



INSTITUTE FOR
nonprofit
practice

Practicing Leadership. Creating Change.

ANNUAL
REPORT
2017

This year we lost a beloved member of our community.



Kathy Reticker

was a Founding faculty member of our Lowell program, mentor, and friend of the Institute.

We dedicate this report to Kathy in recognition of her many contributions to the Institute over the years.

She will be dearly missed.

DEAR FRIENDS,

In this tenth anniversary year of the Institute for Nonprofit Practice, we have made tremendous strides towards achieving our goal of creating a nonprofit sector which is exponentially more effective, connected, and diverse. We want to share with you just a few highlights of a very eventful year.

With well-established programs in Boston, Lowell, and Providence, Rhode Island, this year we added a fourth site and reached even more leaders, organizations, and communities through a first-of-its-kind consortium. Eight funders joined forces to bring the Institute to the Cape and Islands to address the region's need for leadership development and collaboration.

Following a rigorous selection process, we were proud to have been selected as a 2017 Social Innovator by the Social Innovation Forum, giving us the opportunity to share the importance of our work with an audience of over 350 investors and business leaders. We also celebrated our tenth anniversary with over 300 members of our community at our first-ever gala.

As we look back upon ten years of growth and impact, we celebrate our successes knowing that our work is ever more important. We urgently need skilled and diverse leaders in our civil society to help us achieve justice and protect the progress we have made.

In January, we completed a strategic plan that outlines a road map for significant growth and expansion. We were honored to receive our largest grant to date, from the Barr Foundation, to support the plan's implementation. Over the next five years, we will bring the Institute to new metropolitan areas, double the number of leaders we train annually, broaden and deepen our programs, and harness the power of our growing alumni network, which will reach over 2,000 and continue to grow.

At the Institute for Nonprofit Practice, we envision a world in which our most complex social issues are solved by our most talented people. You have helped bring this vision to life. On behalf of our staff, Board of Directors, and alumni, you have our deepest gratitude for your support.

Sincerely,



Yolanda Coentro
Yolanda Coentro

President and CEO, Institute for Nonprofit Practice



Mark A. Rosen

Mark Rosen
*Board Chair, Institute for Nonprofit Practice;
Co-Founder and Advisory Director,
Charlesbank Capital Partners*

Class of 2017

Investing in leadership development is one of the key levers donors can pull to ensure the effectiveness of the organizations they care about. Take a look at the list of 126 organizations represented in the class of 2017. Chances are you have invested in one or several of them. We are proud to have worked with this exceptional class of 147 leaders to help further the impact of the many organizations they represent.

The 300 Committee Land Trust
 A Better Chance
 Advocates
 Appalachian Mountain Club
 Arts Foundation of Cape Cod
 AthenaHealth
 Bay State Community Services
 Bay Cove Human Services
 Berkshire Hills Music Academy
 Big Brothers Big Sisters of Cape Cod & the Islands
 Boston After School & Beyond
 Boston Chinatown Neighborhood Center
 Boston Debate League
 Boston Partners in Education
 Bottom Line
 Boys and Girls Clubs of Dorchester
 Boys and Girls Clubs of Boston
 Brace Cove Foundation
 Bridgewell
 Calmer Choice
 Cambodian Mutual Assistance Association
 Cape and Islands United Way
 Cape Cod Children's Museum
 Cape Cod Children's Place
 The Cape Cod Foundation
 Capital Good Fund

Cape Cod Young Professionals
 Center for Urban Ministerial Education
 CHAMP Homes, Inc. Children's Friend
 Children's Friend and Family Services
 Citizen Schools
 City of Lawrence Mayor's Health Task Force
 Coalition for a Better Acre
 College Advising Corps
 College Bound Dorchester
 Community Catalyst
 Community Development Partnership
 Community Teamwork
 Cotuit Center for the Arts
 Cradles to Crayons
 The Dance Complex
 Danvers Community Access Television
 Delamano, Inc.
 The Diahann Project
 The Dignity Institute
 Doc Wayne Youth Services, Inc.
 DOVE, Inc.
 East Somerville Main Streets
 Edesia Nutrition
 Eliot Community Human Services

EPECARE
 Esperanza Academy
 The Family Pantry of Cape Cod
 Gateways Community Services
 Grassroots International
 Haitian Coalition
 Hispanic Black Gay Coalition
 HomeCare
 The Home for Little Wanderers
 Hope & Main
 Housing Families
 iNERDE, Inc.
 The Institute for the Study and Practice of Nonviolence
 Inversant
 Jeremiah-Endicott Program
 Jewish Chaplaincy Council of Massachusetts
 Justice Resource Institute
 Kids in Tech
 Lahey Health Behavioral Services
 L'Arche Boston North (Irenicon)
 Lawrence Community Works
 LEAP for Education
 Lowell Community Health Center
 Madison Park Development Corporation
 Mass Mentoring Partnership

Massachusetts Housing and Shelter Alliance
 Massachusetts Nonprofit Network
 Maverick Landing Community Services
 MENTOR: The National Mentoring Partnership
 Mill City Grows
 Museum of Russian Icons
 My Life My Choice
 Nantucket Food Pantry
 National Network of Abortion Funds
 National Park Service-Lowell National Historical Park
 Neighborhood Children's Foundation
 NeighborWorks America
 New England Aquarium
 New Profit
 Newton Community Farm
 North Shore Community Health
 Northeast Waste Management Officials' Association
 OIC of Rhode Island
 Permanent Endowment Fund for Martha's Vineyard
 Raising A Reader Massachusetts Raw Art Works
 Rekindling the Dream Foundation
 Resist

Rhode Island Council for the Humanities
 Riverside Community Care
 Root Cause Save The Bay
 Score4More, Inc.
 The Samfund
 Small Friends on Nantucket
 Sociedad Latina
 Special Olympics Massachusetts
 The Steppingstone Foundation
 St. Francis House
 Thom Boston Metro Early Intervention
 Top Notch Scholars
 Tutors for All
 uAspire
 Union Capital Boston
 United Way of Massachusetts Bay and Merrimack Valley
 UP Education Network
 Urban Improv
 UTEC
 The Welcome Project
 Winrock International
 Wondermore
 Worcester Division of Public Health/Central MA Regional Public Health Alliance
 Working Credit NFP
 Youth Enrichment Services
 ZUMIX

A Decade of Impact

Our commitment to continuous improvement is reflected in the levels of student satisfaction and the quality and depth of our programs. A recent external evaluation of students and alumni found that, as a result of attending the Institute:

95% 95% report strong or extremely strong growth in personal and professional networks. The networks formed at INP play a central role in breaking down silos, reducing isolation, accelerating professional development, and increasing leadership effectiveness.

90% Over 90% significantly improved critical leadership and management skills such as hiring and developing individuals, building teams, fundraising, and financial management.

90% 90% feel confident that they can use tools learned at INP to effect change in their organizations and communities.

75% 75% had a diversity and inclusion plan they could put into practice by the end of the program.

93% 93% reported that their organizations had increased resources and accelerated impact.

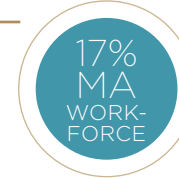
85% 85% reported that attending the Institute had significantly and positively influenced their careers and nearly 60% say their salary and responsibility increased.

Students don't just tell us they are satisfied, they SHOW us.

80% of the class of 2017 participated in a class gift to further our work.

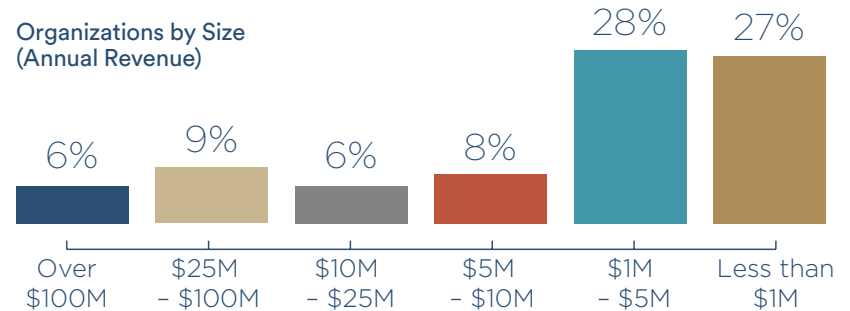
Organizations by Size and Sector

The nonprofit sectors in Massachusetts and Rhode Island are economic engines with 17% of the Massachusetts and over 18% of the Rhode Island workforce employed by a nonprofit.



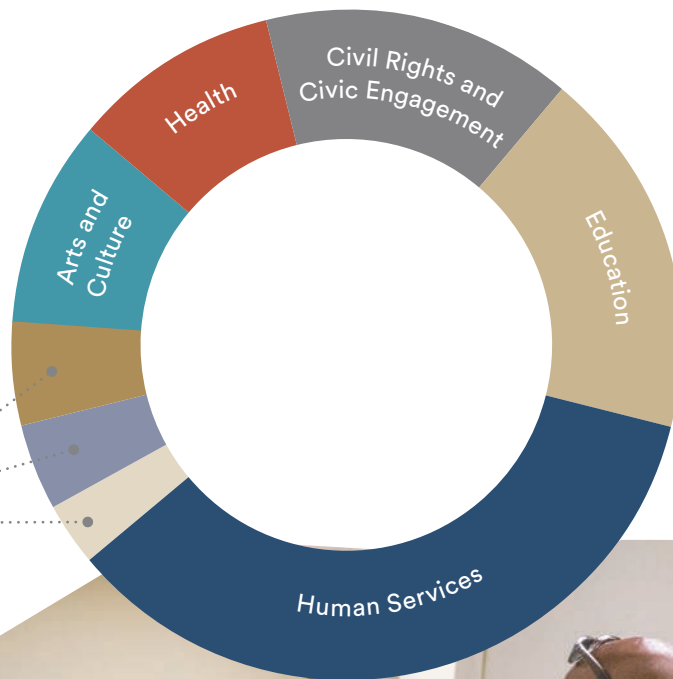
By helping to advance our talented students, we serve the entire nonprofit sector — from homeless shelters to art museums, large organizations to small. Of the 537 organizations that have sent leaders to the Institute, over half have annual budgets of \$5 million or less. Your support helps us provide an affordable tuition which is less than 50% of the true program cost.

Organizations by Size (Annual Revenue)



Organizations Served by Sector

- Human Services 33%
- Education..... 20%
- Civil Rights and Civic Engagement 15%
- Health..... 10%
- Arts and Culture..... 10%
- Environment 5%
- For-profit/Public Sector 4%
- Religion 3%



DIVERSITY

Despite numerous studies that indicate more diverse teams perform better, women and people of color are still underrepresented in top nonprofit leadership positions.

AT THE INSTITUTE

NEARLY
50%
OF OUR STUDENTS
IDENTIFY AS
PEOPLE OF
COLOR

OVER
60%
OF OUR STUDENTS
ARE WOMEN

A Decade of Partnerships

As we reflect on the accomplishments of the past 10 years, we would like to take this opportunity to recognize and sincerely thank two of our most significant funding partners — the Boston Foundation and Barr Foundation. In a time when less than 1% of annual foundation giving is directed towards leadership development, both the Boston Foundation and Barr Foundation have taken a bold approach to philanthropy. Over 10 years, each has invested nearly \$1 million to support the Institute's growth and innovation, and we are humbled to consider both foundations our stalwart partners in the work.

The Boston Foundation

In 2007, after a distinguished career as a nonprofit founder, consultant, and coach, Barry Dym, Ph.D., was looking to disrupt the status quo and transform the sector as a whole by investing in diverse talent, networks, and skill building.

When Boston's nonprofit sector thrives, it enriches the city for everyone. Investing in nonprofit effectiveness has been a key strategy of the Boston Foundation for many years. We are proud to have supported the Institute from the beginning and consider the Institute a partner in achieving our goals for a more diverse, equitable, and effective nonprofit sector.



Paul Grogan,
President and CEO,
The Boston
Foundation

He knew that Boston, with its wealth of nonprofits and diversity, was the place to begin. So he turned to a key philanthropic leader, one of the oldest and largest community foundations in the nation, known for its receptiveness to new ideas: the Boston Foundation. From there, a natural partnership was born.

Since its first gift of seed funding in 2008 to the present, the Boston Foundation has been a cornerstone partner at every chapter in the Institute's growth. Annual unrestricted grants that catalyzed organizational development have been augmented by targeted investments, including support to launch our Community Fellows Program for emerging leaders of color, funding various program evaluation efforts, and enabling the Institute to explore different models of growth and expansion.

In 2012 we were honored with the Boston Foundation's prestigious Out of the Blue Award, a one-time, unrestricted grant of \$100,000 for outstanding nonprofit organizations that have demonstrated courageous and effective leadership.

Beyond its significant financial investment in our success, the Boston Foundation has used its platform of influence to elevate the impact and value of our work and impact. By including the Institute's CEO Yolanda Coentro and Founder Barry Dym on panels and in important dialogues, leading research and publications on the state of the sector, and with a designated investment strategy to support nonprofit effectiveness, the Boston Foundation is ensuring the Institute's success for decades to come.



Barr Foundation

Among the many exciting developments of this past year, one stands out from the rest. In March, the Institute was awarded a three-year grant from the Barr Foundation totaling \$600,000.

One of the Barr Foundation's core values is to invest in leaders. We are particularly interested in efforts that promote a robust pipeline of diverse, well-prepared leaders who can motivate others, drive change, and produce results. INP has been highly effective in identifying and strengthening diverse nonprofit leaders — a critical resource for Boston and beyond.



James Canales,
President and
Trustee,
Barr Foundation

This investment was the culmination of a set of conversations that traced to 2015, when the Institute was undergoing its strategic planning process. As we were thinking about new ways to increase program excellence and geographic reach, the Barr Foundation was also launching its “Cross-Program Initiatives” strategy. A complement to its core programs of Arts & Creativity, Climate, and Education, Barr’s Cross-Program Initiatives work includes, as one of its chief priorities, the goal of investing in nonprofit leadership and effectiveness.

Barr’s most recent grant to the Institute is the single largest gift in our ten-year history. This transformational grant will catalyze our expansion, ensure the quality of local programming, and expand opportunities for leaders committed to justice.

We are grateful to the Barr Foundation for “taking a long view” in philanthropy. Their staff understand that the path to lasting change takes time and that in order for organizations to move the needle on any number of critical issues, those organizations need long-term support and unrestricted capital to take bold risks. This recent investment in the Institute exemplifies Barr’s approach and provides us with a unique opportunity to deepen our reach and impact with a multiplying effect on the sector as a whole.

Alumni Spotlight

WE ARE HONORED TO SHARE
AN AFFILIATION WITH

Tufts UNIVERSITY | Jonathan M. Tisch
College of Civic Life

WE ALSO EXTEND
OUR GRATITUDE TO

*Dean Alan D. Solomont
and his talented team
for partnering with us
to bring excellence and prestige
to our curriculum and faculty!*



CORE CLASS OF 2008

Jesús Gerena
Chief Executive Officer, Family Independence Initiative

How have you used your INP education and networks since graduating 10 years ago?

Leaving INP with an understanding of best practices in nonprofit management and a wide network of support through my participation has been critical in my growth as a manager and leader in this field. Whether calling back my fellow alumni for guidance or hiring from the diverse pool of participants, INP has had a lasting impression on my career and the organizations where I have worked, volunteered, or partnered. I am forever indebted to them for their support.



CORE CLASS OF 2017

Kristin O'Malley
President and CEO, The Cape Cod Foundation

What was the greatest lesson you learned at INP this year?

Because of INP, I am more aware of my tendency to want to be involved with everything. I am now more adept at stepping back and identifying opportunities to empower other members of our team to lead. I also learned that maintaining the status quo does not lead to true innovation. As someone who has traditionally “played it safe,” I learned how to be more confident in my role as a leader, in sharing my message, and assuming risk. It’s the only way we can really affect true change.



COMMUNITY FELLOWS CLASS OF 2017

Quynh-Chi Vo
Civic Engagement Coordinator, Citizen Schools

What was the greatest lesson you learned at INP this year?

From fundraising to community-based care, I use the frameworks, lessons, and resources I received at INP as practical applications on my everyday work. Most importantly, I am able to develop socially responsible approaches to ensure the interests of the communities I serve are always at the foundation of my work. I learned that not one of us is alone in driving the pathways and outcomes for our communities; a movement is propelled by many, together. Ensuring that leaders of color have support systems and networks in this work is vital in the nonprofit sector.

In the News

THE CHRONICLE OF PHILANTHROPY MAGAZINE RESOURCES DATA GRANTS WEBINARS JOBS

FEATURED: The Philanthropy 400 Data Nonprofit Endowments Webinar Social Annual Giving

NEWS AND ANALYSIS
MARCH 07, 2017

Tackling Diversity in a New Way

Give Voice to Employees

Teach for America offers an array of voluntary, employee-run groups for staff to meet and learn from colleagues who share a common background. There are groups for parents, African-American managers, Latinos, and more.

One group is for employees who come from a low-income background, however each person defines that. Members meet online every other month. They have discussed class and family issues that come up at the holidays and talked with an investment advisor about 401(k) retirement plans.

The education nonprofit tells employees that their life experiences are a valuable asset for the charity. It follows through by asking the groups for input on proposed new policies. For example, the management team asked the low-income group for perspective on potential changes to the pay schedule and on how big a burden it was for employees to cover up-front costs, like travel, that are later reimbursed. Teach for America incorporated some of the group's suggestions, such as giving employees plenty of lead time to adjust personal budgets before changing the pay



CLASSROOMS: THE CHRONICLE OF PHILANTHROPY

CLASSROOMS: Teach for America official leader Boston on leads a group for employees who grew up in modest circumstances. "What is different for me is unlike most of the others that see some of you who have high-income backgrounds," she says.

<http://www.socialinnovationforum.org/blog/standing-room-only>

Standing Room Only at 2017 Showcase

Innovators pitch to full house of funders, philanthropists, and other supporters

By Melissa Duggan Published on May 10, 2017



On Tuesday, May 2, the Social Innovation Forum (SIF) welcomed more than 350 philanthropists, business leaders, and others to the 14th Annual Social Innovator Showcase to hear seven of greater Boston's nonprofit organizations pitch their solutions to our community's toughest social issues.

SECTIONS | NEWS SPORTS ENTERTAINMENT LIFE OBITUARIES

CAPE COD TIMES

Cape, Islands nonprofit group see need for leadership

Wednesday Posted November 16, 2016

AGENCIES UNITE TO PAY FOR TRAINING PROGRAM

By Sean F. Driscoll

HYANNIS — Responding to a need for local training opportunities, eight organizations have collaborated to fund a program to help strengthen and develop leadership in Cape Cod's nonprofit community.

Sixteen participants from the Cape and Islands will attend local sessions of the Needham-based, which will teach topics such as business development, leadership skills and strategic planning. The cost for the program normally is \$7,000 per student, but the contributions from the local organizations reduced that to \$500 apiece, said Kristin O'Malley, executive director of the, one of the eight funding agencies. Local training aimed at nonprofit executives was identified as a key need from a 2015 survey by the Cape & Islands Partnership for Nonprofit Advancement, a regional collaborative. Two-thirds of survey participants said they did not budget for training for their boards of directors and those that did set aside 2 percent or less of their total budget for those opportunities.

"The survey had identified a real need for leadership development opportunities here," O'Malley said Wednesday at a morning reception held to celebrate the program's launch.

This certificate program is a way to fill that gap." The certificate program includes 50 hours of classroom sessions, 30 hours of small-group work and mentorship opportunities with local nonprofit agency leaders. Hy-Line Cruises has provided classroom space in Hyannis.

By May, the students will receive a certificate in nonprofit management and leadership from Tufts University's Jonathan M. Tisch College of Civic Life.

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The Boston Globe

The Boston Globe | October 7, 2016

Five Things You Should Know About Yolanda Coentro



Yolanda Coentro is president and chief executive of the Institute for Nonprofit Practice, formerly the Institute for Nonprofit Management and Leadership.

KEITH BEDFORD/GLOBE STAFF

MAY 3, 2017 02:25PM CapeCodTravel.com WeddingsonCapeCod.com

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Award-winning Nonprofit Leadership Program Gears Up for Second Year

CC Foundation Institute for Non-Profit Practice

ARTICLE | BUSINESS | MAY 3, 2017 02:25PM | BY CAPECODTODAY STAFF

The Cape Cod Foundation announces that the Institute for Nonprofit Practice (INPP) will conduct its award-winning Core Certificate Program on Cape Cod for the second year. Nonprofit leaders from across Cape Cod and The Islands are invited to apply for this intensive professional development program, which runs from October to April. The application process is entirely online at www.nonprofitpractice.org. Priority applications are due June 15.

The Cape Cod Foundation was able to facilitate the launch of this program last fall through a first-of-its-kind funder collaborative. Eight funders who believe in strengthening the local nonprofit sector through education, joined forces to underwrite the cost of bringing this exemplary program to the community. The 16 leaders from the inaugural class will graduate in May. They represent a wide range of nonprofit organizations from across the Cape, as well as Martha's Vineyard and Nantucket. "We believe empowering nonprofits empowers the community," says Kristin O'Malley, President and CEO of The Cape Cod Foundation. "Every day, our nonprofit leaders address some of the Cape's most complex issues; affordable housing, vital health and human services and environmental and wildlife protection. They also enrich our lives through educational opportunities and cultural experiences. Investing in the professional development of our leaders will have a powerful impact now — and in the years to come."

Enrollment for the Class of 2018 is limited to 16 students. The cost of the program will be partially offset again by local funders. Scholarships and additional funding may be available, so O'Malley encourages all interested nonprofit leaders to apply. Classes will include approximately 50 hours of classroom sessions on nonprofit management and leadership skills, and another 30 hours of small-group sessions which encourage shared problem-solving, reflection, and application of skills.



THE CHRONICLE OF PHILANTHROPY SPECIAL REPORT March 07, 2017

BEHIND THE VELVET ROPE: ARE NONPROFITS TOO ELITE?



Since 2014, Ava Hernández has served as executive director of Public Allies Milwaukee. She has only a bachelor's degree and believes the lack of an advanced degree would have held her back at another nonprofit. She has looked at job ads that had higher requirements for lower-level work than she was doing. "It would have been a step down in responsibility, but then it was master's degree required."

People of color feel acute pressure to earn an advanced degree, says Sean Thomas-Breitfeld, co-director of the Building Movement Project, which studies leadership and management at social-change groups. "If you have the sense that people are going to doubt your ability to take on a leadership role or to run an organization, then it becomes even more important to have that higher degree or those extra letters after your name."

CAREER BRIDGES: Young people from poor families can't afford to take the unpaid internships and low-paying entry-level jobs that can launch a nonprofit career, says Yolanda Coentro, CEO of the Institute for Nonprofit Practice.

The focus on credentials also means the talent pipeline at nonprofits narrows to individuals who have had the economic wherewithal to attend college. Even if students from low-income families get through college, they often shoulder steep student-loan debt or have significant family obligations. These individuals simply can't afford the unpaid internships or low-paying, entry-level jobs that are often a steppingstone to a nonprofit career, says Yolanda Coentro, chief executive of the Institute for Nonprofit Practice.

You can't help others if you're struggling to get by yourself, she says. "You've got to put your own air mask on before you save others."

Looking Ahead

With need and demand for our award-winning program on the rise, this year we set out to explore new models to increase the Institute's impact and improve program excellence.

Thanks to generous investments from our Board of Directors, the Boston Foundation, and the Peter and Elizabeth C. Tower Foundation, we hired the strategic planning firm Room40 Group and developed a five-year strategic plan.

The goals we set are ambitious and we have a track record of growth to support them.

Over the next five years, we seek to bring the Institute to new metropolitan regions and double the number of leaders served annually from 1,000 to 2,200.

This year we set the stage for growth by strengthening our organizational infrastructure and building our team. We were thrilled to hire a Faculty Director and bolster our evaluations and fundraising capacity. We will continue to expand and deepen program excellence in FY18.

So often we are told you can't change the world, but for those of us in the Institute, we do our work because we believe we can.

The Institute helps us do it bigger, better, smarter — it has changed us as we work to change the world.

Naomi Sweitzer, Alumna

WANT TO LEARN MORE ABOUT OUR PLANS TO GROW?

We would love to hear from you!
You can reach us at info@nonprofitpractice.org or (781) 400-5742.

Donor Listing

Our growth, impact, and success this year have been made possible by the numerous donors and funding partners who invested in our work (July 1, 2016 –June 30, 2017). Together, we are elevating and diversifying the nonprofit sector and catalyzing lasting social change. Thank you!

\$200,000

Barr Foundation

\$100,000-\$199,000

The Boston Foundation

\$50,000-\$99,000

The Cape Cod Foundation
Highland Street Foundation
MFS Investment Management
Mark and Etta Rosen
State Street

\$25,000-\$49,999

The Abbot and Dorothy H. Stevens Foundation
Barry Dym and Fran Jacobs
The Peter and Elizabeth C. Tower Foundation
The Sy Syms Foundation

\$10,000-\$24,999

Amelia Peabody Foundation
Charlesbank Capital Partners
Matthew Epstein and Deborah Hiatt
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Social Innovation Forum
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\$5,000-\$9,900

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Mintz Levin Cohn Ferris Glovsky and Popeo PC
Needham Bank
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\$1,000-\$4,999

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\$500-\$999

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\$250- \$499

William and Amabel Allen
Zamawa Arenas and Murray Forman

Adele and Larry Bacow
Tom Beaton
Jon Biotti and Leslie Jeng
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Ramya Varanasi
Teresa Vazquez-Dodero
Monica Veth
Elizabeth Wade
Julie Wake
Stephanie Ward
Aleksandra Ward Tugbiyele
Bryan Wentzell
Jessica Whritenour
Ronesha Williams
Tara Young

*Thank you
to the many
students and
alumni who
have given
back to
the Institute.*

*Your generosity
helps us reach
more leaders,
organizations, and
communities!*

**We would like to offer special thanks
to our friends at Goulston & Storrs,
501Partners, and Earth2 for their
ongoing in-kind support.**

THE 10TH INSTITUTE FOR ANNIVERSARY NONPROFIT PRACTICE GALA 2017



Keynote
Mauricio Lim Miller
and INP Alumnus
Gordon Halm

At the Institute,
I discovered what
happens when
confidence
weds a dream,
and that is success.
The Institute helped
me realize that the
most powerful
manifestation
of the human spirit
comes with unlocking
the wealth of potential
that exists in all of us.

Dr. Damian Archer,
Chief Medical Officer of
North Shore Medical Center,
INP Class of 2017

Celebrating 10 Years of Leadership, Impact and Community

This June, we celebrated the Institute's 10th Anniversary with over 300 of our most dedicated alumni, mentors, faculty, and supporters. The evening included a performance by the Boston Children's Chorus, powerful testimonials from our graduates, and inspiring remarks from Mauricio Lim Miller, recipient of the Barry Dym Champion for Change Award. The event showcased the best of the Institute while mobilizing critical resources to support leaders tasked with solving the world's most complex challenges.

Thank you for helping us commemorate
a decade of impact!



Dr. Damian Archer

FY17 Financials

(as of June 30, 2017, unaudited)

The Institute for Nonprofit Practice is positioned to invest in growth. In FY17 we more than tripled our assets from continued and new funding sources, special event revenue, and a substantial multi-year grant from a leading regional funder. Our financial strength enables us to invest in hiring, and in particular, build our executive and fundraising teams, and to quickly leverage opportunities for expanded impact.

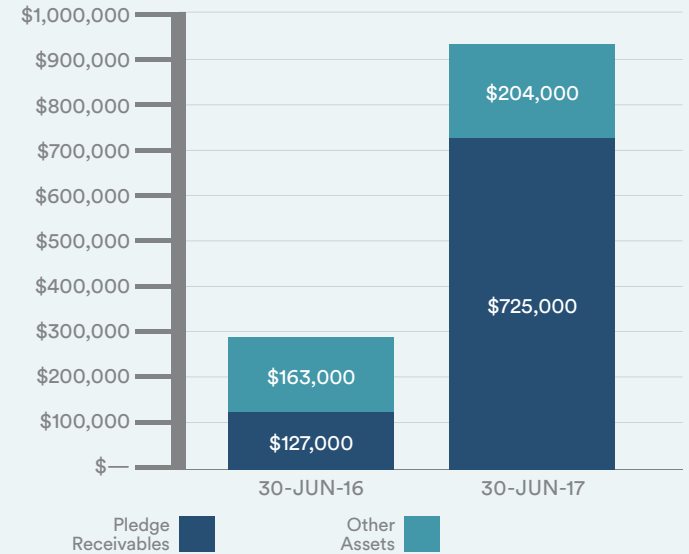
This increased financial strength comes largely from investors recognizing the value and importance of INP's work. Through the generosity of donors, we were able to leverage more than \$1 million more in contributions in FY17 than in the prior year. In FY17, we also diversified our revenue streams, adding a corporate giving strategy.

We made several investments this fiscal year to prepare the Institute for deepened impact and geographic scale, including a formal strategic planning process, faculty recruitment and development, curriculum enhancement, marketing, and program scholarships. We strengthened our financial position and are now on a path of heightened growth.

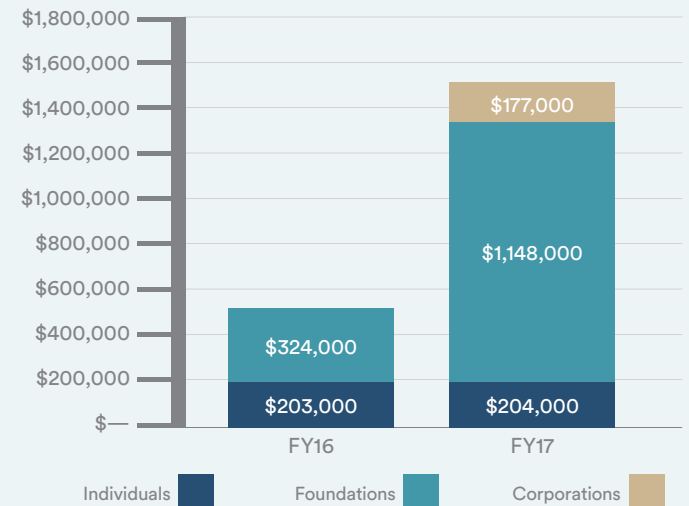
PROFIT AND LOSS STATEMENTS

		FY16	FY17
INCOME	Earned Income (Tuition)	\$308,000	\$390,000
	Contributions	\$792,000	\$964,000
	TOTAL INCOME	\$1,099,000	\$1,345,000
EXPENSES	Program Costs + Personnel	\$718,000	\$841,000
	Scholarships	\$100,000	\$70,000
	Special Events and Marketing	\$7,000	\$136,000
	Administrative	\$53,000	\$100,000
	Professional Services	\$100,000	\$83,000
	Occupancy	\$73,000	\$74,000
	Strategic Plan Development	\$29,000	\$69,000
	TOTAL EXPENSES	\$1,078,000	\$1,372,000
NET ORDINARY INCOME	\$21,000	-\$17,000	
OTHER INCOME	Temporarily Restricted Income	\$335,000	\$1,086,000
	Net Assets Released	\$327,000	\$470,000
	NET INCOME	\$29,000	\$599,000

ASSETS AT YEAR END | June 30, 2017 vs June 30, 2016



CONTRIBUTIONS BY SOURCE | Raised Year-Over-Year





Being part of this amazing community of inspiring leaders has helped restore my faith in humanity and renewed my resolve to make our world a better place.

The skills, relationships, and confidence I have gained from this program will last a lifetime and I intend to use them wisely.

Elsa Gomes Bondlow,
Major Gifts Officer,
United Way of Massachusetts Bay
and Merrimack Valley,
INP Class of 2017



Leadership



*This year, our visionary founder,
Barry Dym
retired from his role as
President and CEO of the Institute.*

*Barry's fierce dedication to social justice
coupled with his thought leadership
and exceptional teaching skills
have established the Institute
as a leader in the field, making
our growth and expansion possible.*

*We are incredibly grateful for his
decade of work building the Institute
and for the ways he continues to
support our work and other important
social change efforts in the community.*

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We sincerely appreciate our talented team of faculty and volunteers who shared their time and talents to enrich the student experience this year!

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Sunindiya Bhalla / United Way of Mass Bay and Merrimack Valley
Gretchen Biesecker / Bees Knees Consulting
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Annette Rubin / Coaching to Potential
Roohi Rustum / The Arc of Change
Colin Stokes / The Achievement Network
Felicia Sullivan / CIRCLE at Tufts University
Colby Swettberg / Silver Lining Mentoring
Chrisaldi Vasquez / Family Independence Initiative
Bennett Windheim / Modular Advertising and Marketing



The knowledge I have gained through the Institute has given me the confidence, desire, and ability to lead where I had not led before. My experience with INP was one of the defining moments of my life.

Corey Depina,
Youth Development and
Performance Manager, Zumix,
INP Alumnus

Corey Depina



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— **practice**

For more information, contact us at
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