrastructure. But we have not yet developed a simple, consistent message when sharing our view with potential supporters and investors. We are stuck with old terms and old images.

The following series of images and descriptions is really a blog in pictures. How we visualize our understanding of nonprofit structure and programs shapes the overhead debate. It's time to get graphic about our new ideas—to deploy fresh images to help educate the public, our funders, and ourselves.

A Tired Old View of Our Organization



### *It's Time to Retire This Pie Chart*

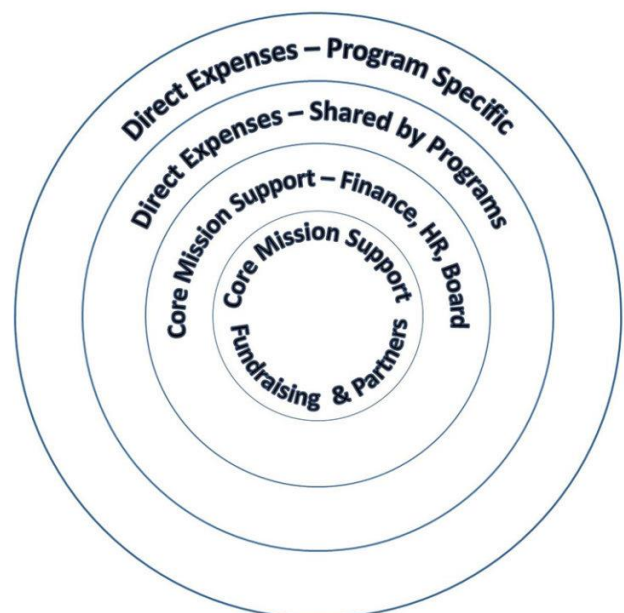
When nonprofits are viewed this way, no matter how hard we try to think differently, we imagine important infrastructure of our organization as taking a slice out of the pie—as diminishing the “real” work of our mission.

Strategic financial functions, good governance, and the development of key funding partnerships are vital to strong organizations. We need a new way to communicate this truth.

### *We Need a New Image*

Rather than thinking of our investment in key infrastructure as diminishing our programs, it should be seen as valuable **Core Mission Support**. Core Mission Support functions are necessary, vital, and integral.

- Strong, strategic finance and accounting
- Progressive human resources practices
- Capable, responsive board governance
- Talented and engaged development staff

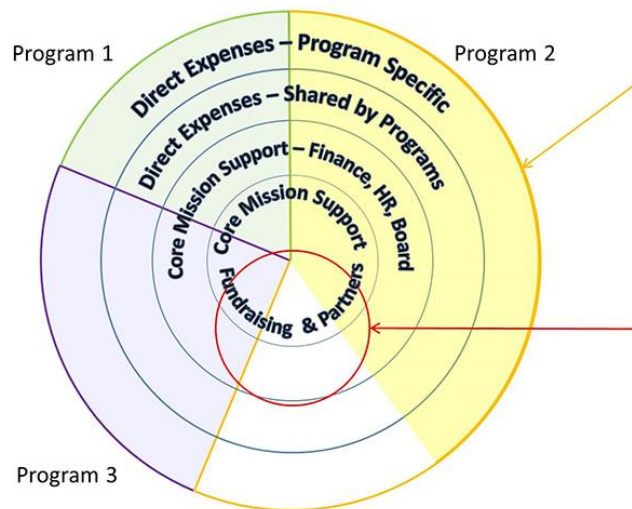
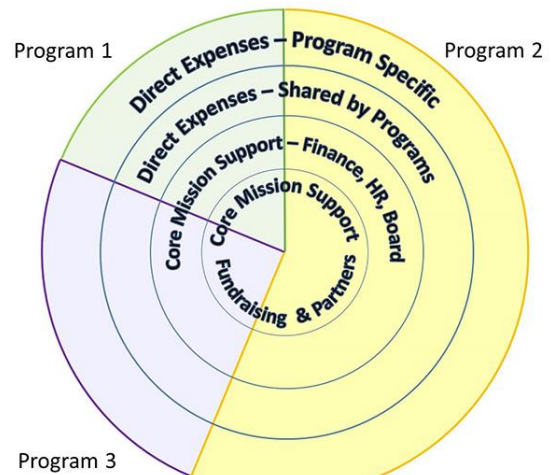




# Whole Organizations and True Program Costs

Each of our programs is built around, is supported by, and shares responsibility for **Core Mission Support**. All of the resources we need to accomplish our programs are the **True Program Costs**, which include four types of expenses:

- Direct Expenses: Program-Specific
- Direct Expenses: Shared by Programs
- Core Mission Support: Finance, HR, and Board
- Core Mission Support: Fundraising & Partners

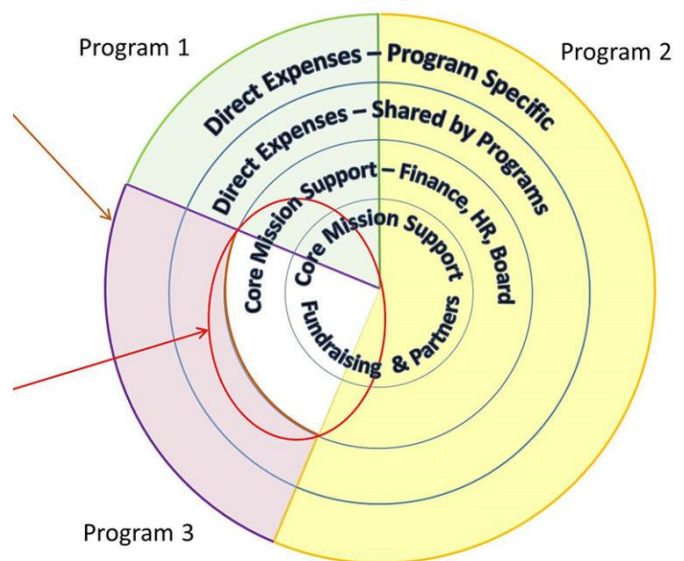


## Underfunded Programs Create a Gap at the Core

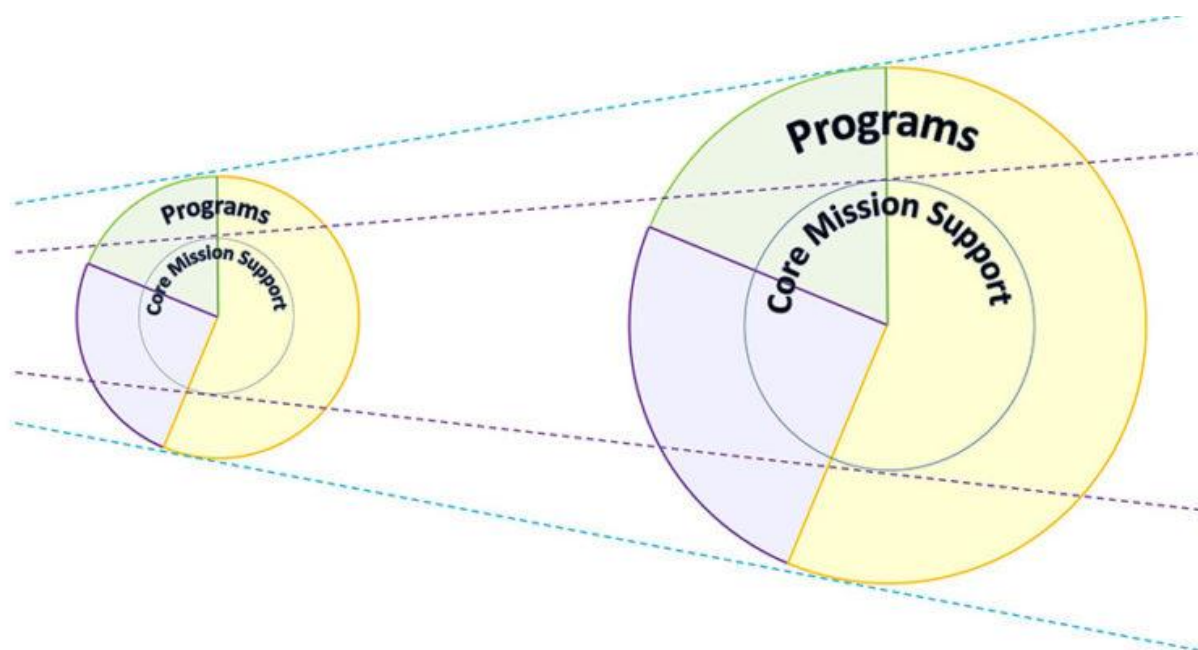
Some programs are only partially funded by contributions or by earned revenue. When a program is only partially funded, the expenses not covered include a proportionate share of the Core Mission Support. This creates a Gap in funding for the finance, human resources, governance, and fundraising infrastructure that support the entire organization.

## Line-Item Funding Creates a Gap at the Core

Some funders limit their support to only the direct expenses of program. When funders support only direct expenses, they deny funding for Core Mission Support. This leaves a Gap at the center of our organization. Not only is one program affected, but the health of the entire organization is at risk.



## ***Invest in the Core to Grow the Mission***



The growth and effectiveness of our mission work depend on having a solid core at the center of our organizations. Investing in our infrastructure is savvy, prudent, and absolutely necessary.

## ***Go Visual With Our New Thinking***

Once we have a new way of understanding and communicating about the Core Mission Support needed by our organizations, it is our job to share our thinking with others. Our funders, supporters and investors all want us to succeed. They are partners in accomplishing our mission work. But like us, they may need help reimagining the role strong infrastructure plays in amplifying program effectiveness. By providing a simple visual guide, we can help transform the way we talk about, picture, and ultimately fund the Core Mission Support that is at the center of all great nonprofits.

UP FOR DEBATE

# Grantmaking Should Be Grounded in Real Costs

*Building trust and understanding between funders and grantees is a vital part of pay-what-it-takes philanthropy.*

By Fred Ali & Antony Bugg-Levine

This article, “Pay-What-It-Takes Philanthropy,” is a heartening sign of the growing recognition that supporting nonprofit organizations with limited, restricted funding does not work. So what can we all do to make sure this recognition leads to systemic change that sets up nonprofit organizations for success and honors funders with the results their generosity deserves?

The answer is simple in theory. As Ford Foundation President Darren Walker notes in the article, we must “encourage more honest dialogue about the actual operating costs of nonprofit organizations.” But how do we practically make that work in the absence of a mutual commitment to build trust between funders and grantees?

**We are trapped in a mindset that stigmatizes spending beyond direct program work.** This mindset keeps many nonprofit leaders from recognizing and pursuing the investments needed to drive long-term impacts. And too many funders underestimate the unequal power dynamic inherent in their interactions with grantees. Analysis alone cannot overcome this cultural challenge. We must commit to a process that is mutually empowering.

We agree with the premise of the article that effective grantmaking should be grounded in understanding the real costs of operating individual nonprofit organizations, rather than a single-rate, one-size-fits-all approach. Based on our experience having run, funded, advised, and/or lent to thousands of nonprofit organizations, successful approaches begin with an open and comprehensive understanding of the full costs each organization requires to achieve results. This understanding recognizes that:

1. **Full costs differ over time.** A nonprofit poised to buy a building will have very different indirect cost needs than the same organization three years later. And the cost structure even of the same program can differ from, say, year one to year five. Calculations of full cost that focus on what an organization has needed to operate in the past often do little to help us understand what it needs to adapt to the future.
2. **Full costs differ by context.** We have seen situations where local nonprofits operating under the same national umbrella organization have very different cost structures because each branch is responding to its local context (not because some are necessarily more “efficient” than others).
3. **Full costs are about more than covering indirect costs or overhead.** Healthy nonprofits are able to save and borrow to respond to changing community needs and to safeguard services in times of crisis. Even an organization with its indirect costs covered will not necessarily develop this capacity.

Fortunately, we are beginning to understand this. In California, the **Nonprofit Finance Fund**, the **California Community Foundation**, the **Weingart Foundation**, and 12 regional nonprofit organizations are piloting a program to enable nonprofit and foundation leaders to explore full costs together. This project is helping

nonprofit leaders and foundation program officers build a shared understanding of full cost that goes beyond indirect rates to include the full set of costs a resilient organization needs to cover. This work is bringing nonprofits and funders together for honest discussion about what it takes to fund social progress. We are unpacking the power dynamic that hinders candid conversation about true organizational needs.

Early results are encouraging. As one nonprofit participant noted: “Because there were funder and nonprofit staff together around the table, I thought it was one of the most beneficial and ‘real’ convenings I had been to. I thought the perspectives and openness were so refreshing and challenging.” 97 percent of participants reported increased comfort advocating for full costs.

Although this particular process may not work for everyone, it may be worthwhile to consider testing it among funders and grantees nationally, adding to the research agenda called for in the article. Most important, all funders and nonprofit leaders can help foster more honest dialogue in these ways:

**Funders:** Reorient funding discussions and requests around the results you want grantees to achieve, rather than how you want them to spend money. Signal that you understand the constraints your grantees face. And provide general operating support. If you do not trust your grantees to know best how to use that support, how do you expect them to trust you? (And why are you funding them in the first place?)

**Nonprofits:** You must articulate clearly the impact you generate with the resources you raise, which takes time and effort you likely do not have. And we realize that it can be reckless to fully disclose organizational needs to some funders. So start by asking the hard questions internally—that will at least make you better informed about your own full costs. Then identify which of your funders would be willing to discuss the implications of these insights. There are more of them than you think.

As noted in the article, it’s time for new approaches to grantmaking. These approaches should be rooted in a practical and comprehensive understanding of what it takes to build an effective and sustainable nonprofit organization. This will require committing to honest interaction between individual funders and nonprofit organizations to overcome the mutual distrust that often overwhelms the full cost conversation.

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## Winter Is Here, and the Wall Between Funders and Nonprofits Must Come Down

***Grantmakers and nonprofits can face today's pressing social issues only if we break down the walls between us and see each other as partners on the same side.***

By Vu Le | September 8, 2016

In the popular TV show *Game of Thrones*, there is a giant wall made of ice. It is 300 miles long and 700 feet tall, and it is designed to keep out the Wildlings, uncivilized people who live north of the Wall. The north side of the Wall is truly awful and savage and bitterly cold, and worst of all, there's no WiFi anywhere. South of the Wall, though, are civilized families who have nice clothes and food, and who probably bathe at least once a month. Sure, they jostle for power and scheme to murder one another all the time, but at least they're nothing like those bloodthirsty, lawless Wildlings with their rank-smelling fiiu coats and gangrenous toes.

At this point, you're probably asking yourself. What does this have to do with grantee inclusion? Many grantees see a huge wall of ice between funders and themselves, and from their perspectives, funders sometimes view and treat grantees like Wildlings. Every once in a while, we Wildlings try to break through the Wall, chanting, "Multi-year general operating funds!" ("Yeah, and have a common budget form, for God's sake!") But it seems we often encounter only flaming arrows and buckets of hot oil.

For years, this Wall--this adversarial relationship between funders and grantees--puzzled me. Why do we view each other with such suspicion? Why do we have language like "this side of the table"? The power dynamics baffled me, until recently, when my nonprofit, Seattle-based Rainier Valley Corps (<http://www.rainiervalleycorps.org>) (RVC), started straddling the line between funder and grantee.

RVC recruits talented fellows of color, providing them with training and support and a full-time position at grassroots community-based organizations (CBOs) led by communities of color, where our fellows work to help these CBOs develop organizational capacity. We have only just completed the first year with our pilot cohort of fellows. But because organizations must apply to be a host site ("CBO partner") and receive a fellow, some view RVC as a quasi-funding agency. As I wrote in another post (<http://nonprofitwithballs.com/2015/08/funders-your-grant-application-process-may-be-perpetuating-inequity/>), we have the best of both worlds: The difficult choices and guilt that come with being a funder, and the cash flow-related night terrors that come with being a fund-seeker.



As we grew into our uneasy role as a funding-type organization, I learned several things. For instance: The "funder halo effect," where grantees perceive funders as especially smart and charismatic, is real. I have never felt smarter or more attractive; my graying hair now a mark of wisdom, and this involuntary twitch in my left eye, developed over several fiscal years as an executive director, a dreamy come-hither gaze.

I learned that power imbalance is pervasive, seeping into every area of interaction. I remember visiting a prospective CBO partner, and the staff there seemed visibly nervous, stuttering and tripping on their words. Their attentiveness and deference was a little unnerving and weird, especially because I've spent much of my career on the "other side of the table." I used to be the one freaking out about the physical conditions of the office before a site visit; the one who ran to get a haircut that same day, convinced that no funder would support an organization whose executive director had an unkempt crow's nest on his head.

I also learned that power dynamics and other factors make it easy to buy into the myth that we funders are generous entities doing grantees a huge favor by sending them resources. I became frustrated with many CBO partners, for example, for failing to show up for mandatory monthly group meetings, forgetting that they-all grassroots organizations led by communities of color, all with less than \$500,000 in their budget-didn't have staff time to attend these meetings and that my organization existed to help them build staffing capacity. Failing to take this imbalance into account can perpetuate the philosophy of funders as givers and grantees as takers, a philosophy that is mostly unconscious but that manifests in various ways, such as impatience with grantees for failing to be "accountable."

As we did our work of selecting CBO partners, I became more sympathetic to program officers. Sure, it was nice to be seen as witty and ridiculously good-looking yet extremely modest. But it was often difficult to tell whether some of our applicants felt comfortable enough to be completely honest about the capacity challenges they were facing-a critical factor in determining whether they would make good host sites for our fellows.

Being a quasi-funder made me realize that my organization had to do things differently to avoid perpetuating the same dynamics that many of us grantees grumble about in the depths of local bars during happy hour (which, if there's a rejection from a major funder, may start as early as 11 a.m.). For example, we became more cognizant of our language, both in print and in general conversation. When a funder says, "Yeah, if you have a logic model or something similar I can look at, that would be great," they may be thinking, "Aw, it would be nice to see some outcomes articulated; that would help me convince the review team that this organization is doing great work." The grantee, though, may be thinking, "Oh God, we don't have a logic model. How are we going to get a logic model? They're not going to fund us if we don't have a logic model! Why didn't we have a logic model before this meeting? What the hell is a logic model?! I am a terrible human being and my organization is doomed!"

As this post is the last in this article series, [Putting Grantees at the Center of Philanthropy](#), which I have enjoyed very much, I want to leave you with this final piece of advice and plea: We must take down the Wall that divides grantees and funders, and fundamentally change the way we see each other. Being on the other side of the Wall this year let me see first-hand how destructive it is.

In Game of Thrones, the Wall divides the Wildlings from the civilized folks. But originally, the Wall wasn't designed with that purpose in mind. It was meant to keep out the White Walkers-ice zombies intent on killing everyone during the long winter. The Wildlings were just unlucky enough to get caught on the White Walkers' side of the wall when it was built. As the winter ended, and the threat of White Walkers diminished, people started thinking that the Wall's purpose was to keep out the Wildlings.

Unfortunately, this is what has happened between funders and grantees. Funders put in place practices and philosophies-such as "safe spaces," strategic philanthropy, and the endless focus on sustainability-with good intentions. But over time, these measures became walls, gradually reinforced by the mentality that the people serving the communities-the grantees--are different.

We can effectively implement the suggestions my brilliant colleagues have posed in this article series only if we change the way funders and grant-seekers fundamentally view each other. Grantees still feel like funders see them as Wildlings on the other side of the Wall and that grantee inclusion equates to small measures of rations flung over the Wall to keep them from revolting. But winter is here, and our communities face the ice zombies of injustice, poverty, racism, gentrification, and environmental degradation. The only way we can face them is if we break down the walls between funders and grantees, and see each other as partners on the same side, addressing the same issues.



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Read more in the series, ***Putting Grantees at the Center of Philanthropy***, produced by the Stanford Social Innovation Review in partnership with Grantmakers for Effective Organizations, which tells the story of why and how grantee inclusion is key to effective philanthropy, from both the funder and nonprofit perspectives.

# Equity is...

05 Oct 2016 | Angela Glover Blackwell



Equity is a big, dynamic idea. The field — the universe of people working to create a just, fair society — is blossoming. Reading the provocatively titled blog post, “What the Heck Does Equity Mean?,” by Kris Putnam-Walkerly and Elizabeth Russell, I was struck by two thoughts. First, I am not surprised they found that a universal definition of equity is elusive. Second, I am not concerned.

Rather, I am thrilled to see so many people and organizations embrace the hope of equity and grapple with the complexity of translating that hope into action. I am grateful to see people in philanthropy and beyond search for their own ways to express equity and contribute to a broad-based effort to transform America into a nation in which all can participate, thrive, and succeed.

PolicyLink, the organization I lead, was founded nearly 20 years ago with a mission to advance economic and social equity, and for a long time we didn't have a concise definition either. But we knew in our bones what equity meant and why it mattered. We saw equity as the antidote to structural racism and social and economic disparities across the nation. We were determined to advance policies to build a fair, inclusive America that delivers on the promise of opportunity for all.

Equity is different from the formal legal equality conferred by landmark laws such as the Civil Rights Act. Equality gives everyone the right to ride on the bus, in any seat they choose. Equity ensures there are bus lines where people need them so they can get to school or the doctor or work. It means policies and investments that grow good jobs and expand entrepreneurship opportunities for low-income people and people of color. It means policies that build human capabilities by upgrading the education and skill of the nation's diverse workforce. It means policies that dismantle destructive barriers to economic inclusion and civic participation, and build healthy communities of opportunity for all.

PolicyLink went on to define equity this way: just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Some of our partners use our definition, many have articulated their own, and some are wrestling to find their own authentic expressions. Nevertheless, the aspiration for equity has galvanized communities, advocates, government leaders, organizers, scholars,

business leaders and philanthropists to rethink priorities, refocus strategies, and forge new partnerships to create a more equitable nation. There is growing consensus that equity is a win for everyone, not a zero-sum game, and it is essential for prosperity as America bolts toward becoming a majority people of color. The quest for the perfect definition should not slow down this amazing momentum.

Last year, more than 3,000 passionate, committed leaders from around the country gathered in Los Angeles for the PolicyLink Equity Summit. Leading up to the summit, our fifth and largest so far, PolicyLink created the Equity Manifesto as a touchstone for people engaged in the work of equity, however they define the word. The statement is intentionally expansive and inclusive. We wrote it not to impose a definition or prescribe solutions but to ignite the imaginations of people everywhere about the possibilities in our changing nation and to lift up the values that can bring us together in charting the course toward a fair, inclusive, equitable future. PolicyLink created a short video (<https://www.youtube.com/watch?v=BhWc6Dzy8xM&feature=youtu.be>) that captures the spirit of the work.

I share both here.

## The Equity Manifesto

- It begins by joining together, believing in the potency of inclusion, and building from a common bond.
- It embraces complexity as cause for collaboration, accepting that our fates are inextricable.
- It recognizes local leaders as national leaders, nurturing the wisdom and creativity within every community as essential to solving the nation's problems.
- It demands honesty and forthrightness, calling out racism and oppression, both overt and systemic.
- It strives for the power to realize our goals while summoning the grace to sustain them.
- It requires that we understand the past, without being trapped in it; embrace the present, without being constrained by it; and look to the future, guided by the hopes and courage of those who have fought before and beside us.

This is equity: just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.

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Guest post on the Philanthropy 411 Blog by Angela Glover Blackwell, CEO of PolicyLink.  
<http://putnam-consulting.com/philanthropy-411-blog/equity-is/>

## How Board Members Can Advance Diversity, Equity, and Inclusion in Foundations

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Philanthropy has been successful in tackling some of our region's biggest challenges and in contributing to our region's vibrancy. And our region's philanthropy has the potential to be even more successful. Focusing on encouraging foundations to take voluntary action to advance diversity, equity, and inclusion (DEI) will increase our philanthropy's success by: 1) increasing effectiveness, 2) enhancing impact, and 3) advancing the common good.

Trustees and Board members of foundations are uniquely positioned to advance DEI in foundations. Below are some ideas for foundation Trustees and Board members to support progress on DEI – explore which ones would work best for your foundation:

- **Authorizing environment:** Make DEI an institutional priority; e.g., include as a goal in your strategic plan or a statement in your guiding principles; dedicate resources to building an inclusive culture at the staff and board levels; define what diversity means for your organization
- **CEO expectation:** Include performance around DEI as a measure of effectiveness; i.e., your CEO is expected to prioritize DEI and show progress, such as in grantmaking, community engagement, hiring, recruiting volunteers
- **Executive hiring:** Mandate to search firms that DEI is a priority in searches; interview diverse candidates; develop strategies to ensure diverse recruitment at executive and non-executive levels; ask all candidates about how they will approach DEI issues
- **Vendors:** Hire vendors with diverse staff and an explicit commitment to DEI; e.g., fund managers, investment advisors, legal firms, consultants, accounting firms, venues for meetings and events
- **Investment strategy:** Apply a diversity, equity, and inclusion lens to investment strategies
- **Evaluation of organizational impact:** Evaluate the effectiveness of your work with a DEI lens; e.g., analyze who is benefiting from your work by collecting and using data that tracks distinct populations (e.g., gender, ability, sexual orientation, race/ethnicity)
- **Board diversity:** Implement structures that expand entry points for potential Board members, such as committees that create spaces for diverse voices; mentor and develop the leadership of diverse Board members; nominate and appoint diverse candidates as successors to Board chairs
- **Community engagement:** Expand networks through intentional outreach and participation in communities (e.g., site visits, volunteering and being involved in communities served); ask for and act on input from the communities you serve
- **Grants and programs:** Commit resources to explicit DEI work and grants; ask grantees to submit their staff, Board and program DEI profiles and policies as part of the grant application
- **Nonprofits as partners:** Encourage greater responsiveness among nonprofits to DEI issues and work with them as partners; i.e., set the expectation that DEI is a priority and provide resources for it, such as capacity building around DEI issues and tools; build learning relationships with nonprofit partners to strengthen your foundation's connections to and understanding of diverse communities; welcome nonprofit leaders on your foundation's Board and committees
- **Strategic communications:** Use strategic communications to share your DEI work and to promote it as a priority in the nonprofit and philanthropic fields

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*These recommendations were developed by a group of Philanthropy Network members who participated in a year-long Trustee peer-group to explore how foundation Trustees and Board members can support progress on DEI. We recognize that organizations are at different stages, and that not all recommendations work for all organizations, and encourage you to explore which work best for your foundation.*

*For additional information about Philanthropy Network's Diversity, Equity and Inclusion work, please contact Theresa Jackson, Director of Member Services and Information at [theresa@philanthropynetwork.org](mailto:theresa@philanthropynetwork.org).*



# How Can Foundations Establish A Change-Making Culture?

Culture: *the way we do things around here*. This common phrase diminishes the importance of culture. Cultivating an intentional change-making culture is imperative for foundations that want to move from *grant making to change making*. Culture is a critical strategy for large-scale change and involves the consistent, long-term promotion of the values, norms, and daily behaviors that allow people, organizations, and communities to align their actions in a disciplined way. Culture is part of the answer to why some social change initiatives achieve transformational results while others do not. Organizational culture has been widely discussed in other domains, but is strikingly absent in both the practice of and academic literature on philanthropy.



While foundations' internal culture is a critical element to achieving large-scale social change, efforts to intentionally build it are too often left out of strategy processes. Foundations may not prioritize conversations about culture due to lack of market forces and accountability and the tendency to value expertise above all else. Some foundations might not see change making as their core purpose. Emotional barriers can also get in the way; discussing culture can cause discomfort by shedding light on leadership weaknesses and can feel luxurious when there is urgent mission-driven work to be done. What will it take for foundations to focus on an internal change-making culture? We bet that foundations will adopt a change-making culture in response to a desire for a new way of doing things among the millennial talent base. Foundations will need new leaders at all levels and want top talent to consider them rewarding places to work. Furthermore, foundations will want to uphold their reputation; foundations risk losing influence if they can't adapt, innovate, and take risks to solve social problems.

While there is no one culture that suits every foundation, a particular set of characteristics must be present in those that seek large-scale social change: a focus on outcomes, transparency, authenticity, collaboration, equity and inclusion, continuous learning, and openness to risk.

Foundations can start building a change-making culture by prioritizing the conversation about culture; teams should be able to see the connection between internal behaviors, external impact, and social

outcomes. Moments of change, such as strategic planning or new collaborative engagements with the community, can be natural entry points to engage teams in this conversation.

## Elements of Culture

- **Values:** what we care about
- **Norms:** rules and supporting structures and processes that define how to live the values
- **Behaviors:** actions to take that follow the rules

## Challenges to Implementing a Change-Making Culture

- There is no explicit articulation or shared understanding of the behaviors that reflect the organization's espoused values
- People are clear about the behaviors, but hold subconscious beliefs that conflict with and keep them from demonstrating them.
- People are clear about value-aligned behaviors, but have not internalized them because they were not part of shaping them
- People are clear about the behaviors, but there is no shared accountability for enforcing them.
- People don't know how to have conversations that are key to holding others accountable.
- The organization isn't making the change it seeks, which may suggest it has chosen the wrong values, norms, or behaviors.

## Change-Making Culture is Established Through:

- A powerful question to start the process – “What are the behaviors you expect of your peers that you're also willing to hold yourself accountable to?”
- A co-creative process engaging the full team and leadership.
- Articulating norms and behaviors.
- Behaviors selected for their contribution to driving results.
- Simple, memorable taglines that make it easier to hold ourselves and others accountable.
- Behaviors enforced inside and outside the organization.
- An adaptable ongoing journey

## Actions to Sustain Culture

- CEO conversations with new recruits.
- Modeling by organizational leaders of named norms and behaviors.
- Incorporation of behaviors into performance reviews and hiring practices.
- Quarterly team conversations about how the organization is living – or not living – the culture.
- Culture shout-outs in staff meetings and other forms of public recognition.
- Asking for feedback from grantees/partners/ constituents on specific behaviors

Excerpted from [\*Internal Culture, External Impact: How a ChangeMaking Culture Positions Foundations to Achieve Transformational Change\*](#) by Amy Celep, M.B.A., Sara Brenner, M.B.A., and Rachel Mosher-Williams, M.P.A., Community Wealth Partners (Foundation Review, March 2016)

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# 9 traits of the kind of leaders we need in this time and place



## See the strength in uncertainty.

It was Bertrand Russell who said, *“The whole problem with the world is that fools and fanatics are always so certain of themselves, and wise people so full of doubts.”* The issues we deal with are complex and require nuance; nothing is simple and clear-cut. The leaders that we need must be able to doubt themselves, to question their own assumptions, question their party’s assumptions, because that is the only way to see different perspectives and reach the truth. To be willing to admit that we do not know everything, that we and our “side” may be wrong on occasion, is not a weakness, but a sign of humility, and humility is a sign strength.

## Can consider differing viewpoints.

It’s frustrating how we have become a culture of “unfriending” people with whom we disagree. In some ways, this is a defense against the type of bullying behaviors so often present in conversations, especially online. But it has reached a point now where friendly intellectual debates are rare. They get heated, and both parties retreat to their echo chambers, surrounded by people who reinforce their views. We need leaders who can bring back civil dialog and collegial disagreements.

## Understand that everyone is affected by unjust systems.

Systems that perpetuate injustice affect everyone. They affect different communities in different ways and measures, and we must focus our strategies accordingly. But overall, inequity ultimately harms all of us. Once we understand that, it becomes easier for us to lessen the blaming, and it becomes everyone’s responsibility to address systemic oppression.

## Believe that we are tied to one another, that there are no “others.”

Some call it enlightened self-interest, this belief that we must help each other not out of pity or charity, but because it’s ultimately good for ourselves and for our own families. By helping other people, we help create a safer, better community for ourselves and our kids. The leaders we need believe that we exist in one community, that there are not “other people” that we’re helping, that there are no “other people’s kids.” They believe that our fates are tied to one another’s, that all kids are our kids. They Four Amigos fundamentally believed this, which is why they supported one another across their ethnic differences. It would have been easier to think, “Well, that’s a Black problem; I’m Asian, it doesn’t affect me.” But they knew that their communities are interconnected, and they took up one another’s causes as their own, because those were their causes too.

## Can paradoxically ground their work in their own story while removing themselves from the work.

I had a professor in grad school who told me, “If you want to be effective in the world, you must learn to forget yourself.” The work we do is often not about us; we must learn to set our pride and egos aside and do what is needed, even stuff we hate. But now that I think about it, the strongest leaders, like the Four Amigos, have a clear sense of themselves, of their heritage, of where they come from. They draw strength from their roots and from their identities. And they use their stories to advance the causes they

care about. The leaders we need know that the fight for justice is often paradoxically about them but also not about them. It allows them to be in the spotlight if the situation demands, and to fade into the background and create space for others to lead when needed.

### **Believe that our diversity is our strength.**

With so much xenophobia and anti-immigrant/refugees sentiments growing, so many people forget that diversity—of thoughts, of cultures, of identities—is not just something to be tolerated, but something we must all seek. Diversity is a critical factor that makes everything—boards of directors, for-profit companies, hiring panels—and thus our community stronger. The kind of leaders we need don't just tolerate opposing views, they actively search for it. They don't just recruit diverse job applicants to say they tried, they actively change hiring practices to make them more accessible to diverse candidates. They don't just talk about inclusion, they actively change funding practices to make it easier for organizations led by marginalized communities.

### **Play the game while they change the game.**

Sometimes, I meet leaders who are so frustrated by the systems that they don't even want to participate. Grantwriting is inequitable, so they don't want to learn how to write an effective grant proposal. Politics is futile and corrupt, so they don't want to mobilize their communities or even vote. The systems we have are not perfect, and some of them are oppressive, but we cannot change them unless we at least understand them. The leaders we need are good at playing the game, so their credibility is never challenged as they work to change the rules of the game. The Amigos were adept at navigating the systems. They became good at it—fundraising, talking to politicians, negotiating with business leaders—and because of that, they were able to get stuff done.

### **Unite and bring out the best in people.**

With so much that divides us, we need our leaders to be able to pull people together. And when people are pulled together, there will likely be contentiousness that naturally arises, so we need leaders who can bring out the best in everyone so they can work effectively across differences. This is not easy. Sometimes, when you put a bunch of brilliant and passionate people together, they become incredibly unproductive. The Amigos throughout their decades of activism, inspired and motivated countless individuals and got them to work in unison for protests and other acts of civil disobedience. To do this, they must fundamentally believe that these are everyone's struggles, that everyone has a place in the movement, and that we can only achieve our common goals if we respect and work with one another.

### **Have relentless optimism for an ideal world, grounded in reality.**

The work that we do in this sector is complex and difficult. We are talking about tackling systemic injustice entrenched by centuries of practice. They are ingrained into our culture, our unconscious. Faced with that, it is easy to lose hope. But the leaders we need can balance the realities of our current world with a vision of what our world could be. They find and bring out the good in everyone and in everything. They find hope and joy in the world even in the darkest of days. The Amigos, from what I know of them, had a great sense of humor. I saw two of them on stage together. They were friends who ribbed and goaded one another, trading witty insults and hilarious stories. Though their work was often heavy, and they knew it, they never forgot to appreciate life's moments of happiness.

*By Vu Le, Nonprofit with Balls blog (<http://nonprofitwithballs.com/>)*





**from our sponsors**



## Effective Audit Committees and Their Role in Good Governance

An audit committee is an integral part of good governance, making it relevant for nonprofits of all sizes. Effective audit committees help ensure financial integrity, limit risk and protect your reputation with regulators and the public.

The committee oversees financial reporting; external and internal audit; compliance with legal and regulatory requirements; and internal controls over these areas. Duties include such tasks as reviewing Form 990 filings and other reporting to regulatory agencies, studying audit results (and actions taken in response to such results) and deciding whether a second opinion is required to resolve auditing issues.

Ultimately, your audit committee is responsible for ensuring that all financial reports are accurate and that they portray your organization's condition and performance transparently. This means that, among other things, the committee should look for signs of fraud — such as unreported revenue — in your organization's financial statements.

### ***Internal and External Auditors***

Audit committees regularly interact with both internal and external auditors, which includes approving the annual internal audit plan and reviewing internal auditors' reports.

Audit committees are responsible for hiring, compensating and overseeing external auditors, and your audit committee should regularly communicate with its auditors. For example, hold pre-audit meetings to discuss your work plan, request regular updates during the audit, and conduct post-audit discussions to review findings before they are presented to your Board.

### ***Controlling Risk***

Risk management is central to all audit committee responsibilities. But your committee should also take specific measures to reduce your nonprofit's risk profile by conducting a comprehensive risk assessment. This assessment needs to identify financial vulnerabilities such as those related to investment practices, antifraud policies, insurance coverage, and compliance with laws, regulations and donor and grantor requirements. Your audit committee should take the lead in ensuring that internal controls are effective in minimizing those risks it identifies as your nonprofit's greatest threats.

### ***Ideal Committee Members***

The composition of audit committees might vary, but one thing is certain — at least one member should have strong financial expertise. This expert will bring to your committee a working knowledge of financial reporting (including Generally Accepted Accounting Principles) and internal controls. Although for-profit experience doesn't hurt, the expert should have specific knowledge of nonprofit-sector accounting and financial reporting issues.

In addition, the American Institute of Certified Public Accountants recommends that at least a few audit committee members also be members of the Board of Directors. However, some states limit the number of audit committee members who also are finance committee members. And don't make the mistake of turning to your organization's Treasurer. Because the audit committee is charged with independently monitoring financial results, appointing your Treasurer to the committee could create a conflict of interest.

Above all, committee members must maintain their independence. They can't accept any consulting, advisory or other compensatory fee from your organization. And they shouldn't have been an officer or employee of your nonprofit (or the immediate family member of one) in the prior three years.

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# Not-For-Profit Management Liability



Not-for-profit organizations face an ever-increasing number of exposures. Entities and their board members are at risk of lawsuits from regulatory proceedings, whistleblowers actions, and civil suits alleging organizational mismanagement, misuse of assets, fraud, donor disputes, employment practices liability and employee benefit disputes.

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Nonprofit

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## The Imperative to Address Racial and Structural Inequalities

By Meg Long, Equal Measure

*"If we're honest, perhaps we've heard prejudice in our own heads and felt it in our own hearts. We know that. And while some suffer far more under racism's burden, some feel to a far greater extent discrimination's sting."* – President Barack Obama, Dallas Memorial Service, July 12, 2016

The burden of racism. The sting of discrimination. These are scourges deeply felt, too often experienced. And these twin evils take different forms – the personal attack, the group disparagement, the seemingly impenetrable barriers created by structural racial inequities. In a national climate where every day seems to add a new chapter to an unfolding tale of sorrow and anxiety, we must ask ourselves – no, demand of ourselves – what can we do to help ameliorate this situation? We all have a role to play.

I would like to share with you the role Equal Measure will play.

As an evaluation and philanthropic services firm that has worked for more than 30 years in a mosaic of communities, we have witnessed how structural inequities are imbued in policies, practices, and systems. We have seen firsthand how these inequities – whether disparities in educational and workforce opportunities, healthcare access and quality, or within the criminal justice system – have become more acutely felt by people of color, particularly those from economically disadvantaged backgrounds. These experiences have forged our deeply ingrained organizational commitment to diversity, equity, and inclusion (DEI), and the role of DEI in helping to change systems to provide more equitable opportunities for all.

Drawing upon our longstanding focus on DEI, we have perhaps a small but nonetheless important role to play in advancing equity. Within our spheres of influence – our clients and their grantees, our networks and peers in the field, our professional colleagues – we will continue to:

- **Raise questions to shed light on, and help advance, policies and practices that begin to break down structural racism and slowly reverse its legacy of prejudice.** We will ask questions, but will not accept "pat" responses. Our aim is to uncover the "why," "how," "for whom," and "by whom," so that we can pinpoint where inequities exist, and understand how to address them. If we do not continue to ask difficult questions about equitable access and inclusion, representation and diversity, and power dynamics, then we have failed to deliver on a foundational organizational value.
- **Integrate the voices, perspectives, and lived experiences of the individuals and communities that have been deliberately silenced.** We will bring "to the

table" the voices of the unheard, whose lives bear testament to the challenges posed by structural inequities. And we will facilitate authentic dialogues about race, ethnicity, gender, sexual orientation, immigration status, and other dimensions of our diversity that have driven structural discriminatory practices.

- **Seek out funders and clients who are deeply invested in finding solutions to eradicate inequities.** We will work with organizations that have demonstrated a tangible commitment, over the course of many years, to design and implement program strategies that tackle racial and structural inequities in communities across the nation.
- **Infuse capacity building into every one of our engagements to help strengthen community competencies.** We will work closely with our clients to ensure that community leaders and organizations have the skills to create – or advocate for – changes in policy and practice that can help eradicate systemic structural inequities.
- **Emphasize an asset-based narrative that acknowledges the realities of our time and society.** We will continue to push the field toward dialogues about opportunity and healing, with a focus on the transformative changes communities can make in improving pathways to education, careers, access to health care, safe neighborhoods, and financial empowerment.
- **Strive to check our own biases, misconceptions, and gaps in knowledge, in order to contribute to a productive and open dialogue.** We will continue to sharpen our organizational focus on diversity, equity, and inclusion – identifying opportunities to further infuse culturally competent practices into our evaluation and philanthropic services engagements.

I think we have a critical and *urgent* opportunity to place race, equity, and inclusion front and center in our national dialogue, and in the work of the social sector. But in carrying forth this mission, we can guide, but we cannot push. We can raise questions, probe, and prompt, but we cannot provide the answers. We can bring individuals together – to learn, share ideas, find common ground – but we cannot tell them what to say. And we can help them better understand the context of racial and structural inequities in their communities, but we cannot pretend to walk in the lived experiences of those individuals caught in the chasm of disparity.

That is the small, but important role Equal Measure will play.

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# Diversity, Equity and Inclusion are More Than Buzzwords

Nina L. Cohen and Erika L. McDaniel

Across the philanthropic industry, the words “diversity, equity and inclusion (DEI)” have bubbled to the surface. As the United States grows more diverse, nonprofit entities are adapting by becoming more intentional about incorporating DEI initiatives into all facets of their organization. Through large-scale initiatives like D5, a five-year effort to advance DEI in philanthropy, several influential nonprofits have come together to take practical steps in moving DEI programming forward. For example, Philanthropy Network, a Glenmede partner, is participating in the D5 initiative by launching a DEI Task Force. Other individual organizations are implementing smaller-scaled initiatives through programming, funding, leadership and fundraising.

For nonprofit organizations in particular, it is important to understand and adapt to the changing demographic landscape. By more clearly defining the term “DEI,” organizations can more easily determine how to best address these concerns within the framework of their mission and vision. For example:

- **Diversity** refers to historically under-represented individuals and groups that can be engaged through philanthropy.
- **Equity** focuses on the creation of philanthropic opportunities and access to philanthropic resources for historically under-represented individuals and groups.
- **Inclusion** involves active, deliberate and continuing engagement with historically under-represented individuals and groups.

Through Glenmede’s philanthropic legacy and ongoing work, we have a unique perspective on the ways organizations — from small private foundations to large public charities — are pursuing DEI initiatives.

Among the most common are:

1. **Programming** In response to changing demographic needs, nonprofits are developing and implementing specialized programming. As the aging population increases, nonprofits focusing on human services may shift more attention and dollars to serving and supporting the elderly. Staying current on shifting demographic trends is imperative and may drive the way programming is added, continued or terminated, impacting the budget, staff and even volunteers.
2. **Funding** DEI initiatives also influence how foundations and other grant-making institutions distribute their dollars. Many organizations have broadened grant-making programs to include a larger pool of potential grantees and impact investments such as mission- and program-related investments. The mission of a family foundation, for example, may be to support the education of minority students in the inner city. Whereas they may have primarily granted money to programs that supported students in STEM subjects (science, technology, engineering and math), census data shows that immigrant populations are increasingly moving to inner city areas. As such, the data would support the foundation’s expansion of funding to include organizations that support basic reading initiatives or English as Second Language programming.
3. **Leadership** DEI initiatives can also affect the types of candidates considered for board and staff positions. Research has shown that diversity within organizations drives innovation, increases productivity and improves future

recruitment efforts. Beyond racial or ethnic diversity, there is diversity of age, gender and physical ability. Many organizations have implemented “Next Gen Boards” to engage a younger, more diverse group of individuals in their philanthropic mission and develop future leaders.

4. **Fundraising** Nonprofits are always challenged to better segment and target donors, cultivate deeper donor relationships, make more salient requests for donor support and engage donors in a way more meaningful for the donor. Yet organizations also need to understand that various cultures view philanthropy differently. Within some cultures or ethnic groups, it is important that the right “asker” makes the request and offers an opportunity to donate time as well as money. For other communities, “friendraising” is an effective tool, and “passion and cause” can at times outweigh the lack of a personal connection to the organization.

The evolving demographic face of America is shifting every aspect of daily life, from television programming to a multi-generational workforce. These transformations are driving technological innovation, political change and, now, changing the philanthropic industry. By embracing DEI initiatives, both foundations and nonprofits will be poised to get in step with the new landscape and further their mission.

*Nina Cohen is the Director of Endowment and Foundation Advisory at Glenmede.*

*Erika McDaniel is a Business Development Officer at Glenmede and focuses exclusively on Endowments and Foundations.*

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## Nonprofit Governance in Practice

Effective governance relies upon consistent and ethical board leadership, yet nonprofit organizations that exemplify truly model governance are few and far between, and prospective board members receive little if any guidance on their essential roles and responsibilities. At the same time, strong board leadership could not be more vital, as the environment surrounding nonprofits is increasingly challenging to navigate, with available resources diminishing relative to need, frequent regulatory changes, pressure to consolidate, and ongoing transitions in executive leadership.

Board leadership can be an exciting opportunity to learn about new organizations and fields, and leaders in *both* the corporate and nonprofit world will almost undoubtedly be presented with opportunities to volunteer their time to nonprofit boards. Some of the questions you might ask before joining a board include:

- Does the organization advance a deeply felt personal passion?
- Would serving on this board present clear synergies with your professional interests?
- What will you learn from serving on this organization's board?
- How will you meaningfully add value – what essential skills or perspective do you bring?
- What does the board specifically expect from you in time, money, and skills?
- Do you understand – and have – the time to fulfill and prioritize this commitment?
- Are you inspired by the people associated with the organization?

When you do make the decision to join a board, many resources exist to help you understand your new responsibilities (e.g., Richard Ingram's *Ten Basic Responsibilities of Nonprofit Boards*, from BoardSource). More than anything, however, good board service requires a nuanced understanding of human dynamics, and a willingness to bring your best voice to the table. Truth-telling is a scarce resource, and board members who are able to navigate the interpersonal dynamics of a board room to bring their essential questions and observations to the table with respect and clarity will strengthen the performance of any nonprofit organization they choose to serve.

Developed from *Nonprofit Governance in Practice*, a class taught by Nadya Shmavonian, Instructor in the Nonprofit Leadership program at the School of Social Policy & Practice at the University of Pennsylvania. Nadya, the Director of the Nonprofit Repositioning Fund, will also be facilitating the True Costs of Excellence: Getting to Better Outcomes concurrent session.



A portrait of Valerie Gay, a Black woman with short, curly dark hair, smiling and looking directly at the camera. She is wearing a dark blue sleeveless top and silver hoop earrings. The background is a plain, light color.

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