

INSTITUTE FOR
nonprofit
practice

*Progress
Powered
by People*

2020 ANNUAL REPORT



“Even without the pandemic, this year presented me with so many challenges and hurdles. My communities faced the same challenges, often amplified. But we are resilient, and that resilience comes from a network of strength and support. INP was an integral part of that for me and through me to my communities. I had a network to lean on and learn with through very difficult times. Though the program ended in spring, the learning and continued support paid dividends to me and in turn my communities—and still do today.”

— **ELLIOT RIVERA**
Executive Director, Youth In Action

“The course and the faculty gave me valuable skills, critical thinking abilities, and the tools for future planning and dealing with crisis situations. It has assisted me in navigating the four homeless family shelters I oversee through COVID-19. The connections I made and the information I learned will be instrumental in helping me obtain funding to transition homeless families to independence.”

— **LINDA JOHNSON**
Family Case Housing Manager, Casa Nueva Vida

“I cannot adequately express how vital my INP community was to me during the pandemic. When I was in need of a listening ear, symbolic shoulder to cry on, or a sounding board, I knew that I could find solace in my INP family. My peers held my hand through turbulent times where the pandemic was compounded by numerous instances of racism and police brutality in our world. My community held my heavy burdens and helped me through those difficult times, even today.”

— **STEFFI JEAN JACQUES, ESQ**
Staff Attorney, Youth Represent

“INP helped me speak up and be confident. This confidence trickled over into my ability to recommend the organization to apply for the PPP loan that was approved. As a result, we did not have to lay off any staff members.”

— **GEMELEE DEPASQUALE**
Class of 2020

“The INP community sustained me during unstable times. I don’t know if I would have been as reflective, or able to process the difficult time surrounding us as a country and the violence against Black bodies, without the grounding practices at INP.”

— **EMMANUEL MOSES**
*Associate Director of College Guidance & Transition,
The Opportunity Network*

“I learned to use a DEI lens to critically think about how COVID-19 is impacting our communities so we can adapt accordingly - as opposed to expecting that our community adapts to us first.”

— **JADA ALEXANDER**
*Minds Matter Boston,
Program Manager*

Dear INP Community

No one could have imagined this year and the burdens it would place on our communities and the leaders who serve them. 2020 has also sparked a collective call to action. At INP, we will remember the profound sense of grief and loss as a global health crisis, compounded with ongoing racial reckoning, markedly deepened long-standing inequities and took a devastating toll on our communities. As a nation, we have depended on the social sector, and the individuals leading within it, like never before.

We witnessed the consequences of failed leadership in the rising death toll and continued economic crisis, while many in power stoked violence, divisiveness, racism, and hate. But we also witnessed the best in leadership, as social sector leaders confronted adversity with strength and perseverance, division with partnership and collaboration. 2020 challenged us all to work together, adapt, and innovate at an unprecedented rate, and we watched as our students and alumni did everything they could to continue to serve their communities' rapidly changing needs.

Two months before the pandemic hit, we launched in New York City with an inaugural class of remarkable emerging leaders in our Community Fellows Program. We were on track with our geographic expansion goals and moving ahead to explore new markets for our award-winning leadership development programming. The wind was at our backs.

Then, COVID-19 struck, and in just a few weeks, we had to make a difficult choice: do we cut back, train fewer leaders, and slow or stop our plans for growth? Or, do we do what we know to be right in spite of the risk: forge ahead, remove all barriers to support for our leaders, step up with more resources, and adapt and expand access to programming to meet the emergent and urgent needs of the social sector broadly?

Thanks to you, the many new and stalwart partners who rallied around our cause with rapid, generous support, we didn't have to make that choice alone. You understood that community health, safety, racial justice, and emergency services require strong, representative nonprofit and community leadership. You recognized the urgency of investing in this social fabric. And you showed up to help.

Together we launched The Tomorrow Fund, to ensure social sector leaders had the tools they needed as they navigated the myriad complexities arising in this new world. We raised funds to waive tuition for every student in the class of 2021, we doubled the size of our NYC programming, received a record-breaking number of applications, and recruited our largest and most diverse class to date.

We launched a robust Leadership Learning Series of virtual workshops and webinars to bring free and timely information and inspiration to leaders, and we reached thousands of leaders across the country and even the world.

We secured our largest investment to date, a \$1.5 million grant from the Barr Foundation to fund our operations and geographic expansion. And we continued to build the team required to meet our ambitious goals, including the hire of Executive Directors to oversee programming in New England and New York.

There is still much to do to ensure that our students, alumni, and the broader social impact community have what they need to weather these crises. But as we look ahead, we are inspired and energized by all we witnessed this year, and grateful for the growing Institute for Nonprofit Practice family who helps us move forward with confidence. Thank you for standing with us to realize a more equitable, diverse, effective, and connected social sector.



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

NO ONE CAN DO THIS WORK ALONE

Whether it's eradicating poverty, advocating for educational equity, reversing climate change, or uniting communities across difference, our students and 1,400 alumni are working to solve some of the most complex social issues of our time. At INP, leaders don't have to face leadership challenges alone. Our pedagogy centers on deep relationship building to ensure that leaders have access to their peers, not just during the program year, but for years to come as they continue to rise in the sector. The class of 2020 was made up of 190 extraordinary leaders from 164 unique organizations. The relationships they forged will last far beyond this tumultuous year.

| | | | |
|---|--|--|--|
| 826 Boston | Community Care Alliance | Justice Resource Institute | Sociedad Latina |
| A Leadership Journey | Community Development Partnership | Koya Leadership Partners | Sponsors for Educational Opportunity |
| A Sweet Creation Youth Organization | Community Teamwork, Inc. | La Vida Scholars | St. Francis House |
| A2Empowerment, Inc. | Compass Working Capital | Lawrence CommunityWorks, Inc. | Strong Women, Strong Girls |
| Advocates, Inc. | Conservation Law Foundation | Lawrence Partnership | Summer Search Boston |
| Africa America Alliance | Conservatory Lab Charter School | Lawrence Public Library | Tech Goes Home |
| Amnesty International USA | Cradles to Crayons | Leadership Institute, Brown University | The 300 Committee Land Trust |
| Arabian Child | Crispus Attucks Children Center | LEAP for Education | The BASE |
| Artists For Humanity | Crossroads MA | Learning by Giving Foundation | The Boston Foundation |
| Ashinaga USA | Dorchester Bay Economic Development Corporation | Lena Park Community Development Corporation | The Cape Cod Foundation |
| Big Brothers Big Sisters of Central Massachusetts | Duffy Health Center | Long Island Children's Museum | The College Crusade of Rhode Island |
| Big Brothers Big Sisters of Eastern Massachusetts | Economic Mobility Pathways | Lowell Association for the Blind | The Great Pond Foundation |
| Black Cat Rescue | EforAll | Lower Cape Communications - WOMR | The Greater Boston Interfaith Organization |
| Boston Chinatown Neighborhood Center | Enroot | Madison Park Development Corporation | The Highpoint Group |
| Boston Partners in Education | Enterprise Community Partners | Martha's Vineyard Agricultural Society | The Japan Society of Boston, Inc. |
| Boston Private Industry Council, Inc. | Ernst & Young | Martha's Vineyard Center for Living | The Legal Aid Society |
| Boston Scores | Falmouth Art Center | Martha's Vineyard Fishermen's Preservation Trust | The Martha's Vineyard Film Festival |
| Bottom Line | Families and Youth Initiatives Program (PATCH) | Martha's Vineyard Shellfish Group | The Opportunity Network |
| Bourne Community Television | Farm Fresh Rhode Island | MassHire Metro North Workforce Board | The Predictive Index |
| Breakthrough New York | FLIP National | MEDIAGIRLS | The Schwartz Center for Compassionate Healthcare |
| Breakthrough Providence | Found in Translation | MENTOR: The National Mentoring Partnership | The Weill Music Institute at Carnegie Hall |
| Brookview House | Friends of the Children - Boston | Military Mentors, Inc. | Theatre Communications Group |
| BUILD Boston | Fuller Craft Museum & Shades Alumni Family, Inc. | Mill Cities Leadership Institute | Thompson Island Outward Bound |
| Build Health International | Generation Citizen | Mill City Mentors | Thundermist Health Center |
| Cambiando el Mundo de Personas con Discapacidad | Generation USA | Minds Matter Boston | TILO |
| Camp Harbor View | Generations Incorporated | MissionSAFE | TLE Center for Urban Entrepreneurship |
| Cape Abilities | Girls, Inc. of Worcester | North Shore Community Development Coalition | True North Collaborative |
| Cape Cod Children's Place | Greater Lawrence Family Health Center | Northeast Energy Efficiency Partnerships | TSNE MissionWorks |
| Cape Cod Community Media Center | Green City Force | Northeast Independent Living Program | uAspire |
| Cape Cod Toy Library | Groundswell | Office of the Mayor, NYC Service | Union Capital Boston |
| Capital Good Fund | Groundwork Lawrence | Office of the New York City Public Advocate, Jumaane D. Williams | Union of Concerned Scientists |
| Casa Myrna | Horizons for Homeless Children | Pathways to Fatherhood | UP Education Network, Inc. |
| Casa Nueva Vida | Housing Families, Inc. | Project Adventure | VISIONS, Inc. |
| Cause Effective | Human Rights Funders Network | Providence ¡CityArts! For Youth | West Elmwood Housing Development Corporation |
| Center for Urban Pedagogy | Huntington Theatre Company | Samaritans on Cape Cod and the Islands | Worcester Roots |
| Champ Homes, Inc. | Hyde Square Task Force | Save The Bay | WriteBoston |
| Chappaquiddick Community Center | iMentor | SCS Noonan Scholars | Year Up Greater Boston |
| ChessMate Tutors | Institute for Nonprofit Practice | Sipson Island Trust, Inc. | Youth In Action |
| Children's Friend | Island Food Pantry of Martha's Vineyard | Soccer Without Borders | Youth Represent |
| City Year, Inc. Boston | Island Housing Trust | | Youth Restoration Project |
| City Year, Inc. Providence | Jamaica Plain Neighborhood Development Corporation | | YWCA Northeastern Massachusetts |
| College Advising Corps-Boston University | Jumpstart for Young Children | | YWCA White Plains & Central Westchester |



“The INP course this year was deeply transformative for me. This was the first leadership development program I ever participated in that was for BIPOC by BIPOC. I’ve also never participated in a program led by two female instructors of color. I greatly benefitted from the wide range of topics addressed within the program and feel much more confident and well-rounded in applying knowledge and strategies in financial management, the philanthropic context, and organizing for change.”

— CAMILLE SERRANO
Rockefeller Philanthropy Advisors





190 graduates
from
164 organizations




over
60% of the class
of 2020 are Black, Indigenous,
People of Color




76% of the class
of 2020 are Women


11 Continuing Education
Workshops and Networking
Events Open to Students
and Alumni


1,400 leaders
from
600 organizations
Trained to Date




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


45 classroom hours
dedicated to practice,
implementing and refining
approaches and strategies

FACTS AND *figures*

Our comprehensive, year-long certificate programs provide social sector leaders with the skills, network, confidence, and credibility to boldly advance their careers and be forces for change in their organizations and communities. Our curriculum is assessed in real time to ensure we are meeting the ever-changing needs of our students. Our evaluation shows that, as a result of attending INP:

95%

of alumni improved management and leadership skills in critical areas like finance, management, fundraising, and marketing

93%

report that networks built through INP helped further their careers and improve their organizational resources and impact

60%

report salary and career level growth

95%

of alumni built their social capital and gained access to stronger personal and professional networks

92%

reported improved skills in implementing a diversity, equity, inclusion, and belonging strategy at their respective organizations

92%

reported an improved ability to build a healthy, high performing team culture



Left to Right: Regina Snowden, Rob Surratt, Catherine Hyde Townsend, Yolanda Coentro, Paul Francisco



GETTING TO WORK ON DEIB

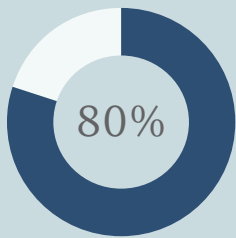
This year the Institute was proud to once again partner with State Street to bridge sectors and share best practices, this time in a dialogue about inclusive workplaces and creating equitable work culture for people with disabilities. Over 100 community members joined us and were motivated and challenged to bring change back to their own organizations.

Longtime Institute partner State Street received a perfect score on the Disability Equality Index in 2020. The panel discussion offered the chance to engage with experts across sectors including Paul Francisco, Chief Diversity Officer and Head of Workforce Development Programs at State Street; Catherine Hyde Townsend, Adviser to the Ford Foundation and Principal of Townsend Consulting; Regina Snowden, Executive Director/Founder of Partners for Youth with Disabilities, Inc.; Rob Surratt, Assistant Vice President of Global Inclusion and Diversity at State Street; and Shane Doyle, Assistant Vice President of Global Inclusion and Diversity at State Street, who joined us virtually from State Street’s Ireland office.

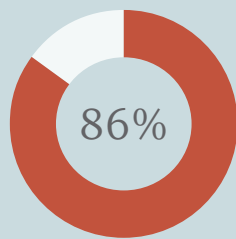
DELOITTE PARTNERSHIP

Thanks to a new cooperative arrangement with Deloitte Consulting LLP, INP student and alumni organizations can now apply for free, skills based volunteering and consulting services through Deloitte Consulting’s practitioner-led program, StepUp. Selected organizations are paired with a team that provides expert consulting on a range of topics including strategic planning, growth strategy, organization design, change management, communications strategy, and fundraising.

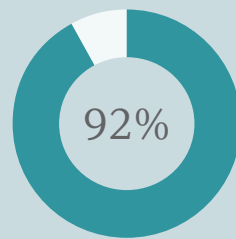
In this first year, Deloitte supported Horizons at Dedham Country Day School where INP alum Haris Kuljancic’ serves as the Executive Director. Together they refined organizational messaging with a goal of furthering their community presence. This new opportunity for INP students and alumni is just one example of how INP seeks to cross-pollinate and break down silos across sectors, building a more connected community. We’re grateful to Deloitte for their continued investment in the social sector and look forward to continuing this work together!



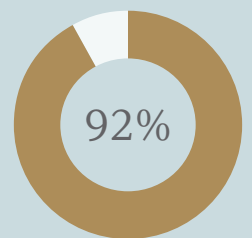
80% of students reported improved skill in implementing strategies that increase diversity and inclusion at workplace



86% of students reported an improvement in their ability to facilitate organizational change



92% of students reported improved ability to build a healthy high performing team culture



92% of students said they felt more capable of acting in accordance with their deepest values

Our annual Meet the Funders classes demystify the process of fundraising and facilitate what we believe to be the most important element of any fundraising ask: an authentic and honest relationship between nonprofit and philanthropic leaders.

This year 30 new and returning funders participated in this hands-on learning exercise, helping strengthen student fundraising abilities and comfort level while creating space to transcend power dynamics through learning and relationship building.

For a second year, students and funders took *The Unicorn Manifesto* pledge, taken from the book *Unicorns Unite: How Nonprofits and Foundations Can Build Epic Partnerships*, written by Vu Le, Jessamyn Shams-Lau, and Jane Leu. Together we committed to pursue “EPIC partnerships between nonprofits and foundations that tackle complex problems and achieve incredible feats of social change that enable the world to thrive.”

“The most memorable moment I had at INP was when we did the Meet the Funders night. It definitely helped me build my self-esteem and confidence, knowing that I can not only share the story of my organization, but also make a direct ask to funders.”

- FELICIA PIERCE
Chief Program Officer, North Shore Community Development Coalition

Participating Funders

Amelia Peabody Charitable Fund

Barr Foundation

Blue Cross & Blue Shield of Rhode Island

CVS Health

EdVestors

Essex County Community Foundation

Forest Foundation

Foundation for MetroWest

Grantmakers Council of Rhode Island

Greater Lowell Community Foundation

GreenLight Fund

Harvard Pilgrim Healthcare Foundation

Highland Street Foundation

Hyams Foundation

Klarman Family Foundation

Life Science Cares

Resist

Rhode Island Foundation

Salera Consulting

Santander Bank, N.A.

Smith Family Foundation

The Philanthropy Connection

U.S. Trust, Bank of America Private Wealth Management

United Way of Rhode Island

van Beuren Charitable Foundation

Wellington Management

Wells Fargo

“At this moment, it is critical to invest in nonprofit leaders—especially BIPOC leaders. Working with local partners in New England, INP has proven its model for equipping leaders in our region with knowledge, skills, and networks to have even greater impact in their organizations and communities. Barr is excited to support INP’s bold ambition to significantly expand their geographic reach. With new partners in new communities, INP is sure to play an important role in addressing our sector’s talent and network development needs.”

- JIM CANALES
President and Trustee, Barr Foundation

BARR FOUNDATION

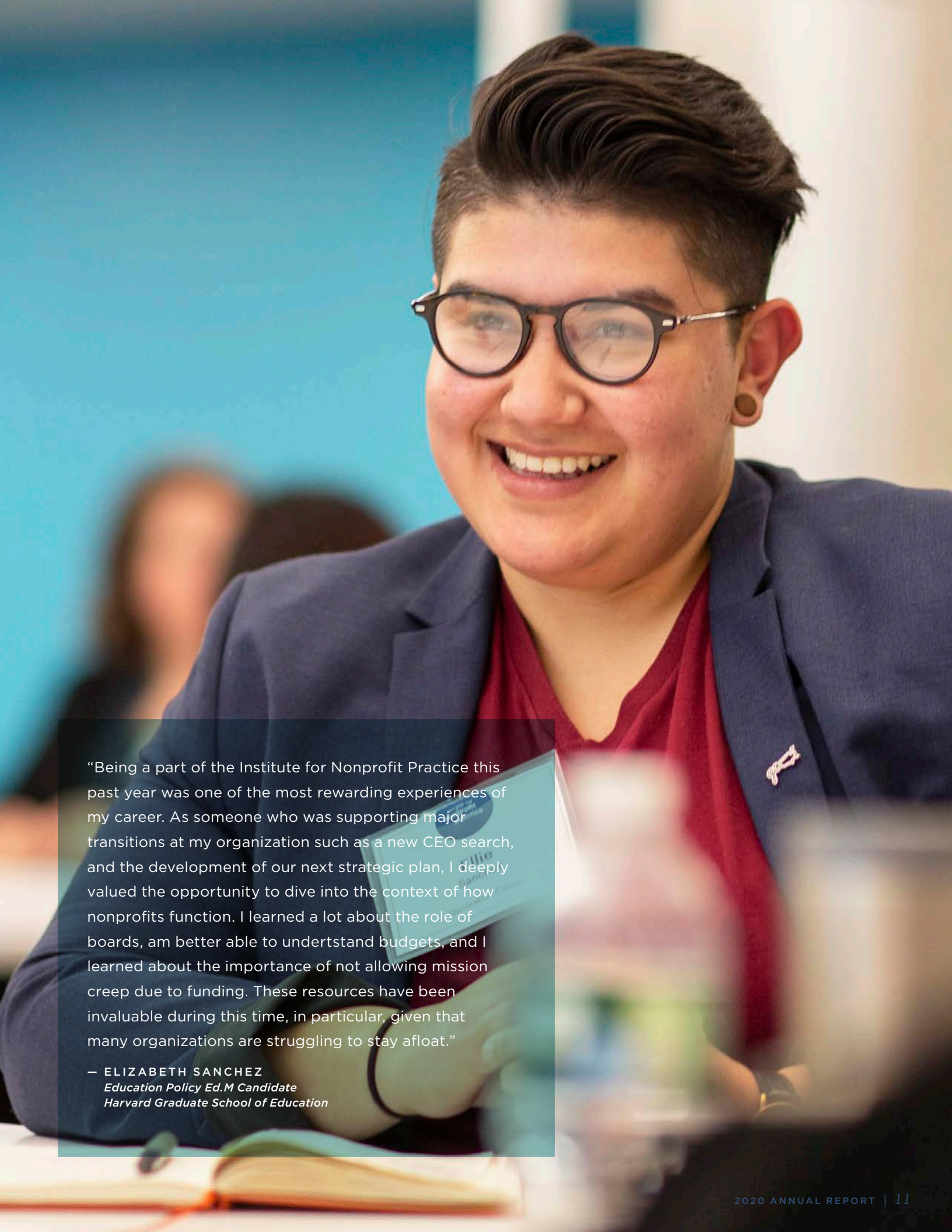
The Barr Foundation has been an extraordinary partner of the Institute since our founding in 2007. Beyond the game-changing investments made at key inflection points in our organizational growth, they have served as strategic thought partners, used their platform to advance our work and mission, joined us in delivering meaningful programming for Greater Boston’s nonprofit and philanthropic communities, and supported our national expansion.

This year, our partnership reached new heights, beginning in 2019 when INP President and CEO Yolanda Coentro was named a Barr Fellow, a prestigious honor given to twelve exceptional civic leaders selected for their significant leadership and contributions at their organizations and across the community. Barr also partnered with the Boston Foundation, TSNE MissionWorks, and INP to invest in the development of a new program targeting consultants to advance equity in the nonprofit sector, which will launch in 2021.

Soon after, in March 2020, the Institute was awarded a three-year grant from the Barr Foundation totaling \$1,500,000 - the single largest gift in our history. The investment is also the largest ever made from Barr’s Sector Effectiveness portfolio and will support INP’s ability to scale operations and train more social impact leaders, expedite racial equity, and widespread positive change in the nonprofit sector. In addition to geographic expansion, the grant will be used to deepen program excellence, enhance alumni engagement, and contribute to field building.


That we are able to move ahead with our bold expansion plans, despite the challenges brought about by the pandemic, is in large part thanks to this major gift. We are truly grateful to the Barr Foundation for “taking a long view” in philanthropy, and understanding that the path to lasting change takes time and requires long-term, unrestricted capital to take bold risks.

This transformational and long-standing relationship is built on shared values and a deep commitment to growing a sustainable and innovating social sector. We are proud of the work we have done in partnership with the Barr Foundation, and so thankful for their belief in our work.



“Being a part of the Institute for Nonprofit Practice this past year was one of the most rewarding experiences of my career. As someone who was supporting major transitions at my organization such as a new CEO search, and the development of our next strategic plan, I deeply valued the opportunity to dive into the context of how nonprofits function. I learned a lot about the role of boards, am better able to understand budgets, and I learned about the importance of not allowing mission creep due to funding. These resources have been invaluable during this time, in particular, given that many organizations are struggling to stay afloat.”

— ELIZABETH SANCHEZ
*Education Policy Ed.M Candidate
Harvard Graduate School of Education*



“INP represents my greatest period of growth as a professional. I let go of stress that I didn’t know I had, I was able to confront and overcome new challenges with a new power in myself, and recognize that I am a leader. Today, I am not scared to express my ideas, regardless of my accent, so long as I express myself. I am confident in myself as a leader, one capable of accomplishing goals that once seemed out of reach. INP inspired a fire within me to keep discovering who I am as a community leader.”

— GRACE CORPORAN
Site Director, Families and Youth Initiative/PATCH

Students in the inaugural New York City Community Fellows Program gather for an opening retreat.

COVID-19's impact on major cities like New York City was devastating, and was compounded by the acknowledgement of our nation's racist past and present. When we launched our inaugural Community Fellows Program (CFP) in New York City in January 2019, we didn't know at the time just how much leaders in the region would need support, community, and the tools to respond to crisis in the months ahead.

Over the course of the Fellowship, this group of 25 early career nonprofit and community leaders quickly became an important support system for one another. They learned about the systemic context of social change work, community organizing, and developed key management and leadership skills while leaning on their connection with one another to navigate unknown challenges.

INP's inaugural New York faculty member and now Executive Vice President and Chief of Staff, Erica Hamilton, has worked across a spectrum of the city's most impactful organizations. She says, "I am thrilled to be a part of a team that is bringing such high caliber, equity focused leadership development to more New York organizations and leaders. It was an honor to co-teach the inaugural NYC Community Fellows. Despite the incredible challenges this year threw at them, their commitment —to their organizations, their communities, and their own growth as leaders -- was unwavering. They have already become an invaluable part of the ever-growing INP network."

Our journey to New York was the culmination of research, investment, on-the-ground knowledge, and national and local support. We are grateful to so many who helped make our launch in New York City possible including Angell Foundation, Barr Foundation, and Robert Sterling Clark Foundation who provided significant guidance and capacity-building support. Thanks to their ground-breaking investment in our work, the support of many local leaders and partners, and a strong inaugural roll-out, we were able to both launch our Core Certificate Program in New York and double the number of students served in the region in under one year.



"At the Robert Sterling Clark Foundation, we believe that investing in leaders holds the key for the sector and society. Supporting INP in New York City was an easy decision. Their work to build social, knowledge and financial capital of majority BIPOC leaders here in New York came at a critical time, and we are confident that their impact on individuals, organizations, and the sector as a whole will only continue to grow."

PHIL LI
CEO, Robert Sterling Clark
Foundation

When COVID-19 struck, our students and alumni faced what was possibly the greatest leadership challenge of their careers. They worked on the front lines of neighborhoods most affected by the pandemic as food insecurity skyrocketed, homelessness risk increased, and access to services, from mental health counseling to early childhood care, became in some cases a matter of life or death.

New England Patriots Foundation

Creating The Tomorrow Fund was a leap of faith, and no sooner had we jumped than the New England Patriots Foundation stepped in to help. The Foundation donated \$100,000 towards our Rhode Island programming, both to help organizations there address the effects of COVID-19, and to advance racial equity in the state's nonprofit sector where Black, Indigenous, and people of color make up just 3% of CEO roles.

We are incredibly grateful to the Kraft Family and the New England Patriots Foundation for recognizing this need and taking action. This gift is helping ensure that nonprofit leaders in Rhode Island have the resources, training, and community they need to weather this storm—and come out stronger.

At the same time, the nation erupted in protests as we acknowledged systemic racism and the violence that stems from it. Organizations struggled for their own survival while trying to address their communities' new and urgent needs.

We asked ourselves: in the months and years ahead, how will nonprofit and community leaders, organizations, and the sector navigate situations they've never encountered before? How will we ensure that we don't backslide on hard-earned progress against the myriad social and environmental challenges that leaders work to address every day? And perhaps most importantly: Is it possible to come out of these crises as an even stronger, more unified sector?

Moving quickly, we pivoted and brought our programs online, ensuring all students continued to have access to INP's networks and resources. But that was not enough. The entire sector needed information, community, and hope.

Our answer was The Tomorrow Fund.

Less than six weeks after the start of the pandemic, we launched The Tomorrow Fund, seeking partnership from our funders to ensure that our students, alumni, and the larger nonprofit and social impact community, especially Black, Indigenous, people of color and women, had the tools and resources they needed.

Together, we:

- Adapted our curriculum to ensure updated and timely content for current students.
- Waived tuition for every student in the upcoming 2020-21 academic year
- Opened our (virtual) doors to the broader social sector through the Leadership Learning Series, providing free workshops, panels, and seminars to ensure all organizations and all staff, at every level, had access to continuing education and resources.

We are deeply grateful for the partners who joined us in this effort.

The work is not over, and we are not done. And with so many losses, it can be hard to find time or space to celebrate. But the resilience and joyful resistance that our students, alumni, and the rest of the sector have embodied is worth celebrating.



Ann Mei Chang



Michael Sandel



Ibram X. Kendi



Vu Le



Valarie Kaur

The urgency created by the pandemic means that social sector leaders and their staff have even less time to source critical information, engage in key networking opportunities, or continue to build their skills. That is why we launched the Leadership Learning Series.

This completely free and open-to-the-public series of webinars, panels, and guest speakers includes nationally renowned speakers Ibram X. Kendi, Michael Sandel, Vu Le, Ann Mei Chang, and John A. Powell. Topics range from pragmatic needs like accessing payroll protection funds to long-term fundraising strategies to how to be an antiracist. To date we've reached thousands of leaders across the country through this series.

We are incredibly grateful to the funders who invested in and helped to launch this series, and the talented speakers who are sharing their knowledge and wisdom.

We are grateful to all donors who responded to our urgent call to support The Tomorrow Fund and are proud of the response from small and large donors alike. The following includes those who contributed \$5,000 and above in fiscal year 2020.

Tomorrow Fund Donors

- Anonymous
- Cambridge Trust
- Kim and Judy Davis
- Harvard Pilgrim Health Care Foundation
- Leon Lowenstein Foundation
- Mabel Louise Riley Foundation
- Macquarie Group Limited
- Mark and Etta Rosen
- Martha's Vineyard Nonprofit Collaborative
- Nonprofit Leadership Fund of the Cape Cod Foundation
- Santander Bank, N.A.
- John and Susan Simon
- State Street Corporation
- The Boston Foundation
- Wellington Management



“We are so proud to support the work and mission of INP. Over the years we have witnessed the ways our investments have an impact across multiple causes and cities. Ultimately, the real changemakers are the students, alumni, and staff who are on the front lines, doing the work to create a more just and equitable world. We are just cheering from the sidelines.”

— MARK & ETTA ROSEN

MARK AND ETTA ROSEN

Whether it’s opening doors to potential new partners, getting on a train to support INP’s launch in New York, moving quickly to donate to our COVID response effort, or flipping burgers at an INP alumni reunion, Mark and Etta Rosen live up to their oft repeated question, “How can we help?”

Their help has been far-reaching and has taken many forms over the years. As our Board chair since 2015, Mark has served as a thought partner through several significant organizational milestones: becoming an independent nonprofit, expanding programmatically, and developing and embarking on a strategic plan to expand nationally, to name a few.

With backgrounds in business, private equity, and education, Mark and Etta have prioritized many different impact areas in their philanthropy, from the arts to healthcare access to early childhood learning. But what sets them apart is their recognition of the importance of investing in leadership. By leveraging the work of INP, they advance many different causes through the development of effective, efficient, and truly representative leaders. Every dollar they invest in INP creates dividends in community organizations across a broad array of issues.

And their dollars have been generous. The Rosens are the Institute’s largest individual donors, this year providing much needed flexible operating support while also contributing to The Tomorrow Fund. As Board Chair, Mark leads with collaboration, humility, humor, and a deeply caring spirit. He and Etta are active allies and accomplices for BIPOC and women leaders, in the nonprofit and public sectors, using their own networks and influence to open doors and create space for more diverse leadership.

We are so grateful for the partnership of Mark and Etta Rosen, and appreciate their farsighted and strategic investments today in training the leaders of tomorrow.

ANGELL FOUNDATION

The Institute for Nonprofit Practice has always believed that in order to build a more diverse, equitable, effective, and sustainable social sector we must also sustain the leaders who do the work. In 2018, we found an incredible, values aligned partner in the Los Angeles-based Angell Foundation who share our belief that leaders are at their best when they operate from a place of empathy and commit to cultivating practices that allow them to sustain their well-being and effectiveness during times of adversity. This year, as we grew, the Angell Foundation increased their giving and became one of our inaugural New York City investors.

As the world becomes more aware of the many ways that structural inequity and implicit bias entrenched in the sector amplify the pressures of leadership for people of color and women, in some cases leading to negative health outcomes, there is greater understanding that creating space for mindfulness and reflection is not just a “nice to have,” but rather an important tool that can be used to address inequity.

Our partnership with Angell Foundation has allowed us to take this strong belief to codification - bringing mindfulness practices to every corner of INP, from the classroom to faculty and staff meetings. Student and faculty feedback tell us that the results have been truly profound, and this work has perhaps never been more important than it is today as the leaders in our communities face and respond to COVID-19.

Over time, we hope to expand and normalize the dialogue around self-care, sustainability, and nonprofit culture. We are profoundly grateful to have the chance to be intentional about this work, and to have the resources to bring these practices to so many leaders, especially now.



“In INP we found a partner that is all-in in their commitment to strengthening the nonprofit sector and its leaders of color while simultaneously putting the wellbeing of those leaders above all else. We take pride in supporting their efforts to expand to NYC and beyond.”

— ANGEL ROBERSON DANIELS
Executive Director
Angell Foundation

“Wellington Management and INP are a natural team. At Wellington, we are deeply committed to improving education and youth development in greater Boston, and we realize that a key factor in supporting the organizations doing this critical work is to ensure there is a ready pipeline of talented, prepared, and racially diverse leaders. Truly excellent organizations must have leadership that represents the communities they serve, and investing in DEIB initiatives through INP is a vital step toward supporting the leadership we need.”

— KAREN PFEFFERLE
Executive Director
Wellington Management Foundation

WELLINGTON MANAGEMENT

The best funding partners are those who not only believe in the work of the organization, but also share the core values of how that work gets done. Wellington Management Foundation is one such partner. Since 2018, Wellington Management has been a pivotal donor, underwriting the cost of ten leaders of color from their grantee organizations to attend the Institute each year.

Through the combined generosity of the firm and Wellington Management staff who contribute, the Foundation is able to direct 100% of donations to organizations that meet its mission to improve educational opportunities for youth from traditionally underserved communities. By funding leaders to attend INP, the Wellington Foundation is amplifying the impact of their grantee organizations, mitigating barriers to professional development, and investing in the development of racially diverse nonprofit talent.

But Wellington didn't stop there. As we faced the challenges of COVID-19 and launched The Tomorrow Fund, they were quick to step up with an additional investment of \$25,000. These funds supported our efforts to fully subsidize tuition for all students, pivot to a virtual model, and launch the Leadership Learning Series, which continues to help thousands of social sector leaders access ongoing professional development and gain insight on leadership during these challenging times.

Wellington embraces the notion of a true partnership between funders and organizations working toward a common cause. This spring will see a new stage in our relationship, as we bring Wellington staff together with their INP grantees for conversations about leadership, DEIB at work, organizational mission, and how we can learn from each other.



The Community Fellows Program in New York was a wonderful opportunity for me as a manager to develop my personal leadership philosophy, dive into the importance of balancing results, process, and relationships in collaboration, and understand the importance of adaptive leadership. It came at a time where these concepts were so valuable in our transition to a virtual environment due to the pandemic and allowed me to take away what I've learned into core aspects of my work with our partner institutions and students. Most importantly, I enjoyed being part of such a strong and passionate community of individuals dedicated to the cause and fiercely advocating (and lifting up) important voices in our communities. I look forward to being part of what's to come as a proud INP Community Fellows alumni as the NYC cohort continues to grow!

— **EMILY CHOW**
Partnerships Manager
The Opportunity Network

Graduating more than a decade ago from INP, the hard skills and networks I built during my time continue to help me move my organization's mission forward. The Practice Seminar format helped me learn early in my career that a leader also knows when to ask for help. As we navigate the challenges of leading organizations during a global health pandemic while fighting for a racially just society, I have a network of peers to engage with, support, and learn from. Together, we can find solutions and support each other during the most challenging and trying times.

— **MELISSA LUNA**
Executive Director
GreenLight Fund Boston



The INP experience offered more than leadership advancement training, it provided me with a network of authentic leaders who I now call family. These leaders share similar values but contrast in experience and offered invaluable life lessons that expanded my understanding of the work of lasting community and social change. As families do, we celebrate our collective milestones and accomplishments together. A recent collective win for us was supporting each other through the pandemic - not only as professionals, but as people. In addition to gaining cross-sector support that pushed me to try on different leadership models for solving problems, the INP program's most critical element is the keen focus on people. It was crucial that we defined and redefined what our respective communities were throughout the pandemic which kept us all grounded in the unprecedented work at hand - getting our communities through ravaged economic and health uncertainty. Thanks to this unique experience, I progressed in my respective work but also advanced to a new organization with more leadership skills to offer and a newly expansive definition of what community and family are.

— **JOHNNY CHARLES**
Managing Director
Boston Ujima Fund

LEADERSHIP & FACULTY

We are so grateful for our staff, faculty, Board, mentors, guest instructors, and everyone who made this year possible. We couldn't have gotten through this year without them.

Board of Directors

Monique Aiken

Managing Director, The Investment Integration Project, and Contributing Editor, Impact Alpha

Tom Bendheim

Founder & Chief Executive Officer
b7 Properties, LLC

Josh Chalmers

Chief Executive Officer
Earth2, LLC

Yolanda Coentro

President & Chief Executive Officer
Institute for Nonprofit Practice

Susan Cohen

Barry Dym

Founder
Institute for Nonprofit Practice

Olivia Engel

Senior Managing Director and CIO
State Street Global Advisors

Matt Epstein

Director and Co-Chair
Goulston & Storrs

Gregory Janey

Founder & Chief Executive Officer
Janey Construction Management

Justin Kang

Co-Founder
Visible Hands

Mark Rosen

Board Chair
Co-Founder & Advisory Director
Charlesbank Capital Partners

David Shapiro

Chief Executive Officer
MENTOR: The National
Mentoring Partnership

National Advisory Board

Charmane Higgins

Executive Director
Trinity Boston Connects

Ira Jackson

Visiting Faculty,
Harvard University and Co-Founder,
Civic Action Project

Christine Letts

Senior Lecturer in the Practice of Philanthropy
and Nonprofit Leadership

Robert Lewis, Jr.

Founder & President
The BASE

Carol Lobron

Independent Consultant

Geeta Pradhan

President & Chief Executive Officer
Cambridge Community Foundation

Sue Pucker

Owner
Pucker Gallery

Leonard A. Schlesinger

Baker Foundation Professor
Harvard Business School

John Simon

Managing Director
Sigma Prime Ventures Co-founder
GreenLight Fund

Alan D. Solomont

Dean
Jonathan M. Tisch College of Civic Life
at Tufts University

Faculty

Bill Allen

Adjunct Lecturer
Brown University

Damian K. Archer, M.D.

Chief Medical Officer
North Shore Community Health

Aviva Luz Argote

Faculty Director & Vice President
Institute for Nonprofit Practice

Anna Cano Morales

Associate Vice President for
Community Equity and Diversity
Rhode Island College

Linda Chan Flynn

Program Director,
REACH LoWELL
Lowell Community Health Center

Carole Charnow

President & CEO
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

Jay Coburn

Chief Executive Officer
Community Development Partnership

Maria Dominguez Gray

Executive Director
Philips Brook House Association

Paola Fernandez

Vice President for Community Development
Centreville Bank

Andi Genser

Independent Consultant

Bob Giannino

President & Chief Executive Officer
United Way of Massachusetts Bay
and Merrimack Valley

Erica Hamilton

Chief of Staff & Executive Vice President
Institute for Nonprofit Practice

Charmane Higgins

Executive Director
Trinity Boston Connects

Dan Holin

Executive Director
Second Chance Cars

David Howse

Senior Associate Vice President,
Emerson College and
Executive Director, ArtsEmerson

Leah Janey

Vice President, Human Resources
Hopewell, Inc.

David Kuehn

Executive Director
Cotuit Center for the Arts

Sandra McCroom

President & CEO
Children's Services of Roxbury

Heather McMann

Executive Director
Groundwork Lawrence

Shaheer Mustafa

President & CEO
Hopewell, Inc.

Neil Nicoll

President Emeritus
YMCA of the USA

Colby Swettberg

Chief Executive Officer
Silver Lining Mentoring

Mary Sylvia Harrison

Independent Consultant

Tammy Tai

Principal, Tai Consulting,
and Deputy Director, King Boston

Mike Wasserman

Executive Director
Boston Debate League

Isa Woldegiorguis

Executive Director
The Center for Hope and Healing

Staff

Aviva Luz Argote

Faculty Director & Vice President

Megan Bird

Vice President of Operations

Yolanda Coentro

President & Chief Executive Officer

Kevin Cummings

Executive Director, New York City

Theresa Fortillus

Program Director, New England

Claudia Frazer

Development Manager

Audrey Gillis

Vice President of Advancement

Erica Hamilton

Chief of Staff & Executive Vice President

Marisabel Jaramillo

Executive Director, New England

Patrick Kirby

Chief Strategy Officer & Executive Vice President

Alec Labine

Lead Systems Administrator

Katelyn Montavlo

Program Coordinator

Talya Oberfield

Strategic Projects Lead

Mariela Renquist

Program Manager

Mariam Saadieh

Finance & Human Resources Associate

Ivonne Salazar

Development Director

Hanh Tran

Strategic Projects Lead

Jorge Villarini

Development Coordinator

Mentors

Tyra Anderson-Montina

Carlen Arima

Ariel Brooks

Maggie Burns

Abel Cano

Delia Cheung-Hom

Susan Dickason

Rashele Dudley

Latoya Gayle

Jeannette Huevo

Angie Jaimez

Jennifer Keefe

John Ketner

Melissa Luna

Ben Mahnke

Katherine Martinez

Celina Miranda

Tiffany Murphy

Jermaine Myrie

Bill Nigreen

Luisa Peña Lyons

Qingjian Shi

Nikki Tabron

Kimberly Truong

Erika Werner

Meghan Young

Adrienne Zak

Guest Instructors and Panelists

Darnisa Amante

Jessica Anderson

Zamawa Arenas

Jennifer Aronson

Mo Barbosa

Terri Barron

Angela Blanchard

Jenifer Bosco

Jason Boyd

Roger Brooks

Phil Buchanan

Miguel Cabrera

Abel Cano

Anna Cano Morales

Mohamad Chakaki

Jennifer Ching

Jay Coburn

Kate Coleman

Michelle Cove

Juma Crawford

Rene Deida

Shane Doyle

Barry Dym

Alnoor Ebrahim

Luba Feigenberg

Paola Fernandez

Paul Francisco

Betty Francisco

Bob Giannino

Kendra Hicks

Amy Houghton

Jeannette Huevo

Catherine Hyde Townsend

Heather Jenkins

Jim Klocke

Robert Lewis, Jr.

Jonathan Machado

Ben Mahnke

Sergio Marín Luna

Jillian Matundan

Jennifer McCrea

James McDaniel

Heather McMann

Christine Menard

Steven Miller

Matt Mosner

Tameka Moss

Elaine Ng

Sharon Nunes

Kristin O'Malley

Luisa Peña Lyons

Ceci Phelan-Stiles

Danielle Pulliam

Maritza Rosario

Regina Snowden

Kerrien Suarez

Rob Surratt

Colby Swettberg

Abim Thomas

John Valverde

Erica Waasdorp

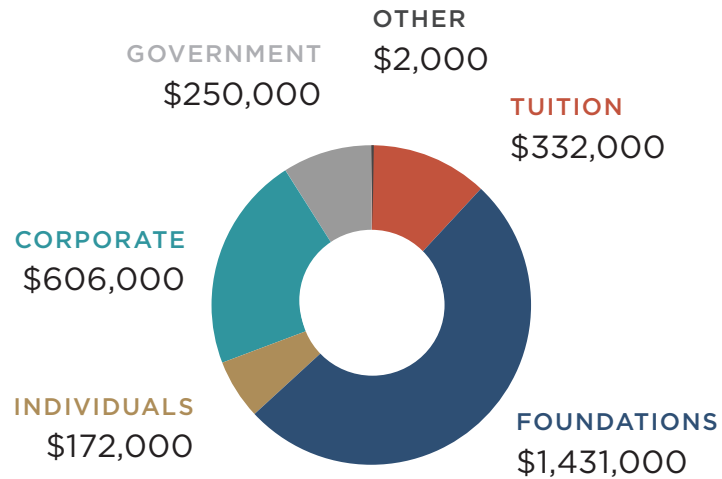
Sarah Young

The Institute for Nonprofit Practice ended FY20 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 \$750,000, providing the funding flexibility for leadership to strategically grow the organization. We finished FY20 on target to meet our goal of an operating surplus of over \$690,000+, have secured numerous multi-year commitments which provide foundational support of \$1,830,000 in funds for FY21, and another \$584,000 for FY22 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 FY21, 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.

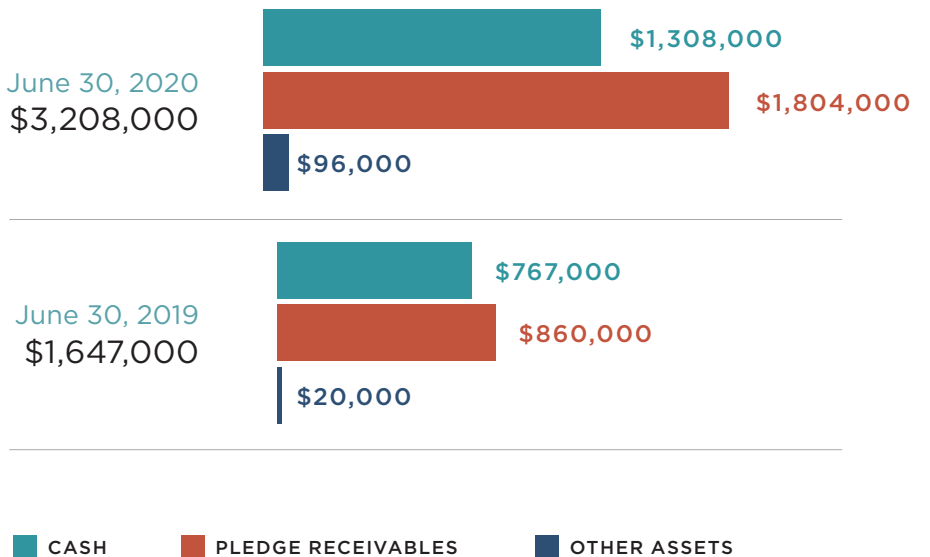
INCOME BY SOURCE

July 1, 2019 - June 30, 2020 | Total = \$2,793,000



ASSETS BY YEAR END

June 30, 2019- June 30, 2020 | Total = \$3,208,000



PROFIT AND LOSS STATEMENTS OVER 3 YEARS

| | | FY18 | FY19 | FY20 |
|--|--|---------------------|---------------------|---------------------|
| CURRENT ASSETS | | | | |
| REVENUE | EARNED INCOME (TUITION, NET OF SCHOLARSHIPS) | \$ 324,000 | \$ 324,000 | \$ 332,000 |
| | PROGRAM, OPERATING, AND SCHOLARSHIP CONTRIBUTIONS | \$ 1,183,000 | \$ 1,702,000 | \$ 2,209,000 |
| | FEDERAL GRANT | \$ - | \$ - | \$ 250,000 |
| | OTHER INCOME | \$ 4,000 | \$ 11,000 | \$ 2,000 |
| | TOTAL REVENUE | \$ 1,511,000 | \$ 2,037,000 | \$ 2,793,000 |
| EXPENSES | PROGRAM COSTS & PERSONNEL | \$ 1,108,000 | \$ 1,355,000 | \$ 1,894,000 |
| | SPECIAL EVENTS & MARKETING | \$ 37,000 | \$ 40,000 | \$ 36,000 |
| | ADMINISTRATIVE | \$ 44,000 | \$ 72,000 | \$ 123,000 |
| | PROFESSIONAL SERVICES | \$ 181,000 | \$ 292,000 | \$ 548,000 |
| | OCCUPANCY | \$ 60,000 | \$ 69,000 | \$ 123,000 |
| | STRATEGIC PLAN DEVELOPMENT | \$ - | \$ - | \$ - |
| | TOTAL EXPENSES | \$ 1,430,000 | \$ 1,828,000 | \$ 2,724,000 |
| | CHANGE IN UNRESTRICTED NET ASSETS | \$ 81,000 | \$ 209,000 | \$ 69,000 |
| TEMPORARILY RESTRICTED ACTIVITY | TEMPORARILY RESTRICTED INCOME | \$ 813,000 | \$ 1,641,000 | \$ 3,248,000 |
| | Net Assets Released | \$ 864,000 | \$ 1,204,000 | \$ 1,998,000 |
| | CHANGE IN TEMPORARILY RESTRICTED NET ASSETS | \$ (51,000) | \$ 437,000 | \$ 1,250,000 |
| | TOTAL CHANGE IN NET ASSETS | \$ 30,000 | \$ 646,000 | \$ 1,319,000 |

Words are not enough to express our heartfelt gratitude! Your commitment to our work has allowed us to step up and support social sector leaders in our program and the larger community as they grappled with the unprecedented challenges of this year. As a donor, your gifts ensure that leaders and their organizations had the tools, knowledge, and networks they needed to survive and thrive.

\$1,500,000 and above

Barr Foundation*

\$300,000 to \$699,999

Anonymous

The Devonshire Foundation*

Fidelity Charitable Trustees' Initiative*

The Boston Foundation*

\$150,000 to \$299,999

Peter and Elizabeth C. Tower Foundation*

Mark and Etta Rosen

\$100,000 to \$149,999

Abbot and Dorothy H. Stevens Foundation*

Angell Foundation

New England Patriots Foundation

Santander Bank, N.A.

State Street Foundation

Wellington Management

\$50,000 to \$99,999

Highland Street Foundation

Mabel Louise Riley Foundation

Nonprofit Leadership Fund of the Cape Cod Foundation

Bilezikian Family Foundation

Cape and Islands United Way

Cape Cod Foundation

Eastern Bank Charitable Foundation

Peter and Elizabeth C. Tower Foundation

The Cooperative Bank of Cape Cod

\$50,000 to \$99,999

Robert Sterling Clark Foundation

\$25,000 to \$49,999

Amelia Peabody Foundation

Leon Lowenstein Foundation

Martha's Vineyard Nonprofit Collaborative

Cronig's Markets

Gerald Jones

Carol Kenney

Martha's Vineyard Nonprofit Collaborative

Permanent Endowment of Martha's Vineyard

Peter and Elizabeth C. Tower Foundation

Rotary Club of Martha's Vineyard

United Way of Cape Cod

Vineyard Fund for Board Development

Dr. James Weiss

Wilks Family Foundation

\$25,000 to \$49,999

Nellie Mae Education Foundation

\$10,000 to \$24,999

Anonymous Donor

Charlesbank Capital Partners

Judy and Kim Davis

Barry Dym and Francine Jacobs

Matthew Epstein and Deborah Hiatt

Harvard Pilgrim Health Care Foundation

Needham Bank

Sue and Bernard Pucker

\$5,000 to \$9,999

Cambridge Trust

Eastern Bank

HarborOne Bank

Macquarie Group Limited

Tim and Lynne Palmer

John and Susan Simon

\$1,000 to \$4,999

Josh Chalmers

Yolanda Coentro and Shaheer Mustafa

Alan and Polly Fitz

Marcia Hertz

Justin Kang

Koya Leadership Partners

Becki and Jim Kupel

Sam Marks

Ed Mulherin

Nina Nicolosi

Kathryn Plazak

David and Kristin Shapiro

Fay and Bill Shutzer

Joshua Klevens and Anna Sinaiko

Michael and Susan Thonis

Karyn Wilson and Miles Byrne

\$500 to \$999

John Burgess and Nancy Adams

Monique Aiken

Tom and Kathy Bendheim

Betty and Walter Cohen Foundation

Mark Polebaum and Diane Buhl

Lisa Cascio

*Indicates a multi-year funding commitment.

Jillian Eid
 First Republic Bank
 Andrew and Cindy Janower
 Audrey and Jack Kadis
 Dana Levy and Patrick Kirby
 Joan Klagsbrun and Julian Miller
 Mary and Sherif Nada
 Justin and Rebekah Strasburger
 Susan Whitehead

\$250 to \$499

William and Amabel Allen
 Zamawa Arenas
 Tim Buntel
 Yi-Chin Chen
 Lisa Crane
 Alyse D'Amico
 Orna Feldman
 Marcia Felth
 Audrey Gillis
 Gerald Jones
 Drew and Susan Leff
 Mary Mustafa
 Emma Reeves
 Scott and Nancy Richmond
 Amy Schneider
 Susan and Alan Solomont
 Ellen Zane

\$249 and Under

Joan and Ames Abbot
 Anonymous Donor (5)
 Nate Bae Kupel

Harvey and Phyllis Baumann
 Lisa Bower
 Anthony Britt
 Alice Bruce
 Phil Buchanan
 Mary Beth Burns
 Jay Coburn
 Mark Coven and Judy Levenson Coven
 Barbara Duffy
 Susan Egmont
 Claudia Frazer
 David Green and Jean French
 Bob Giannino
 Susan and Michael Goldman
 Sebastian Gomez
 Amelia Gray
 Yuko Handa
 Charmane Higgins
 Petie Hilsinger
 Rachel Jellinek
 Alyssa Kence
 Larisa Klebe
 Barry Klegman and Dyanne Klein
 Elizabeth Lacey
 Sue Li
 Penn Loh
 Benjamin Mahnke
 Bill Nigreen
 Hez Norton
 Candice Pechilis
 Carole Ann Penney
 Geetha Ramani
 Alice Ramsey
 Daniel Schleifer

Jane and Ben Siegel
 Christina Smith
 Sydney Throop
 Marvin Vilma
 Stephanie Ward
 Mike Wasserman
 Amanda Zayas
 Meir Zimmerman



Looking Ahead

What a year it has been.

And yet, despite the challenges, we have witnessed incredible strength and dedication as well. Thanks to all of you, INP has been able to grow even in this time of uncertainty. The responsiveness and urgency that drove us to adapt will continue to push us: to increase access to our networks and resources, to expand opportunities for BIPOC and women leaders, to serve the sector more fully.

In the next three years, we plan to double our geographic footprint, with the potential to grow even more. We will continue to build on the success of our Leadership Learning Series, sharing thought leadership and critical content across our network and beyond.

And, we will soon launch new programs that expand on our mission. These will include offerings focused on building social, financial, and knowledge capital for Black leaders on a national scale, as well as working across sectors to increase DEIB practices throughout organizations.

The urgency of the work ahead cannot be overstated, but we are ready. For those of you who have been with us on this journey, we are so grateful, and hope you will continue on the path with us. And we hope new partners will join us in building the diverse, equitable, and effective leadership this sector deserves. To learn more about our ambitious plans for 2021 and beyond, contact Audrey Gillis at agillis@nonprofitpractice.org.

INSTITUTE FOR
nonprofit
practice

info@nonprofitpractice.org | 781.400.5742 | nonprofitpractice.org

FOLLOW US:  @InstituteNP  InstituteNP