



FOUNDED: 2007

CURRENT ANNUAL BUDGET: \$1.2M

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Investment Opportunity

The Institute for Nonprofit Practice seeks an investment of \$3.6M over the next two years in order to expand operations and establish the foundation to double the number of leaders served by 2022, and to enable continuing replication in other regions. Over the next two years, the Institute will establish a national headquarters in Boston, distinct from the Boston-area program, and establish a second site in a new metro area. During this time, INP will hire new staff, deepen fundraising capacity, engage funding and delivery partners in new locations, and recruit required faculty and mentors.

The Institute for Nonprofit Practice (INP) paves the way for greater nonprofit impact by providing diverse nonprofit executives and emerging leaders the skills, confidence, and resources they need to build strong, effective organizations. INP combines lectures, practice, peer feedback, and mentoring in an intensive, academic-year certificate program. Participants learn the fundamentals, build the networks, and gain the confidence essential to their professional success and the health of the organizations they serve. The Institute closes the talent and diversity gap in nonprofit leadership, assuring a pipeline of well-prepared candidates poised to meet the social sector's pressing challenges.

- Comprising 9% of the US workforce, the nonprofit sector has become a crucial component in addressing society's most important needs;
- In New England, 78% of nonprofit executives will leave their jobs before 2020, and only one-third of those executives feel there is adequate bench strength to succeed them;
- Disparities and career barriers in the sector remain: 11% of nonprofit CEOs are people of color, and women hold only 21% of leadership roles in large nonprofits despite comprising 75% of the nonprofit workforce;
- Over the last 20 years, less than 1% of foundation funds have been directed towards leadership development.

Two-Year Goals

- Expand from 1 to 2 metro areas; establish a national headquarters to support growth
- Increase number of students served by 25% and build the organizational infrastructure to double students served in 5 years
- Expand an electronic library of standard curriculum components to share across sites
- Create a scholarship fund to financially support Core Program participants

Ways to Invest

FINANCIAL

- \$25,000 funds a lead faculty instructor for one year
- \$8,000 funds a full fellowship to the Community Fellows Program for one year
- \$4,000 covers the cost of the financial subsidy INP provides to each Core Program participant

IN-KIND

- Volunteer to be a mentor for a program participant
- Donate a community meeting space to host a program for a year
- Technology to help alumni connect and share resources
- Specialized marketing and advertising support

Leadership & Governance

Yolanda Coentro, President & CEO, holds a Master's in Social Work and has devoted her professional life to the social sector, serving as an executive at Horizons for Homeless Children and the Boston YWCA before joining INP. Her core team includes Jenn Bender, COO, Audrey Gillis, Development Director, and Presceia Cooper, Director of Community Engagement. Twenty seasoned nonprofit executives serve as faculty members to deliver the program. The Institute's 13-member Board comprises members from the banking, financial services, business, academic, and nonprofit sectors.

THE INSTITUTE FOR NONPROFIT PRACTICE MODEL



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INP is addressing both the pressing lack of skilled leaders and the need to invest in and advance women and leaders of color. Their model is comprehensive, easily scaled, and now more necessary than ever.

CHRISTINE LETTS
Senior Lecturer, Harvard
Kennedy School

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BUILDING ESSENTIAL LEADERSHIP CAPACITY

The Institute for Nonprofit Practice (INP), which operates in partnership with Tisch College at Tufts University, envisions a world where society's most complex problems are solved by the most talented people. Through its two certificate programs – the Core Program, designed for current nonprofit leaders, and the Community Fellows Program, a prestigious fellowship designed for the most promising emerging community and nonprofit leaders – INP fills the leadership development deficit that has prevented social sector organizations from reaching their full potential for impact. Diversity and inclusion are emphasized throughout the INP program experience. INP is dedicated to mitigating the biases and barriers to entry and advancement in the sector for people of color and women.

Building Fundamental Skills

The Management Seminar in both the Core and Community Fellows Programs includes weekly classroom sessions over an academic year covering a range of fundamental topics, including leadership and self-awareness, recruiting talent and managing high-performing organizations, financial management and fundraising, governance and the role of boards, diversity and inclusion, impact measurement, coalition building, and succession planning. The curriculum is intended to deliver best practices and innovative approaches to amplify the impact of nonprofit leaders and their organizations. The Institute's exceptional faculty are experienced practicing nonprofit professionals who bring their real-world perspective to the classroom.

Putting Skills into Practice

As a companion to each Management Seminar session, program participants break out into smaller Practice Seminar sessions. In these groups, participants apply what they have learned, examine their current leadership challenges, and problem-solve with a diverse group of leaders representing various organizations and fields within their sector.



The alchemy of helpful insights, time-tested readings, expert guest lecturers, accessible and skillful instructors, plenty of introspection, and actionable next steps have transformed how I view myself and how I approach my work.



CINQUÉ DUNHAM-CARSON
Director of Community Engagement,
Bottom Line

Key Investors

- THE ABBOT AND DOROTHY H. STEVENS FOUNDATION
- AMELIA PEABODY FOUNDATION
- BARR FOUNDATION
- THE BOSTON FOUNDATION
- THE CAPE COD FOUNDATION
- EASTERN BANK
- HIGHLAND STREET FOUNDATION
- JOHN HANCOCK
- LEON LOWENSTEIN FOUNDATION, INC.
- THE PETER AND ELIZABETH C. TOWER FOUNDATION
- SY SYMS FOUNDATION

Partners

- CITIZEN SCHOOLS
- COMMUNITY TEAMWORK
- JONATHAN M. TISCH COLLEGE OF CIVIC LIFE - TUFTS UNIVERSITY
- ROOM40 GROUP
- SAVE THE BAY - NARRAGANSETT BAY

Engaging with Mentors

As an extension of their immersive Management and Practice Seminars, program participants have the chance to engage with a mentor during the academic year. Mentors are seasoned nonprofit and private sector executives who serve in a one-to-one coaching role; providing a sounding board and offering guidance to participants as they internalize and then put into practice what they are learning through the Institute.

Building Durable Networks

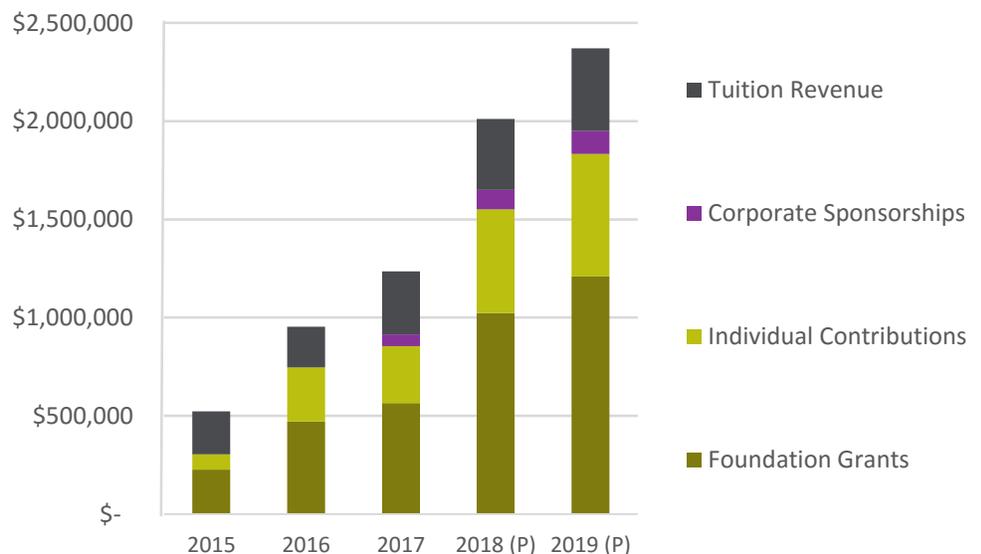
Of crucial importance to any executive is the ability to call on professional networks to access resources, make important organizational connections, cultivate community support, and engage with thought partners to collaborate and solve problems. Institute participants develop new connections with their program cohort, mentors and alumni, and they also acquire the skills to continue the practice of network-building going forward.

INP fundraises to keep the cost of tuition low for Core Program participants and free for Community Fellows. In addition to depth of skill and renewed confidence, all participants also earn a certificate from Tufts University upon completion of the program.

FINANCIAL SUSTAINABILITY

Since its launch in 2007, the Institute has steadily grown in organizational budget size, geographic reach, programming, and impact. INP has established a financial model with diversified revenue streams. Today, the Institute serves 150 students per year across seven program sites in greater Boston, and is poised for significant expansion. With a goal of reaching new geographic locations and doubling program capacity by 2022, INP has worked diligently to forge and leverage relationships with funders and community organizations, and has strategically built development capacity.

Revenue by Source



Success Story: Damian

Damian is an accomplished doctor at a regional health center. When he attended the Institute in 2016 with two of his colleagues, he was at a crossroads. Damian was profoundly committed to serving the most marginalized communities, but was discouraged and overwhelmed by organizational challenges that limited his and the health center's potential.

He could have chosen a larger hospital with ample resources and opportunity, but Damian sought to devote his work and talent to communities where the need was great.

Through their experience at the Institute, Damian and his colleagues embarked on the overhaul of their struggling community health center. They systematically turned around the culture, decreased their budget deficit, improved morale, and set a clear path together towards success. Damian built a support network at INP, his confidence soared, and within a year, he was promoted to Chief Medical Officer.

In describing his transformative Institute experience, Damian says his education came in two forms, "things that were taught and things that were caught – the human purpose and drive to make a difference." The time for reflection, learning, planning, and resource building catalyzed the health center's ability to improve and grow. It amplified Damian's impact as a doctor and now as a leader.

A year later, Damian's INP Practice Seminar continues to meet and expand their learning experiences together.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

The Institute recently completed a five-year strategic plan to establish a blueprint for growth – training more leaders, reaching new locations nationally, expanding the curriculum, engaging new faculty, and creating new online resources. Within five years, INP will expand to four new metro areas, offer 15 classes, train 400 students annually, and unleash the power of 2,200 alumni. Over the next two years, INP will launch in one additional metro area, build out the Boston-based team to include staff dedicated to local program delivery, and continue to develop the leadership team for INP's national headquarters. INP will expand development staff to fuel its aggressive growth plans.

	FY 2017	FY 2018 (P)	FY 2019 (P)
PROGRAM PERFORMANCE			
Number of classes	6	6	7
Number of students	150	160	190
Size of alumni network	950	1,110	1,260
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Expand geographically	Boston	Boston + New Metro Area	2 Metro Areas + HQ
Build regional and HQ teams	Faculty Director + additional development support	2 site EDs + Program Manager + admin. support	Major Gifts Officer + data and evaluation support
Enhance program	Engage experts to deepen program content and evaluation	Implement technology to support curriculum replication	Expand alumni programs and network engagement
Total revenue	\$1.2M	\$2.1M	\$2.5M

SOCIAL IMPACT

INP participants complete pre- and post-program surveys across multiple dimensions of management and leadership to evaluate the changes in their levels of competence and confidence. Over the next five years, the Institute will further develop alumni engagement and programming, and collect survey data about alumni career advancement and the effect of skills and networks developed during the program on the nonprofits where alumni lead.

INDICATORS FOR ALUMNI	MEASUREMENT
Report significant growth in management and leadership skills	90%
Feel confident that they can use tools learned at INP to effect change in their organizations/communities	90%
Report strong or extremely strong growth in their personal and professional networks	95%
Have a diversity and inclusion plan/tactics they can put into practice by the end of the program	75%
Report that their organizations had increased resources and accelerated impact	93%