



**ABOUT THE KEYNOTE:  
LEADING FOR  
NONPROFIT IMPACT IN  
CHALLENGING TIMES**

*Dr. Phil Buchanan, President, The Center for Effective Philanthropy*

*Author, Giving Done Right: Effective Philanthropy and Making Every Dollar Count*

The work of nonprofits is uniquely challenging and difficult. Nonprofits seek to address the most vexing problems in our world and combat pervasive negative stereotypes about their work. How can leaders embrace the unique challenges of nonprofit leadership? What are the particular difficulties at play? Phil Buchanan will answer these questions and outline some key attributes required for nonprofits' success. Drawing on extensive research from the Center for Effective Philanthropy as well as stories from his book, Phil will offer leaders both practical tips and inspiration.

**ABOUT ECCF'S INSTITUTE FOR TRUSTEES**

**WHO SHOULD ATTEND:**

Board members, board chairs, trustees, and executive directors of nonprofit organizations. Full boards are welcome! Executive directors may attend only if accompanied by at least one of their board members.

**FEES:**

\$110 per person by February 13  
\$130 per person after February 13  
Includes breakfast, lunch, wine reception, and the IFT Resource Guide

**HOW TO REGISTER:**

Registration is open now at [www.eccf.org/ift](http://www.eccf.org/ift). Please register early as space is limited.



**WHAT ONE 2019 ATTENDEE SAID:**

I'm grateful for the opportunity to improve and strengthen my knowledge in nonprofit management and governance. I don't know where else I could go and find such a range of opportunities!



**ABOUT THE ESSEX COUNTY COMMUNITY FOUNDATION**



ECCF's mission is to inspire philanthropy that strengthens the communities of Essex County. We do this by managing charitable assets, strengthening and supporting nonprofits and engaging in strategic community leadership.

**221**  
charitable funds managed

**\$24.6M**  
granted in 2019\*

**1,288**  
grants and scholarships to worthy nonprofits

**\$91M**  
in managed charitable assets

*\*includes gifts dispersed from funds established in support of the Merrimack Valley gas crisis*

**THANK YOU IFT SUPPORTERS and ECCF CORPORATE PARTNERS (as of 1.6.2020):**

Amelia Peabody Foundation  
Brace Cove Foundation  
Edwin S. Webster Foundation

Beaumont Financial  
Coastal Capital Group, Inc.  
Comcast  
Enterprise Bank  
InSource Services

McLane Middleton  
North Shore Bank  
Peabody Essex Museum  
People's United Bank  
The Financial Advisors

**ECCF** Essex County Community Foundation presents the 11th Annual **Institute for Trustees**

**ESSEX COUNTY COMMUNITY FOUNDATION**  
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**EXPANDED BOARDCONNECT!**

ECCF's popular BoardCONNECT program has expanded for 2020! Including more options to participate, more value and its own special night so truly powerful networking can happen. Our goal is to help talented community members and nonprofit organizations find one another, growing the pool of potential candidates for Board service and making it possible for new leaders to help guide our area nonprofits into the future.

For more information, or to sign up for BoardCONNECT visit <http://eccf.org/boardconnect>.



Essex County Community Foundation presents the 11th Annual **Institute for Trustees**

**SATURDAY, MARCH 14, 2020**  
7:30 am - 4:30 pm • Pingree School • South Hamilton, MA

Register for the region's premier conference for nonprofit board members and executive directors.



**LEARN**  
from carefully cultivated experts in the nonprofit field.

**CONNECT**  
with peers and new networks of passionate professionals.

**LEAD**  
your nonprofit to a stronger, inspired future.

**Conference Details Inside**

# CONFERENCE AGENDA

## 7:30 – 8:30 REGISTRATION AND CONTINENTAL BREAKFAST

## 8:30 – 8:45 WELCOME

*ECCF and Pingree School leadership*

## 8:45 – 9:45 KEYNOTE SPEAKER



### LEADING FOR NONPROFIT IMPACT IN CHALLENGING TIMES

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President, The Center for Effective Philanthropy  
Author, *Giving Done Right: Effective Philanthropy and Making Every Dollar Count*

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## 10:15 – 1:00 EXTENDED WORKSHOP SESSION (SPANNING SESSIONS 1 & 2)

### ES1 Feasibility Study to Funding: Can Our Capital Campaign Be Successful and How Will We Make That Happen?

*Rick Blain, CFRE, Principal, Richard R. Blain & Associates, LLC*

We will explore the capital campaign process from testing our case for support to celebrating campaign success and discuss what would motivate people to give and how to encourage them to do so.

### ES2 Fundraising: A Major Gifts Intensive

*Lauren Hall, Chief Development Officer, National Brain Tumor Society*

This interactive workshop is designed to demystify the major gift process—from identifying viable major gift prospects to building creative cultivation strategies, making the ask, and keeping your donors engaged with your organization over time.

### ES3 Taking Care of Business for Board Members: Governing Through Routine, Successful, and Challenging Times

*Franklin Reece, Partner, David Harris, Managing Partner, and Christian Dame, Partner, Interim Executive Solutions LLC*

Serving effectively as a Board member presents complex challenges at different stages in the nonprofit's life. Using case studies based upon real world examples, the presenters will challenge you, as a Board member, to work with your colleagues to identify and resolve the governance issues of a nonprofit during "normal" times, when "success" arrives, and when "failure" is at the door.

### ES4 Succession Planning: There should always be a plan!

*Gary Romano, President and CEO, Civitas Strategies*

Nonprofits can face both planned and unplanned changes in leadership, being prepared to embrace that change can be essential to ensure an organizations' stability and sustainability. This workshop will offer guidance, insights and actionable tools for a path to a successful transition.

### ES5 Strategic Planning - How to Chart a Course to Success

*Jodi Wilinsky Hill, Lead Consultant, Building On*

This session will cover a variety of approaches to strategic planning, ways to effectively implement and make the best uses of a strategic plan, and how to get to "go" on a strategic planning process. Whys, whens and whos will be covered, along with how to determine what kind of planning process will work best for your organization. The tools needed for your organization(s) to "plan to plan" will be provided.

### ES6 Messages that Matter: How to Attract New Audiences, Retain Existing Audiences, and Stay Connected with Communities

*Anne Romens, Interim Vice President for Advancement, and Michael Johnson, Community*

### Engagement Manager, Arts Midwest

This dynamic workshop will share data-driven strategies to help increase the power of your communications, programming, and outreach. We will discuss the intersection of creativity and public values, and offer tangible messaging strategies, tools, and real-time examples aimed at helping you attract and retain audiences and deepen how you can tap into the values and motivations of diverse stakeholders in your own community.

## 10:15 – 11:30 WORKSHOP SESSION I

### W1A Leadership When It Counts: How to Build a Culture of Learning When Your Results Are Bad

*Kara Bixby, Owner, Evaluation Director, Withinsight*  
What do you do when evaluation results are negative or unexpected? Leadership competence is critical when there is temptation to hide or deemphasize poor results. How organizations respond to failure demonstrates their capacity for improvement. This skill-building workshop shares strategies to foster a learning culture.

### W1B Updating Governing Documents

*Brad Bedingfield Partner, and Eleanor Evans, Counsel, Hemenway & Barnes LLP*

This session will provide an overview of best practices for updating by-laws and similar governing instruments for nonprofit organizations. You will learn the key provisions that modern by-laws should contain and discuss practical solutions to common governance issues.

### W1C Demystifying Brand Evangelism: A Guide to Sustainable Social Engagement

*Molly Merluzzi, Founder and Principal, MM Consulting & Riveting Broads*

In the non-profit sector there is often a large chasm between the overall understanding that social media is a required part of modern brand building and the ability to grasp what is required to build scalable brand evangelism. This workshop will expand board members' understanding of how content strategies centered on self-awareness, positioning and cadence can transform the ways an organization's purpose is truly 'heard' and as a result, build an accompanying marketing infrastructure that is both agile and sustainable.

### W1D Accounting & Tax Update for Nonprofits

*Joyce Ripianzi, Partner/CPA, AAFCPAs*

This workshop will provide an overview of the recent changes to Generally Accepted Accounting Principles (GAAP) and a tax update for nonprofit organizations.

## 11:45 – 1:00 WORKSHOP SESSION 2

### W2A How to Enhance Fundraising with Program Data

*Alison LaRocca, Managing Director, Luminary Evaluation Group*

Many organizations collect program data; however, few are effectively using them to increase impact or communicate success to funders. This presentation will help organizations harness the power of program data by offering information and exercises on how to utilize data for better articulation of organizational impact.

### W2B The Art of Discovery: How to Engage Your Board with its Community by Asking Questions and Deep Listening

*Gayle L. Gifford, ACFRE, Co-President, Cause & Effect Inc.*

Asking and listening are essential to strategic planning, partnerships and strong donor relations. And a great way for trustees to be ambassadors. Gayle shares practical tips and tools on who, what and how to ask and what to do with the information you collect.

### W2C Board Member Fiduciary Duties: Conversation with the AGO

*Jonathan C. Green, Deputy Division Chief, Office of Attorney General Maura Healey*

Join the AG's Office for an update on the fiduciary responsibilities and legal issues that all board members must understand to carry out their roles.

### W2D The Capitalization Challenge

*Bailey Hoar, Project Manager, and Susan Nelson, Executive Vice President, TDC*

Capitalization is the financial bridge between a nonprofit's vision and strategy, yet undercapitalization is widespread and its corrosive

effects are felt throughout the sector. Breaking the cycle of undercapitalization requires action from leaders, trustees, and funders. Join us for this workshop, which introduces capitalization concepts, barriers to effective capitalization, and ways you can support your organization's financial health.

## 1:15 – 2:15 LUNCH

*Update from ECCF*

## 2:30 – 3:45 WORKSHOP SESSION 3

### W3A Behind the Curtain: The Secrets of Successful Fundraising

*Sharon Danosky, President & Founder, Danosky & Associates*

For many board members fundraising something best left "to the professionals." In this workshop, we will de-mystify the process. How does a stranger become a donor? How does an existing donor "suddenly" give you \$500K or leave you in their will? And most of all, how do board members actually become great fundraisers? We will reveal the secrets of extraordinary fundraisers and invite you to share this fabulous fundraising adventure.

### W3B Empowering Board Members for Successful Leadership

*Nanette Fridman, Principal, Fridman Strategies*

Is your board empowered to lead? Come discuss key components and behaviors of engaged boards and their leaders, learn the formula for activating your board, and identify red flags and pitfalls that discourage active leadership.

### W3C Advice from the Field: How to Use Performance Measurement to Transform Your Nonprofit

*Gautam D. Ramchandani, CEO, GlobalSource*

In this workshop you will learn from the experience of nonprofits that have transformed their organizations to generate impact by building the capacity to measure performance. We will discuss the journeys of these organizations as well as the types of performance measures that are readily available and can improve program effectiveness.

### W3D Beyond Diversity: Achieving Inclusion, Equity, & Belonging

*Kenya Rutland, Principal and Chief Enthusiasm Officer, KJR Consulting, LLC*

The most valuable asset in any organization is its people. When nonprofits commit themselves to valuing and leveraging diversity and managing unconscious biases, they are better able to improve decision making, attract top talent, and meet the needs of the populations they serve. In this workshop, board members will discover strategies for creating a working culture where all members feel valued and ready to contribute from their unique perspectives. This will include a proactive and intentional shift towards engaging in an equitable and inclusive manner in all board interactions. The session will also explore the unwanted impact of unconscious biases and how we can incorporate awareness and understanding to manage these..

### W3E How Advocacy Accelerates Your Mission

*Rick Jakius, District Director, Office of Congressman Seth Moulton*

Effective policy advocacy and lobbying can be a game changer for your nonprofit and the people it serves. Break through the myths, confusions and stereotypes to become an effective advocate.

### W3F Achieving Financial Resilience

*Gina McDonald, CPA, Lead Consultant, FMA*

Nonprofits all aim to achieve financial resilience - sometimes a term synonymous with sustainability and often more simply described as the ability to "weather the storm." Gina will guide us through the values, practices and resources evident in financially resilient nonprofit organizations.

### W3G Budgeting Dos and Don'ts

*David Orlinoff, Founder/Principal, Concord Financial Organization*

This presentation will highlight key considerations in the collaborative development of annual operating budgets and preparation of grant budgets. Participants will share stories of more and less successful experiences with their budget processes.

## 3:45 – 4:30 TOAST TO TRUSTEES RECEPTION

More details and registration at: [www.eccf.org/IFT](http://www.eccf.org/IFT)

TIME	FUNDRAISING	GOVERNANCE, PLANNING, AND STRATEGY	FINANCE
Extended Sessions 10:15-1:00	ES1 Feasibility Study to Funding: Can Our Capital Campaign Be Successful and How Will We Make That Happen?	ES3 Taking Care of Business for Board Members: Governing Through Routine, Successful, and Challenging Times	ES5 Strategic Planning - How to Chart a Course to Success
	ES2 Fundraising: A Major Gifts Intensive	ES4 Succession Planning: There should always be a plan!	ES6 Messages that Matter: How to Attract New Audiences, Retain Existing Audiences, and Stay Connected with Communities
Session 1 10:15-11:30		W1A Leadership When It Counts: How to Build a Culture of Learning When Your Results Are Bad	W1C Demystifying Brand Evangelism: A Guide to Sustainable Social Engagement
		W1B Updating Governing Documents	W1D Accounting & Tax Update for Nonprofits
Session 2 11:45-1:00	W2A How to Enhance Fundraising with Program Data	W2B The Art of Discovery: How to Engage Your Board with its Community by Asking Questions and Deep Listening	W2C Board Member Fiduciary Duties: Conversation with the AGO
Session 3 2:30-3:45	W3A Behind the Curtain: The Secrets of Successful Fundraising	W3B Empowering Board Members for Successful Leadership	W3D Beyond Diversity: Achieving Inclusion, Equity, & Belonging
		W3C Advice from the Field: How to Use Performance Measurement to Transform Your Nonprofit	W3E How Advocacy Accelerates Your Mission
			W3F Achieving Financial Resilience
			W3G Budgeting Dos and Don'ts