“Family isn’t just who you’re born with, it’s who you choose to stand with. At the Institute, we’ve built a chosen family. Graduation is not the end, but a beginning. We have a city, a state, a country to unite. Let us commit now to make these relationships life-long sources of support. We are in this together, and our capacity to achieve change is limitless when we stand united.”

— ABEL CANO
Founder and Executive Director
The Arc of Change
Dear Friends,

As a nation, we depend on nonprofits to solve intractable societal and environmental problems, yet we chronically underinvest in the people leading them. That’s where the Institute for Nonprofit Practice steps in. We equip the most promising nonprofit leaders with the skills, networks, resources, and confidence they need to effectively lead, advance justice, and build a more equitable future for all.

We have gained national recognition for our approach to nonprofit effectiveness and diversity, equity, and inclusion. To date, we have trained 1,200 leaders from 600 organizations across New England. More than 50% of our alumni are people of color and over 60% are women, and we are building a powerful movement for progress.

We have launched in New York City, ended fiscal year 2019 with a secure financial foundation, a scalable model, and a growing team of highly-talented staff and Board members to bring our proven program to more leaders in more communities.

With your support, we have diligently and strategically set the stage for further growth to meet the sector’s talent development needs on a much broader scale — nationally.

The theme of this year’s report is ‘Progress Powered by People’ which speaks to our deepest-held beliefs at the Institute that, as our student Abel summarized perfectly when he addressed his classmates at this year’s graduation, “our capacity to achieve change is limitless when we stand united.”

We enter this next chapter with immense gratitude to the growing community of donors who stand united with us and help make this progress and growth possible. We could not do this work without you. Thank you.

Sincerely,

YOLANDA COENTRO  
President and CEO  
Institute for Nonprofit Practice

MARK ROSEN  
Board Chair, Institute for Nonprofit Practice,  
Co-Founder and Advisory Director  
Charlesbank Capital Partners
“Oftentimes, leadership positions in small organizations are lonely and few support structures exist to help leaders propel organizations forward. With INP, I’ve gained an enormous support system, lifelong friendships, and a bank of human knowledge and experience I can openly access. I’m excited to use the knowledge and skills I’ve gained from INP to deepen my organization’s impact in my community.”

— CARLON HOWARD
Executive Director
Breakthrough Providence

AT THE INSTITUTE, LEADERSHIP ISN’T LONELY.

With your support, another talented class of leaders has graduated from the Institute. In addition to honing key management and leadership skills, our pedagogy is grounded in deep relationship building, providing a safe space to work through challenges, break down silos, and form lasting relationships with other leaders in the field.

In 2019, 156 talented leaders from 131 unique organizations joined the Institute’s growing community.

826 Boston
ACE MV
Adoption Rhode Island
Advocates
AmeriCorps Legal Advocates of Massachusetts
Amos House
Asian Community Development Corporation
Association of Independents in Radio
Autism Sprinter, Inc.
Belmont Day School
Bethel Institute for Social Justice
Books Are Wings
Boston Area Rape Crisis Center
Boston Chinatown Neighborhood Center
Boston Cyclists Union
Boston Debate League
Boston Partners in Education
Boston Plan for Excellence
Boston Private Industry Council, Inc.
Boston Public Schools
Boston School Finder
Boston Youth Wrestling
Bottom Line
Boys & Girls Clubs of Boston
Boys & Girls Clubs of Providence
Breakthrough Providence
Budget Buddies
Cambridge Housing Authority
Cape Cod Chamber Music Festival
Cape Cod Literacy Council
Cape Cod Village
Chatham Conservation Foundation
Chica Project
Citizens Housing and Planning Association
City Year, Inc.
Codman Square Neighborhood Development Corporation
College Advising Corps
College Bound Dorchester
Community Action Partnership of Providence
Community Care Alliance
Community Teamwork, Inc.
Company One Theatre
Cotuit Center for the Arts
Cradles to Crayons
Crossroads
Dance New England
Doc Wayne Youth Services
EDCO Collaborative
Episcopal City Mission
Esperanza Academy
Facing History and Ourselves
Falmouth Volunteers in Public Schools
Farm.Field.Sea
Featherstone Center for the Arts
Generation Citizen
Greater Worcester Community Foundation
GreenLight Fund
Groundwork Lawrence
Health Resources in Action
HopeHealth
HopeWell, Inc.
Horizons for Homeless Children
Hospice of Martha’s Vineyard
Improbable Players
Initiative for a Competitive Inner City
Inquiílitos Boricuas en Acción, Inc.
Institute for Healthcare Improvement
Institute for nonprofit Practice
International Fund for Animal Welfare
Island Grown Initiative
Jamaica Plain Neighborhood Development Corporation
Jewish Vocational Services
Jewish Women’s Archive
Jumpstart
Justice Resource Institute (JRI)
Lawrence Methuen Community Coalition
Lawrence Public Schools
Learning by Giving Foundation
Lena Park Community Development Corporation
Lights & Sirens International
Lowell Community Health Center
Martha’s Vineyard Camp
Meeting Association
Martha’s Vineyard Community Services
Mass Farmers Markets
Massachusetts Immigrant and Refugee Advocacy Coalition
McLean Hospital
MENTOR: The National Mentoring Partnership
Merrimack Valley Hospice
Metro Housing Boston
Misty Meadows Equine Learning Center
My Life My Choice
NeedyMeds
NFI Family Resource Center
North Shore Community Health
Northeast Energy Efficiency Partnerships
Orleans Chamber of Commerce
PACE Organization of Rhode Island
Progress Clothing
Provincetown Community Television
Rhode Island Department of Health
Riverside Community Care/ Mass Families Organizing for Change
Roca, Inc.
Salt Pond Areas Bird Sanctuaries, Inc.
Save The Bay, Inc.
SCS Noonan Scholars
Sharing Kindness, Inc.
SoupHouse
St. Francis House
Summer Search
Tech Goes Home
The Arc of Change
The Business of Doing Good
The College Crusade of Rhode Island
The Elizabeth Peabody House
The Greater Boston Food Bank
The Massachusetts Promise Fellow
The Nonviolence Institute
The Steppingstone Foundation
uAspire
Union of Concerned Scientists
Unitarian Universalist Urban Ministry
United for a Fair Economy
United States Department of Treasury
Urban Achievers
Vineyard House, Inc.
WellStrong, Inc.
West Elmwood Housing Development Corporation
Wildflower Schools
Year Up
YouthBuild Preparatory Academy
YouthBuild USA
“Being an agent of social change requires continuous learning, accountability, and community. I’m grateful to have been part of a program that has challenged me to be the best version of myself and to have found a network of talented individuals that inspire me.”

— SHIVANGI SHAH
Development Officer
Leadership Support and Operations
McLean Hospital
Our comprehensive year-long programs are rooted in a practical, rigorous, and highly-effective curriculum that goes beyond weekly lectures to incorporate valuable mentoring, peer-to-peer learning, mindfulness practices, and cross-sector collaboration in a supportive and dynamic environment. Our year-end survey of the class of 2019 shows that:

- There was a 3x increase in the number of students able to implement a fundraising strategy.
- 97% improved confidence in their ability to take professional risks.
- 93% improved their team management skills.
- 93% reported having access to a mentor.
- 87% reported having access to a strong professional network.
- 86% reported an improvement in their ability to facilitate organizational change.

There was a significant increase in the number of students able to implement a fundraising strategy.
The Institute’s annual Meet the Funders classes aim not only to provide our students with hands-on fundraising practice, but also the rare opportunity to meaningfully connect with and learn from the region’s most prominent funders. Through authentic dialogue and connection, these classes are one of the ways we are working with the philanthropic community to dismantle the power dynamic typically present between funders and nonprofit leaders.

This year, more than 30 funders came together to support the advancement of the nonprofit sector at Meet the Funders!

We ended each session by signing the “Unicorn Manifesto,” taken from the book *Unicorns Unite: How Nonprofits and Foundations Can Build Epic Partnerships*, written by Vu Le, Jessamyn Shams-Lau, and Jane Leu. The manifesto reads,

“We dream of EPIC partnerships between nonprofits and foundations that tackle complex problems and achieve incredible feats of social change that enable the world to thrive. We equally value all inputs, prioritize needs of those we serve, increase trust and empathy, and commit to big, bold, and better through all-in teamwork.”

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**Participating Funders**

- Amelia Peabody Foundation
- Barr Foundation
- Blue Cross Blue Shield of Massachusetts
- Blue Cross Blue Shield of Rhode Island
- Cambridge Community Foundation
- Deloitte
- Delta Dental
- GMA Foundations
- Grantmakers Council of Rhode Island
- Greater Lowell Community Foundation
- GreenLight Fund
- Highland Street Foundation
- Hyams Foundation
- Liberty Mutual
- New Profit
- Rhode Island Council for the Humanities
- Rhode Island Foundation
- Richard and Susan Smith Family Foundation
- Social Venture Partners Boston
- State Street Foundation
- The Boston Beer Company
- The Boston Foundation
- The Lenny Zakim Fund
- The Theodore Edson Parker Foundation
- U.S. Trust, Bank of America Private Wealth Management
- United Way of Massachusetts Bay and Merrimack Valley
- United Way of Rhode Island

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“The series on fundraising, and specifically the information on pitching your organization, has been invaluable to me. The process of raising funds has always been a fear of mine. I now understand the process and its significance, and feel more confident in delivering it.”

— Lino Sanchez  
Executive Director  
Urban Achievers
GETTING TO WORK ON DEI

We are increasingly able to give our students opportunities to learn about proven management and leadership practices in the private sector. This February, the Institute and State Street hosted a panel discussion with private sector leaders to discuss the diversity, equity, and inclusion practices that they have prioritized in their own work, and how they’ve implemented change across complex global systems.

President and CEO Yolanda Coentro facilitated a conversation with panelists Paul Francisco, State Street’s Chief Diversity Officer and Head of Workforce Development Programs, Colette Phillips, President and CEO of Colette Phillips Communications, Inc., and Brent Bachus, Talent Director at Deloitte. More than 100 students, alumni, and Institute community members walked away with tangible practices to bring back to their own organizations.

TRUST-BASED PHILANTHROPY

This year we found new ways to spark dialogue across the philanthropic and nonprofit sectors. Alongside Barr Foundation and the New York based Robert Sterling Clark Foundation, we convened a group of 30 philanthropic leaders and 25 nonprofit executive directors, separately, to discuss the practice of trust-based philanthropy and envision the possibilities of fully authentic funder/grantee relationships.

Trust-based philanthropy promotes embedding trust and dialogue in funder/grantee relationships, and offers new funding models to alleviate power imbalances and increase organizational impact. This convening was part of what we hope will be an ongoing conversation on the importance of pursuing true partnership in the social sector.
“Coming in, I was focused on learning the core skills of being a leader and bringing those skills back to my organization. What I found here was much more than that. I found a support system of individuals that I can lean on as I continue on my leadership journey. INP provided me with a place and a community to reflect, which is as beneficial as the tools I learned during the year.”

— RANNER FAUGUS
Senior Program Manager
Boston Debate League
2019 AT-A-GLANCE

156 graduates from 131 organizations

82 mentors from seasoned private and nonprofit sector leaders volunteered their time

14 free electives from dedicated to practice, implementing and refining approaches and strategies

1,200 leaders from 600 organizations trained to date

In a student-led Class Gift, 85% of students in the class of 2019 helped raise over $13,000 to support our mission

45 classroom hours from develop core leadership competencies, skills, and confidence

Institute for Nonprofit Practice | nonprofitpractice.org
**NOT JUST THEORY — OUR PRACTICE**

The Institute was founded not only to equip leaders with critical leadership and management skills, but also to fundamentally disrupt the status quo, change the face of nonprofit leadership, and create a sector which leads the way in racial and gender equity.

True to our founding principles, every organizational decision is made with equity at the center — from our recruitment practices to the makeup of our classes, from the composition of our expert faculty team to the mentors we pair with students.

Our curriculum integrates key learning objectives around diversity, equity, and inclusion into every topic covered, challenging leaders to deeply examine embedded assumptions and biases. Students graduate from the Institute equipped to apply an equity lens to every leadership and resource decision they make — spreading best practice in inclusive excellence throughout hundreds of organizations.

“One of the best things I can do to address my own place in the systems that I want to change is to begin thinking more seriously than ever about succession planning and leadership development, and how they relate to diversity, equity, and inclusion. I’ve wrestled with these ideas for a long time, but INP has helped me to understand the relationship between concepts and to envision a path for my organization to become an embodiment of these ideals.”

— DANIEL SCHLEIFER
Executive Director
New Urban Arts

55% of the class of 2019 are people of color.

70% of the class of 2019 identify as women.

Our faculty is comprised of 65% people of color.

92% of students reported improved skills in implementing a diversity, equity, and inclusion strategy at their respective organizations.
This year, to celebrate our graduates, Haitian street band Rara Bel Poze surprised the audience at our largest graduation ceremony with lively Haitian festival music to open and close the event. Poet, rapper, and educator Oompa, who was recently named “Unsigned Artist of the Year” at the Boston Music Awards, delivered a thought-provoking performance about growing up in Boston as “black, queer, and hood,” and Cambodian performing arts group Angkor Dance Troupe performed a celebratory dance in classical Cambodian tradition.

Through our annual *Art of Leading for Good* event, hosted by Sue and Bernie Pucker, owners of the Pucker Gallery, INP students, alumni, and faculty had the opportunity to hear from inspiring leaders, experience a thought-provoking artistic performance, and connect with fellow students and alumni, while soaking in the beautiful artwork at the Pucker Gallery.

This year, the event featured keynote speaker Robert Lewis, Jr., founder and CEO of The BASE, who spoke about his decades of experiences leading for social change, and an opening performance from leading Tabla virtuoso Sandeep Das. We also honored six Changemakers, public sector and nonprofit leaders who embody service and dedication to uplifting our communities.

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**2019 CHANGEMAKERS**

*LEFT TO RIGHT*

- Yolanda Coentro  
  President and CEO, Institute for Nonprofit Practice
- Michelle Wu  
  Boston City Council Member
- Charlie Rose  
  Senior Vice President & Dean, City Year
- Liz Miranda  
  Massachusetts State Representative, INP Alumna
- David Howse  
  Senior Associate Vice President, Emerson College, Executive Director, ArtsEmerson, INP Faculty Member and Alumnus
- Corey DePina  
  Youth Development and Performance Manager, ZUMIX, INP Alumnus
- Carolyn Casey  
  Founder & Executive Director, Project 351
“INP has been a rewarding experience that has allowed me to navigate the complexities of working in the nonprofit sector. I have developed the tools I need to execute excellence in leadership. I leave the INP program with clarity, confidence, and a long-lasting network of colleagues that I can always count on.”

—Katherine Martinez
Executive Director
Lena Park CDC
BUILDING A STRONGER NONPROFIT SECTOR TOGETHER

This year, two prominent funders made transformative multi-year investments in the Institute’s infrastructure, enabling us to enhance key functions of our marketing and communications, fundraising, and evaluation efforts, all of which have been essential in our ability to deepen program excellence while expanding geographically.

The Devonshire Foundation and Fidelity Charitable Trustees’ Initiative are unique in their focus on capacity building, recognizing the importance of such investments in organizational effectiveness and impact. We are proud to highlight the work and generosity of these new funding partners!
THE DEVONSHIRE FOUNDATION

Any nonprofit leader would tell you that capacity building support and multi-year funding are among the most valuable and impactful investments, and that’s what sets The Devonshire Foundation apart. The Foundation understands that systemic change takes time and that organizations need long-term support to take bold risks and expand their impact. The Foundation works to create measurable and sustainable impact by supporting ready-for-growth programs addressing social and environmental issues.

In 2018, the Institute was honored to receive a multi-year capacity building grant from The Devonshire Foundation, which was the single largest investment in our 12-year history. With this funding we will hire key staff, grow our earned-income, develop and implement a formal evaluations plan, and enhance our brand. In years two and three of this extraordinary multi-year gift, a matching challenge will be a fundamental driver in our fundraising strategy and will have a multiplier effect, helping us more than double our fundraising.

In this first year of investment alone, The Devonshire Foundation has already been a major catalyst of growth and sustainability for the Institute. Their support is simultaneously propelling our national expansion, while providing evaluations support that will ensure deepened quality and impact of our programming.

We are immensely thankful for The Devonshire Foundation’s generosity and belief in the critical mission of the Institute.

“The Devonshire Foundation shares the Institute’s commitment to advancing the principles and practice of diversity, equity, and inclusion. An investment in the Institute’s growth and sustainability delivers significant impact throughout our local nonprofit sector, and beyond.”

KATE GRUNDY
Executive Director
The Devonshire Foundation
“It is easy to take for granted all that is required to maintain our sector’s ‘pipes and plumbing’ — and for donors and grantmakers to overlook the organizations that work in this space. Just as roads and bridges provide critical structures to support society, nonprofits need infrastructure to support their frontline work of doing good in the world. We are thrilled to support the Institute for Nonprofit Practice as they work to reach more nonprofits across the country and create a ripple effect of positive change.”

— S A R A H G E L F A N D
Vice President
Social Impact Programs
Fidelity Charitable Trustees’ Initiative

FIDELITY CHARITABLE TRUSTEES’ INITIATIVE

Many funders would tell you that a strong infrastructure is essential to an effective social sector, but the Fidelity Charitable Trustees’ Initiative takes it one step further by focusing its grantmaking strategy on the shared resources, information, networks, research, and advocacy that donors and nonprofits need to achieve their intended impact. The Fidelity Charitable Trustees’ Initiative is a direct grantmaking program of Fidelity Charitable, a public charity with a mission of growing the American tradition of philanthropy. The Fidelity Charitable Trustees’ Initiative contributes toward that goal by providing funding to strengthen the resilience, sustainability, and effectiveness of the social sector’s infrastructure.

This year, Fidelity Charitable Trustees’ Initiative made a multi-year commitment to the Institute to support key investments in marketing and communications that will take the Institute to the next level of visibility, sustainability, and excellence.

This deep values-aligned support could not have come at a more opportune moment. As the Institute embarks on a national growth plan, increasing and improving our visibility, marketing, and communications will equip us to reach the most promising leaders, especially in marginalized communities, helping us sustain and deepen our quality, diversity, and reach.

We are deeply appreciative of the Fidelity Charitable Trustees’ Initiative for investing in the Institute so that we can better serve the sector!
2018-2019 Mentors

Bill Allen
Darnisa Amante
Jessica Anderson
Carlen Arima
Karley Ausiello
Craig Bida
Megan Bird
Courtney Bridges
Ariel Brooks
Julie Brown
Maggie Burns
Robyn Carter
Selvin Chambers
Carole Charnow
Yi-Chin Chen
Delia Cheung-Hom
George Chu
Jay Coburn
Sue Dalelo
Anuradha Desai
André Desautels
Barry Dym
Luba Falk Feigenberg
Paola Fernandez
Brianna Forde
Craig Gaudette
Stephanie Geller
Andi Genser
Elsa Gomes Bondlow
Betsy Graves
Rebecca Haag
Alan Harlam
Mary Sylvia Harrison
Amanda Heinsen
Kristin Hendler
Charmaine Higgins
Dan Holin
Heather Jenkins
Fiona Jensen
Maria Jones
Justin Kang
Gabrielle King Morse
Patrick Kirby
Sara Krachman
Patricia Latimore
James Lehane
Hadley Luddy
Melissa Luna
Heang Ly
Sarah MacDonald
Ben Mahnke
Irene McCormick
Sandra McCroom
Erin McGrath
Celina Miranda
Shaheer Mustafa
Carolyn Navikonis
Akhil Nigam
Bill Nigreen
Jay O’Brien
Sheila Och
Carole Ann Penney
Marinell Rousmaniere
Mike Sabin
Rachel Schlacter
Dan Schleifer
Chris Smith
John Smith
Marie Smith
Steve Spaloss
Lorén Spears
Justin Strausburger
Nikki Tabron
Tammy Tai
Carl Thompson
Deede Tonelli
Mike Van Leesten
Mike Wasserman
Abby Weiss
Anna Yu

2018-2019 Guest Instructors

Andrea Aldana
Darnisa Amante
Jessica Anderson
Zamawa Arenas
Aviva Luz Argote
Anthony Britt
Roger Brooks
LeeAnn Byrne
Danubia Camargos Silva
Bithiah Carter
Chuck Carter
Eliza Cassella
Brenda Clement
Jay Coburn
Yolanda Coentro
Kate Coleman
John Conley
Marc Davino
Corey DePina
Anuradha Desai
Tammy Dowley-Blackman
Luba Falk Feigenberg
Scott Fitzmaurice
Danielle Fleury
Liz Foster
Michael Fournier
María Domínguez Gray
Lisa Guillette
Alan Harlam
Stephanie Huckel
Lysette Hurge-Putnam
Heather Jenkins
Justin Kang
Mary Kaufman-Cranney
Patricia Keenan
Jeeyoon Kim
Jim Klocke
Patricia Latimore
James Mackey
Ben Mahnke
Sergio Marin Luna
Anthony Marino
Amanda R. Matos
Travis McCreary
Jim McDaniel
Steve Miller
Theresa Moore
Tameka Moss
Sheila Och
Luisa Peña Lyons
Carole Ann Penney
Earl M. Phalen
Marie-Frances Rivera
Mark Rosen
Daniel Schleifer
Greg Shell
Candace Stanciel
Colby Swettberg
“I participated in the Core Program as part of a professional development plan which my Executive Director and I outlined together. Along the road, I was promoted and given a raise. I can directly attribute this professional growth to my time in INP. I’m so grateful for the learning, the growing, and the expanded network I gained.”

— LISA CASCIO
Director of Partner Engagement
Northeast Energy Efficiency Partnerships

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| Kathryn Plazak          |
| Mark Rosen              |
| David Shapiro           |
Community Fellows Program Faculty

Angie Jaimez
Director of Impact & Evaluation
Lewis Family Foundation

Tammy Tai
Independent Consultant

Carl Thompson
Executive Director
Boys & Girls Clubs of Boston
Berkshire Partners Blue Hill Club

Management Seminar Faculty

Bill Allen
Adjunct Lecturer
International & Public Affairs
Brown University

Bob Giannino
Chief Executive Officer
uAspire

David Howse
Associate Vice President
Emerson College
Executive Director
ArtsEmerson

Shaheer Mustafa
President & Chief Executive Officer
HopeWell

Neil Nicoll
President Emeritus
YMCA of the USA

Practice Seminar Faculty

Richard Brothers
Independent Consultant

Anna Cano Morales
Associate Vice President for Community, Equity and Diversity
Rhode Island College

Selvin Chambers
Regional Executive Director
BUILD Greater Boston

Linda Chan Flynn
Senior Director of Strategy & Innovation
Lowell Community Health Center

Carole Charnow
President & Chief Executive Officer
Boston Children’s Museum

Yi-Chin Chen
Executive Director
Friends of the Children–Boston

George Chu
Senior Vice President of Finance & Business Analytics
City Year

Paola Fernandez
Vice President for Community Development
Centreville Bank

Andi Genser
Independent Consultant

Mary Sylvia Harrison
Independent Consultant

Charmane Higgins
Executive Director
Trinity Boston Connects

Dan Holin
Executive Director
Second Chance Cars

Patrick Kirby
Chief Growth Officer & Executive Vice President
Institute for Nonprofit Practice

James Lehane
Independent Consultant

Sandra McCroom
President & Chief Executive Officer
Children’s Services of Roxbury

Heather McMann
Executive Director
Groundwork Lawrence

Mike Wasserman
Executive Director
Boston Debate League

Isa Woldeguerorguis
Executive Director
The Center for Hope and Healing
IN THE NEWS

Announcing the 2019 Class of Barr Fellows

Selected for their outstanding leadership and contributions to the Greater Boston community.

Today’s Barr fellows are poised to continue the 19-year tradition of shaping the future of important issues in the region. They’ll work in the sectors they’ve identified as key to the region’s prosperity: education, housing, the environment, and economic equity. The fellows will engage with the Barr Foundation’s core initiatives and play critical roles in advancing the foundation’s strategic priorities.

Jan Carman

The Powers That Will Be


As nonprofits strive to be more inclusive, they often face challenges in recruitment, retention, and development of diverse leaders. Foundations play a crucial role in supporting these efforts. In this article, we explore current practices and the role of foundations in promoting diversity.

Jill Turner

Institute for Nonprofit Practice Gets $675K to Build Capacity

February 1, 2018 — This initiative for Nonprofit Practice, a Beacon-based program that helps minority nonprofit leaders, has been awarded $675,000 from the David Rockefeller Fund. The largest gift to date, the grant is intended to expand and strengthen the program.

Jill Turner

22 Resolves Certificate for Nonprofit Leadership Program

May 21, 2017

The Institute for Nonprofit Practice’s 22 Resolves Certificate Program recently graduated 22 leaders from organizations across the Seacoast of New Hampshire. The program is designed to equip nonprofit leaders with the skills, knowledge, and relationships they need to make strategic, executive-level decisions that will profoundly impact their organizations and the communities they serve.

Katie Connors, executive director of the Keene Community Foundation, said in Boston, United States, “This Certificate is about building leadership capacity across the nonprofit sector. It’s designed to support the development of new leaders and those who are already leading and wanting to grow.”

The new funding includes a matching gift component, which will be matched $1 for every $1 raised over the next 10 years.

Jill Turner

Twenty-Two Nonprofit Leaders Graduate from Award-Winning Program

Institute for Nonprofit Practice

May 21, 2017

Wellesley, MA — Twenty-two leaders from nonprofit organizations across the United States recently graduated from the Institute for Nonprofit Practice’s 22 Resolves Certificate Program. The program is designed to develop nonprofit leaders with the skills, knowledge, and relationships they need to make strategic, executive-level decisions that will profoundly impact their organizations and the communities they serve.

Jill Turner

2016 Ten Outstanding Young Leaders Awards

Institute for Nonprofit Practice

October 20, 2016

Congratulations to the 2016 Ten Outstanding Young Leaders recipients! The Institute for Nonprofit Practice is proud to announce the following leaders as the 2016 Ten Outstanding Young Leaders:

Jill Turner

Bold Aspirations for Boston’s Future

Institute for Nonprofit Practice

March 14, 2017

Boston, MA — The Institute for Nonprofit Practice is pleased to announce the opening of its new office in Boston. The new office will serve as a hub for the foundation’s efforts to support and advance the nonprofit sector in the city.

Jill Turner
When students graduate from the Institute, their learning journey with us isn’t over. We are deeply committed to supporting our growing alumni network by providing them access to the most relevant resources, national thought leaders, and one another, as they rise in the sector.

This year, with generous funding from the Amelia Peabody Foundation, we were able to further invest in this work, developing an alumni engagement strategy, increasing the number of professional development and networking events we offered, and beginning to staff this work.

“I applied to the Institute’s Core Program in 2013. I was already leading in a senior management role, but the program offered me a deeper dive into skills I wanted to strengthen, and a needed refresher in other areas. The case study approach of the Practice Seminars and enlightening Management Seminars were exactly what I needed to refine my practice. Stepping away from the day-to-day gave me a fresh perspective which I was able to bring back to my work. Beyond the skills, being part of this program expanded my networks, and I built lasting relationships with peers in a variety of fields across the sector.”

— M. Joyce Gallagher
Assistant Vice President of Philanthropy Communications
Division of Philanthropy at Dana-Farber Cancer Institute and the Jimmy Fund

“The Institute reaffirmed my belief that leadership is multifaceted and boundless, and I learned a great deal about the type of leader I wanted to be. Through Management Seminars that covered specific leadership skills and the lessons I learned through my colleagues during Practice Seminar, the Institute provided me a clear view of what it takes to not only lead as an executive, but as a social justice change agent. These experiences were key in my transition from a frontline Organizer working with residents, to being a Real Estate Project Manager and addressing structural and systemic affordable housing development issues. These roles are equally important, but thanks to INP, I am able to bridge the two worlds to lead development projects with community at the forefront as a more balanced leader.”

— E. Ricky Guerra
Real Estate Project Manager
Jamaica Plain Neighborhood Development Corporation

“The Institute helped me tremendously in my transition from management to executive leadership. INP gave me a clear understanding of what it means to align programming with a mission; I learned to assess an organization’s effectiveness by looking at the staffing structure and programmatic deliverables, and how to tie both areas back to the mission. Having the skills to assess an organization’s infrastructure enhanced how I think about my role and responsibility as a leader. I can better serve all of the stakeholders invested in the work we do at the Center for Teen Empowerment because of what I learned in INP. Since graduating, I have sustained a professional network that has connected me to resources and opportunities I wouldn’t have otherwise known about.”

— Abrigal Forrester
Executive Director
The Center for Teen Empowerment
The Institute for Nonprofit Practice ended FY19 in a strong financial and programmatic position to continue to expand geographically and serve more leaders in more communities.

We grew our revenue without donor restrictions by more than $525,000, providing the funding flexibility for leadership to strategically grow the organization.

We finished FY19 with an operating surplus of over $200,000 (our best year yet!), and have secured numerous multi-year commitments which provide foundational support of $919,000 in funds for FY20, and another $245,000 for FY21 and beyond.

We made several investments to deepen program excellence and prepare for expansion, including hiring four new full-time staff to support fundraising and local programs. We improved the curriculum, increased faculty training, and added new alumni activities.

As we look ahead to FY20, we are grateful for the generosity of all who continue to strengthen our financial position so that we can impactfully deliver our award-winning program on a greater scale.

### INCOME BY SOURCE
July 1, 2018 - June 30, 2019 | Total = $2,038,000

- **Tuition**: $325,000
- **Foundations**: $1,069,000
- **Individuals**: $203,000
- **Corporate**: $441,000

### ASSETS BY YEAR END
June 30, 2017 - June 30, 2019

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Cash</th>
<th>Pledge Receivables</th>
<th>Other Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 30, 2019</td>
<td>$1,648,000</td>
<td>$767,000</td>
<td>$860,000</td>
<td>$21,000</td>
</tr>
<tr>
<td>June 30, 2018</td>
<td>$960,000</td>
<td>$249,000</td>
<td>$690,000</td>
<td>$21,000</td>
</tr>
<tr>
<td>June 30, 2017</td>
<td>$929,000</td>
<td>$165,000</td>
<td>$725,000</td>
<td>$39,000</td>
</tr>
</tbody>
</table>
## PROFIT AND LOSS STATEMENTS OVER 3 YEARS

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earned Income (Tuition)</td>
<td>$320,000</td>
<td>$324,000</td>
<td>$325,000</td>
</tr>
<tr>
<td>Program, Operating, and Scholarship Contributions</td>
<td>$964,000</td>
<td>$1,183,000</td>
<td>$1,702,000</td>
</tr>
<tr>
<td>Other Income</td>
<td>—</td>
<td>$4,000</td>
<td>$11,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$1,284,000</td>
<td>$1,511,000</td>
<td>$2,038,000</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Costs &amp; Personnel</td>
<td>$841,000</td>
<td>$1,108,000</td>
<td>$1,355,000</td>
</tr>
<tr>
<td>Special Events &amp; Marketing</td>
<td>$136,000</td>
<td>$37,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>Administrative</td>
<td>$100,000</td>
<td>$61,000</td>
<td>$72,000</td>
</tr>
<tr>
<td>Professional Services</td>
<td>$83,000</td>
<td>$164,000</td>
<td>$293,000</td>
</tr>
<tr>
<td>Occupancy</td>
<td>$74,000</td>
<td>$60,000</td>
<td>$69,000</td>
</tr>
<tr>
<td>Strategic Plan Development</td>
<td>$69,000</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$1,303,000</td>
<td>$1,430,000</td>
<td>$1,829,000</td>
</tr>
<tr>
<td><strong>Change in Unrestricted Net Assets</strong></td>
<td>($19,000)</td>
<td>$81,000</td>
<td>$209,000</td>
</tr>
<tr>
<td><strong>TEMPORARILY RESTRICTED ACTIVITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporarily Restricted Income</td>
<td>$1,086,000</td>
<td>$813,000</td>
<td>$1,641,000</td>
</tr>
<tr>
<td>Net Assets Released</td>
<td>$470,000</td>
<td>$863,000</td>
<td>$1,204,000</td>
</tr>
<tr>
<td><strong>Change in Temporarily Restricted Net Assets</strong></td>
<td>$616,000</td>
<td>($50,000)</td>
<td>$437,000</td>
</tr>
<tr>
<td><strong>Total Change in Net Assets</strong></td>
<td>$597,000</td>
<td>$31,000</td>
<td>$646,000</td>
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</table>
Thank you!

Our continued growth and impact is made possible by your investments in our work (July 1, 2018 – June 30, 2019). As a donor, you help us equip the most talented and dedicated leaders with the skills, networks, and confidence they need to be a force for change in their organizations and communities.

$600,000 and above
Barr Foundation*
The Devonshire Foundation*

$300,000 - $599,999
The Fidelity Charitable Trustees’ Initiative*

$200,000 - $299,999
Anonymous
The Boston Foundation*

$100,000 - $199,999
Mabel Louise Riley Foundation
Mark and Etta Rosen
State Street Foundation
The Abbot and Dorothy H. Stevens Foundation*
The Peter and Elizabeth C. Tower Foundation*
Wellington Management

$50,000 - $99,999
Highland Street Foundation
Santander Bank
Sy Syms Foundation*
The Angell Foundation
The Cape Cod Foundation

$25,000 - $49,999
Amelia Peabody Foundation
Fund for Shared Insight*

Martha’s Vineyard
Nonprofit Collaborative
MFS

$10,000 - $24,999
Charlesbank Capital Partners
Matthew Epstein and Deborah Hiatt
Barry Dym and Francine Jacobs
Sue and Bernard Pucker
John and Susan Simon
The Leon Lowenstein Foundation

$5,000 - $9,999
Eastern Bank
Tim and Lynne Palmer

$1,000 - $4,999
Josh Chalmers
Susan and Gerald Cohen
Cummings Foundation, Inc.
Alan and Polly Fitz
Amy and David Gutschenritter
Marcia Hertz
Justin Hertz
Becki and Jim Kupel
Paul and Mary Lee
Yolanda Coentro and Shaheer Mustafa
Nonprofit Leadership Fund of the Cape Cod Foundation
Kathryn Plazak
David Shapiro
Elizabeth Sheehan
Michael and Susan Thonis

$500 - $999
John Burgess and Nancy S. Adams
Anonymous
Harvey and Phyllis Baumann
Hal Belodoff
Tom and Kathy Bendheim
Mark Polebaum and Diane Buhl
Dana Levy and Patrick Kirby
Plymouth Rock Foundation
Mimi and Roger Ritt
Karyn Wilson

$250 - $499
Joan Abbot
Robin Abbott
Lucinda Accime
Justine Aguilos
Mery Anampiu
Sabrina Antoine
Catherine Armour
Emily Armstrong
Michael Miller and Heather Ayares
Vivian Baez
Ibn-Hashim Bakari
Marvin Balan
Amanda Basler
Dorothy Bassett
Kara Beauchemin
William Rollins and Jacqueline Becker
Sabrina Boggio
Lisa Bower
Richard Brothers
Alice Bruce

*Indicates a multi-year funding commitment.
“INP asks you to consistently prioritize yourself and personal learning. Through the program, I have had the opportunity to interact and learn with my peers and experts in a variety of fields and disciplines within the sector. Each week with my Practice Seminar, I get to work through challenges faced by my organization and think through others’ issues as well. In doing so, I am continuing to build my ability to critically think about a variety of challenges at various levels and a host of potential solutions. I leave INP a better employee and growing organizational leader.”

— KEVIN TUCKER
Impact Director
City Year Boston

We are increasingly learning about and witnessing the very real impact of toxic stress and trauma on nonprofit leaders, who are vulnerable to work overload. Structural inequity and implicit bias entrenched in the sector further amplifies the pressures of leadership for people of color and women.

With support from the Los Angeles-based Angell Foundation, this year we further explored the intersection of mindfulness, leadership, and wellbeing, and integrated practices in the classroom that support leaders’ resilience and help them achieve clarity of purpose — transforming the way they approach their work.

The class of 2019 reported the following benefits of this integrated approach:

- 94% Reported a deeper understanding of their strengths and limitations
- 90% Reported an improved ability to build a healthy, high performing team culture
- 80% Can now identify at least two self-care practices that help them feel most effective in their work
looking ahead

Over the past decade, the nonprofit sector has made tremendous progress and major cultural shifts towards equity and inclusion. And while there is much work to be done, if the past decade is any indication of what is possible, we are optimistic about the future.

As we mark a new decade, the Institute for Nonprofit Practice is as committed as ever to our mission and core values.

We will continue to uplift social sector leaders with the skills, networks, confidence, and credibility to boldly advance their careers and be a force for change in their organizations and communities. As we have done for over a decade, we will advocate for justice and ensure that leaders are committed to upholding the values of diversity, equity, and inclusion in all aspects of their work.

With a proven model and ability to scale, and a well-documented need for our programs across the country, the potential for the Institute’s growth and impact over the next decade is immense.

As we grow this vibrant, diverse, and inclusive learning community, we look forward to working alongside current and new partners. With your support, we can strengthen this movement and speed up the pace of progress.

To learn more about the Institute and our plans for national expansion, contact Audrey Gillis at agillis@nonprofitpractice.org.