



a society more humane –  
a world more livable

## 2008 – 2009 BOARD LEADERSHIP TRAINING SERIES

The **Geraldine R. Dodge Foundation** is pleased to announce an intensive step-by-step program to build a stronger and more effective Board of Directors for your organization. We have teamed up with The Nonprofit Center at La Salle University to present a **FREE**, comprehensive series that has three components:

### **1 OVERVIEW:**

*An introductory full-day Bootcamp (choose one workshop);*

### **2 DRILLING DOWN:**

*A series of eight follow-up intensive workshops on the most pressing Board development subjects; and*

### **3 INSTITUTIONALIZING THE LEARNING:**

*An opportunity to apply for a matching grant to bring in a consultant to work with the full Board on any area that the organization has identified as a priority.*

Register online at [www.grdodge.org/learning/technicalassistance](http://www.grdodge.org/learning/technicalassistance)

### **Workshop Attendance and Registration Requirements:**

- ◆ This series requires a substantial commitment from both Staff and Board. To be eligible for the matching grant for a consultant your organization must attend **ONE** Bootcamp and at least **FOUR** of the eight follow-up workshops.
- ◆ All workshops are limited to 25 participants and will fill up quickly. Preference will be given to groups attending the Bootcamp and who are working towards eligibility for the matching grant. Groups wanting to attend just one or two workshops will be considered if space is available.
- ◆ You must attend as a team of top Management and Board. The Executive Director (or a comparable staff member) must attend all selected workshops as the consistent participant throughout the series. Board members can rotate between workshops as appropriate.
- ◆ Application registration forms must be received at least three weeks prior to selected **workshop date**. (Limit of four people per organization for each workshop, except for the BootCamp which allows for up to five participants.)

#### **Questions? Please contact:**

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# Care and Feeding of Quality Board Members

Workshop facilitated by Laura Otten

**Tuesday, January 27, 2009 from 10:00 am– 4:00 pm (9:30 am Check-in)**

**Geraldine R. Dodge Foundation Training Room  
14 Maple Avenue, Morristown, NJ**

It's an ongoing challenge to find qualified Board members who bring the appropriate skills, temperament, expectations, and passion to the organization they serve. Once you have strong Board members, how do you keep them motivated and content? This full-day workshop will reveal the perpetual cycle of Board assessment and development that propels healthy organizations. Participants will learn how to monitor and build their Boards' profiles in terms of skill, experience, expertise, and demographics; explore strategies to recruit new Board candidates; develop effective Board member orientation; manage officer and committee chair succession and Board performance appraisals; and run effective meetings. **This workshop is designed for the Executive Director, Board President and Committee Chairs.**

## Measuring What Matters!:

**THINKING DIFFERENTLY ABOUT ASSESSMENT FOR YOUR BOARD AND ORGANIZATION**

Workshop facilitated by David Grant

**Thursday, January 15, 2009 from 10:00 am – 4:00 pm (9:30 am Check-in)**

**New Jersey State Bar Association—NJ Law Center  
One Constitution Square, New Brunswick, NJ**

**Wednesday, February 4, 2009 from 10:00 am – 4:00 pm (9:30 am Check-in)**

**Geraldine R. Dodge Foundation Training Room  
14 Maple Avenue, Morristown, NJ**

This signature full-day workshop will shatter your pre-conceived ideas about assessment and provide invaluable tools to help you incorporate assessment into planning and feedback processes by focusing on *improving your Board and work*, not merely auditing it. This workshop will also examine the forces (i.e. lack of time!) that get in the way of good assessment practices and suggest approaches to counteract them. Participants will first learn the basics of how to develop their own assessment rubrics and then apply the techniques to develop a rubric about Board-related priorities. **This workshop is best suited for the Executive Director, Executive Committee, Committee Chairs and other staff and Board members interested in learning how to measure what matters.**

## The Board's Role in Fundraising

Workshop facilitated by Allison Trimarco

**Wednesday, January 14, 2009 from 10:00 am – 4:00 pm (9:30 Check-in)**

**NJPSA/FEA (Foundation for Education Administration)  
12 Centre Drive, Monroe Township, NJ**

To be successful at fundraising, you need to know all your options and pull together a diversified strategy that is right for your organization. This full-day program focuses on the Board's role in fund development and fundraising, including how to inspire reluctant fundraisers, ask for gifts (large and small), and determine trends in philanthropy and giving. You will leave with an understanding of all that is involved in fundraising so that you can decide where to spend your time and energy to achieve the best results. **This workshop is best suited for the Executive Director, the Executive Committee, Development Chair, Board Treasurer, members of the Development Committee, and anyone interested in fundraising. Staff members involved in leading fundraising efforts should also attend.**

# Board Financial Management

Workshop facilitated by Lawrence Mangan

**Wednesday, January 21, 2009 from 10:00 am – 4:00 pm (9:30 am Check-in)**

Geraldine R. Dodge Foundation Training Room  
14 Maple Avenue, Morristown, NJ

Today more than ever before, a nonprofit's finances must be able to withstand intense scrutiny, as the responsibility for financial well-being and oversight rests on the knowledge and competence of finance staff and Board members. This full-day program on the Board's role in managing the organization's money includes best practices in financial management, navigating the new 990 and annual audit, financial literacy for Board members, and investment management and policies. **This workshop is best suited for the Executive Director, the Executive Committee, Development Chair, Board Treasurer, members of the Finance Committee and CFO or equivalent.**

# A Strategic Approach to Strategic Planning

Workshop facilitated by Jason Alexander

**Thursday, January 8, 2009 from 9:00 am – 12:30 pm (Check-in 8:30 am; 12:30 lunch)**

Frelinghuysen Arboretum, Haggerty Educational Center  
53 East Hanover Avenue, Morristown

Strategic planning involves an investment of time, energy, and money. Get a deeper understanding of the process, including why strategic planning is so important; the Board's role including the review of mission and core values, what a healthy process looks like in a nonprofit environment; what to expect; who should be involved; and how to get started. You'll leave this session better informed so you can assist your nonprofit through an effective and inspiring strategic planning process that won't result in a plan that gathers dust on the shelf. This half-day workshop will be a priority for organizations thinking about or preparing to launch a planning process. **We encourage Executive Directors to bring a team of up to two additional Board Executive Committee members and/or Chair of the Strategic Planning Committee to this workshop.**

*This half-day workshop can be paired with the Board/Founder Relationship workshops.*

# The Board/Founder Relationship—Making It Work

Workshop facilitated by Laura Otten

**Thursday, January 8, 2009 from 1:00 pm – 4:30pm (Check-in and lunch at 12:30 pm)**

Frelinghuysen Arboretum, Haggerty Educational Center  
53 East Hanover Avenue, Morristown

Founders of nonprofit organizations are generally imaginative, creative, and entrepreneurial leaders. But all those elements that led to the creation of the organization and its success can also present relationship challenges between a Board and the founding executive. The following questions will be answered in this half-day session: How does the Board execute its roles and responsibilities when the founder is the one who brought the Board on to help make this vision a reality? Or step in when the original mission and strategic plan need changing? Or plan for the succession of a founder and successfully hire a new director? And how do both Board and founder adapt to the changing relationship? **We encourage Founding Executives to bring a team of up to three additional Board Executive Committee members to this workshop.**

# INSTITUTIONALIZING THE LEARNING: Working with a Consultant

Even after attending our workshops, we expect some organizations would welcome a consultant to come work with the whole Board and focus on their specific challenges and goals. **If an organization attends the Bootcamp and at least four of the eight other Board workshops in the series, they will be eligible to apply for up to a \$5,000 matching grant to hire a consultant to work with the entire Board on an issue that has been identified during the workshop series.** Raising the money for the match will be one of the first activities of the newly-trained and hopefully newly-inspired Board!

In early February 2009, every eligible organization participating in the requisite number of workshops will receive a Matching Grant Consultancy application via e-mail. Applications for the matching grant will be due in March 2009 with notification of funding in April. The consultancy must occur by May 2010. A report on the results of the work with the consultant will be due upon completion of the consultancy. We expect that the application selection process will be competitive.

The scope of the work and the actual consultant selected to work with the Board will be entirely up to the organization. The Dodge Foundation will have a short list of possible consultants listed on our website as a starting point for your search; however we are by no means encouraging the use of any particular consultant. We recognize that finding a consultant is a very personal and critical process (the right personality match is essential), and the selection is entirely up to the applicant.



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***Don't miss out on the  
OTHER DODGE FOUNDATION WORKSHOPS  
(Not part of the Board Leadership Series)***

**BUILDING COMMUNITY THROUGH TECHNOLOGY:  
*WEB 2.0 FOR NON-TECHIES***

In-person and online workshops facilitated by Sue Nyoni

**\*\*\*YOU MUST ATTEND ALL THREE SESSIONS — ONE IN PERSON AND TWO ONLINE\*\*\***

*MEET YOUR TEACHER AND CLASSMATES IN PERSON ON:*

**Tuesday, January 13, 2009 10:00 am – 4:00 pm (9:30 am Check-in)**

**Geraldine R. Dodge Foundation Training Room  
14 Maple Avenue, Morristown, NJ**

*YOU MUST ALSO ATTEND THE FOLLOWING TWO SESSIONS ONLINE:*

**Thursday, January 22, 2009 10:30 am – 12:00 pm**

**Tuesday, February 3, 2009 10:30 am – 12:00 pm**

Web 2.0 technologies – the next generation of web-based tools – offer many opportunities for nonprofits to improve the efficiency of their internal operations, build community and collaboration, generate more funding and interact with their constituencies. Workshop participants will be introduced to technologies such as wikis, social-networks and blogs. Not every tool is right for every organization, so an important aspect of this workshop is to provide participants with a methodology for selecting and implementing the tools which appropriately support their organization's mission and goals. This workshop will help participants identify practical and meaningful ways to integrate Web 2.0 into their work. *Participants attend the first session in person and then the two follow-up sessions will occur online via the Internet. Practical homework assignments implementing the new technology tools will be assigned between classes and reviewed by the instructor.* You will be launching these new tools before you can say "Web 2.0." **We encourage Executive Directors to bring a team of up to two additional staff members (i.e. communications, marketing, fundraising personnel) to this workshop.**

**MAKING SENSE OF THE NEW IRS FORM 990:  
*WHAT EVERY NONPROFIT NEEDS TO KNOW***

**Presented by Elizabeth Pilacik, CPA, chair of Asher & Co's Nonprofit and Tax-Exempt Services  
with The Nonprofit Center at LaSalle University**

**Wednesday, February 11, 2009**

10:00 am – 11:30 am

**ONLINE WEBINAR**

*Have you checked out the new 990 form?* The IRS has redesigned the Form 990 that tax-exempt organizations must file each year. With increased emphasis on transparency and greater scrutiny of a nonprofit's operations and use of assets, you need to be prepared to address these changes. Don't be caught off guard by the new questions examining board governance practices or the new data reporting requirements. This webinar will help those involved with preparing your tax forms and/or working with your auditor get the facts they need to move forward with confidence. **This workshop is recommended for the Executive Director, Board President, Board Finance Committee Chair and/or the person who is responsible for completing the 990.**

## Faculty

**Jason Alexander** is a senior partner at Capacity for Change, LLC, which provides management consulting to nonprofits. As both a consultant and facilitator, he emphasizes strategies and ideas that improve performance, strengthen decision-making, foster collaboration, and promote accountability. He has served as a management, planning and development consultant for nonprofits, state and local government agencies, consortia, foundations, and grassroots organizations. He has an MA in Public Policy and Urban Affairs from the University of Delaware and a BA from College of the Holy Cross.

**Ross Danis** has been the Education Program Director for the Geraldine R. Dodge Foundation since 2000. Prior to joining Dodge, Ross worked at all levels in the New Jersey public school system, including serving as the Assistant Superintendent of the Randolph Township School District, as Principal of Clinton Public School, and as a staff developer at the Academy for the Advancement of Teaching and Management. Ross continues to teach courses on Leadership and Change at various universities.

**David Grant**, President and CEO of the Geraldine R. Dodge Foundation, joined Dodge in 1998. From 1994 to 1998 he was a national consultant to schools and leader of workshops on topics of curriculum and program design, professional development, assessment practices and school culture. In 1983, David along with his wife, Nancy Boyd Grant, co-founded The Mountain School of Milton Academy, a semester-long, residential environmental studies program in Vermont for high school juniors. He was co-director of the school for 11 years.

**Lawrence Mangan** is president of LTM Consulting Group, LLC, a firm dedicated to providing investment, finance, accounting, tax and operating consulting services to family and independent foundations, independent schools and other nonprofit organizations. Prior positions included chief financial officer of the Rockefeller Foundation and treasurer and vice president of the Connelly Foundation. Larry earned his MBA from La Salle University and a B.S. in Finance from Pennsylvania State University.

**Sue Nyoni** is the Systems Manager for the Geraldine R. Dodge Foundation, overseeing and coordinating all aspects of the Foundation's technology infrastructure, with an emphasis on environmentally conscious processes and products. Sue also manages the Foundation's online presence and provides strategic consulting and project management in the areas of communications and new media for all Foundation programs and initiatives. Sue has expertise in the use of social media and other new web tools in the non-profit sector for social change. She has served as a consultant for a number of private sector and nonprofit groups focusing on the design and development of information systems which support organizational goals and missions. Sue has been with the Dodge Foundation for 10 years.

**Laura Otten**, Ph.D. has been the director of The Nonprofit Center since 2001. She began her affiliation with The Nonprofit Center shortly after it was formed in the early 1980s, working as a consultant and trainer, primarily in the areas of Board development, strategic planning and program evaluation, and she continues to play these roles in addition to providing direction and leadership to The Nonprofit Center's educational, consulting, and leadership development programs. She is a national expert in numerous aspects of nonprofit management and governance. She earned her MA and Ph.D. from the University of Pennsylvania and her BA from Sarah Lawrence College.

**Sonia J. Stamm** is the former director of educational programs for The Nonprofit Center, where she shaped the organization's educational curricula and direction. She also works directly with client organizations in the areas of Board development, leadership transitions and organizational development. Prior to joining The Nonprofit Center as a consultant and instructor in 2001, she spent a decade as an executive search consultant for emerging companies. She earned an M.Ed. from Temple University and a BS from Ithaca College.

**Allison Trimarco** is the founder of Consulting for Nonprofits, which works with nonprofit organizations of all types to increase their management capacity. Her practice focuses on fundraising, communications, strategic planning, and Board development projects. Prior to beginning her consulting practice, she worked for a wide range of nonprofit organizations, including libraries, public television, theatre, and the financial services industry. She earned her MA in Arts Management at Carnegie Mellon University and her BA in Theatre at Smith College.