

# Governance By Popular Demand

FRIDAY – SATURDAY, JANUARY 6 - 7, 2012

JOAN B. KROC INSTITUTE FOR PEACE & JUSTICE, UNIVERSITY OF SAN DIEGO



## Keynote Speakers:

FRIDAY - MAI MOUA, PH.D.

Founder and President, Leadership Paradigms

**Leading the Way: Creating Collective Impact  
Through Inclusive Governance Models**

SATURDAY - JUDY MCDONALD

President, Board of Directors, Parker Foundation

**Insights on Leadership**

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# USD's Eighth Annual Nonprofit Governance Symposium

## Governance By Popular Demand

For the last seven years we have brought you the latest information on nonprofit governance. We have researched new thinking and best practices to find out what is needed, relevant, and crucial to make our sector stronger. This year we wanted to add your voices more directly to the symposium's design. The result: 140 San Diego leaders provided feedback which shaped this agenda. We took your comments and requests, combined them with our usual best practice and academic research and are proud to present the conference you requested.

**On Friday we are delighted to feature:** Mai Moua, Ph.D., Founder and President, Leadership Paradigms, as our keynote speaker. Dr. Moua will speak on *Leading the Way: Creating Collective Impact Through Inclusive Governance Models*

Dr. Moua is a challenging and provocative speaker who has helped many organizations stretch their imaginations and move into new governance territory – one that aims for successful collective action and collaboration. She is a faculty member at University of Minnesota's Humphrey Institute for Public Affairs, Union Institute and University and Walden University. Dr. Moua's recently released book is titled, *Culturally Intelligent Leadership: Leading through Intercultural Interactions*. She also serves on the Board of Directors of Twin Cities Public Television Network.

### Who should attend:

- New and experienced board members
- Teams comprising board members and staff
- Chief executives, foundation leaders, and emerging leaders
- Public board and commission members
- Prospective board members
- Service-club members

The Eighth Annual Nonprofit Governance Symposium comprises two interconnected yet independent days. Seminars have been designed to meet the special needs of organizations (and the people who steward them), at all stages of their development – from emerging to established. Participants may attend one or both days. Space is limited. Early registration is encouraged.

### What you will experience:

#### Learning:

- Engage in a strategic mix of seminars, conversations, examples and lectures focused on best practices for nonprofit governance.
- Discover resources for maintaining a healthy organization and overcoming the challenges presented by hard times.

#### Sharing conversation and experience with those who have been there:

- Exchange ideas with conference goers and seminar leaders representing a wide variety of nonprofit organizations.
- Listen to a case study of an award-winning organization's approach to excellent governance.
- Learn about an organization that has achieved and surpassed good governance at the presentation of the Sixth Annual Kaleidoscope Award for Exceptional Governance™. A special reception honoring the winner and previous winners will close the event on Friday.

#### Meeting those you know and those you should know:

- Network with new colleagues who, like you, are working to create effective board strategies.

## Friday: Board Service

### Focusing on What Matters...Staying Engaged...Creating True Impact

#### Schedule for Friday, January 6, 2012

8:00-8:30	Registration, Breakfast, and Visiting	11:45-12:45	Lunch and Keynote Speaker Mai Moua, Ph.D. <i>Leading the Way: Creating Collective Impact Through Inclusive Governance Models</i>  In her keynote, Dr. Moua will define a new governance model, explore the five factors that shape healthy inclusive governance and explain why this approach leads to a more effective organization.
8:30-8:45	Welcome and Introductions Dean Paula Cordeiro, University of San Diego's School of Leadership and Education Sciences  Pat Libby, Clinical Professor and Director, Institute for Nonprofit Education and Research		
8:45-10:00	Presentation of Sixth Annual Kaleidoscope Award for Exceptional Governance™ and Panel Presentation featuring the awardees  Dr. Mary McDonald, Assistant Professor, University of San Diego and Chair of the Award Committee	1:00-2:30 2:45-4:00 4:00	Concurrent seminars Mini-Lecture series Reception honoring the Kaleidoscope Award winner and book signing for <i>The Lobbying Strategy Handbook: 10 Steps to Advancing Any Cause Effectively</i> , by Pat Libby & Associates
10:15-11:45	Concurrent seminars		

# Friday's Seminars

Please note: Each seminar is designed to be interactive and conversational. Seminars are 1.5 hours long and will be offered twice during the day. Seminars are limited to 25 participants. Each seminar has been created with a specific audience in mind. The following reference key has been designed to help participants determine which seminars they may wish to attend:

- I** Introductory information for a new or first-time board member
- E** Experienced board members are encouraged to attend
- A** All conference participants are encouraged to attend

## 1. **Leading the Way: The Difference between Governance and Management** **A**

The primary responsibility of a board of directors may be governance; however, board members often find themselves slipping into a management role to address additional needs. At best this is confusing; at worst the governance role suffers. Figuring out what role to play at what time is essential. This seminar clarifies essential governance purposes, functions, roles and structures, and provides tips on how to maximize the board's leadership role.

*Ron Mitchell, CPA, Lead Audit Partner, AKT LLP*

## 2. **Staying on Point: Long Range Strategic Thinking** **E**

How does an organization address its most urgent short-term issues while keeping focused on what is needed to sustain it over the long haul? Good strategic planning requires a fertile environment that allows the board and key staff to get creative, gather different perspectives, recognize assumptions and explore new ideas. This seminar will outline steps to creating this kind of innovative culture, providing practical examples of how strategic thinking can help an organization meet its purpose.

*Dave Schneider, Executive Director, Arc San Diego and Mike Lichtenberger, CPA, Managing Director and Shareholder, CBIZ and Mayer Hoffman McCann P.C.*

## 3. **Creating Energy: Positive Organizational Cultures** **A**

This session features words of wisdom from leaders of organizations in San Diego that have successfully created trust and confidence within their teams. Come share ideas about how to build respectful, high-energy cultures in your organization and learn the steps to engage both your board and staff in promoting positive change.

*Marjory Kaplan, CEO, Jewish Community Foundation San Diego and John Ohanian, CEO, 211 San Diego*

## 4. **Making It Meaningful: Board Engagement Strategies** **E**

With its critical role of fiduciary agent and the ongoing pressure to lead its organization to new heights, boards need their own source of renewable energy to tap into, as well as a clearly defined system within which to operate. Do your board members look forward to board meetings and feel energized afterwards? Has your board articulated and adopted its own statement of standards and expectations? Do your board meetings include at least one strategic issue on each agenda? What about succession planning? We will cover it all, and help you bring newfound energy into the boardroom for a greater experience for all involved.

*Paul Van Dolah, President, Van Dolah & Associates and USD faculty member and Gail Littman, Director of Endowments, Jewish Community Foundation San Diego*

## 5. **Changing the Guard: Leadership Succession** **E**

It's quite simple. Having an effective board today doesn't mean much if next year's board is not. Planning for future board members and officers is a critical component for every nonprofit – one that impacts the organization to its very core. How though do you ensure that the right board members are brought on at the right time? Come learn how successful board recruitment is achieved to ensure a functional, effective, enjoyable board experience for all involved...now and into the future.

*Deirdre Maloney, President, Momentum San Diego and USD faculty member*

## 6. **Governing Frameworks: Seeing Your Organization through Fiduciary, Strategic and Generative Lenses** **A**

Good governance is not only about what is accomplished, but the questions that must be asked to get there. In this interactive session, participants will discover a governance framework that will help you ask the right guiding questions for organizational success. The goal is two-fold: To deepen your knowledge of governance by providing a 360-degree lens through which you can view your organization and to equip you with new tools to address short and long-term strategies for your nonprofit.

*Janine Mason, Executive Director, Fieldstone Foundation and Program Officer Consultant, Weingart Foundation and Lina Park, Membership Director, Asian Film Foundation*

## 7. **Framing Your Path, Finding Your Place: Different Models of Governance and Organizational Life Cycles** **A**

Choosing the right model for your organization is what makes governance more effective, efficient and pleasurable. Since nonprofits have distinct lifecycles, it is critical that they pick the appropriate model for their particular stage of development. We will explore each organizational stage and discover how to create the right governance model for your organization.

*Andy Maffia, CPA, Audit Manager; Elsa Romero, CPA, Principal; and Elizabeth Clarke, CPA, AKT LLP*

## 8. **Ensuring Your Future: Executive Search** **A**

One of the key responsibilities of a nonprofit board is hiring the chief executive. With thousands of baby boomers nearing retirement, this important task has begun to take on a sense of urgency, yet few board members know how to approach this process. This seminar, led by an experienced search consultant, will guide board members through a search process from start to finish for the best possible results.

*Pat Libby, Clinical Professor and Director, Institute for Nonprofit Education and Research*

## 9. **Strengthening the Partnership: Executive Performance, Supervision, Evaluation and Compensation E**

Having a positive board/executive partnership is a best practice in the nonprofit community that is easier said than done. Many executive directors complain that they have to initiate performance and salary discussions and then receive little direction or input from their

board. At the same time many boards feel over-managed by their executives yet they are also reluctant to embrace their supervisory responsibilities. This seminar will help define a true board/executive partnership, addressing how to set effective policies and successfully implement them over time.

*Brian Yacker, CPA, JD, Partner, Windes EO Group*

## Mini-Lecture Series

The mini-lecture series, delivered principally by USD faculty members, returns again this year. Each mini-lecture is suitable for all attendees and is only offered once. Choosing which lecture to attend is the hard part! We encourage teams to split up and share the knowledge gained with one another.

### 1. **Building Positive Relationships**

Partnerships and alliances with constituents, other organizations and the public are more essential than ever to meeting your organizational mission. This lecture will help you identify the relationships most critical to your organization and provide the steps on how to build them.

*Mai Moua, Ph.D., President and Founder, Leadership Paradigms*

### 2. **Expanding Perspectives: Diversity**

Sharing different perspectives, finding each other's blind spots and growing into larger frameworks are the cornerstones of strategic thinking and inquiry. Come to this workshop and learn how to tap into these hidden resources to make your organization more effective.

*Paula Cordeiro, Ed.D., Dean, USD's School of Leadership and Education Sciences*

### 3. **Choosing the Right Fundraising Campaign**

Considering an appropriate fundraising campaign for your organization requires careful, strategic thought. This becomes even more crucial in a troubled economy filled with increasing demand and competition. This seminar will help you sift through the choices and create the right campaign for you.

*Carole Fish, President, Fish and Lewis Consulting and USD faculty member*

### 4. **Finding the Right People: Board Recruitment Systems and Strategies**

Successful boards aren't accidental. They start with a comprehensive board recruitment system based on your organization's needs, and end with a good board development system. What are new and effective approaches to board recruitment? Find out the system and you'll be on your way to finding the right people.

*Liz Shear, Consultant and USD faculty member*

### 5. **Measuring Up: Board Evaluation**

No board can rest on its laurels. The challenges facing nonprofits in today's economy are significant, demanding the best board governance. How to get there? By intentionally and consistently assessing the board's performance and developing action plans for ongoing improvement. This mini-lecture examines different assessment methods, and provides practical implementation tools for use the day you return to the office.

*Paul Van Dolah, President, Van Dolah & Associates and USD faculty member*

### 6. **Making It Count: New Organization Evaluation Strategies**

One of your many important board responsibilities is to ensure the public that your organization is meeting its service delivery goals. Learn the latest thinking on program evaluation from a governance perspective and make your mark on the nonprofit landscape.

*Laura Deitrick, Ph.D., Director, Caster Family Center for Nonprofit and Philanthropic Research*

### 7. **Sharing Your Cause: Social Networking**

Social networking options change daily, creating an overwhelming landscape for organizations to nail down. This session will first provide an overall picture of what social networks are available to nonprofits, and explore how they can be integrated into an overall communication strategy to reach constituents. It will then explore how to choose individuals in your organization to conduct your social network activities, identify successful strategies used by other nonprofits, and determine how to calculate your social networking "ROI".

*John Callery, Web Developer, USD's School of Leadership and Education Sciences*

### 8. **Making Your Message Count – Getting What You Want**

Marketing isn't just about reaching your audience with a beautiful brochure or a twitter account. It's about using those tools to get people to contribute their time, talent and hard-earned dollars to your organization. The key to inspiring people to act on your behalf? Crafting the right message. It's not easy, but when done well can be the difference between failing to meet your organization's goals and exceeding them. This mini-lecture explores how successful organizations craft messages that don't just get noticed -- they get results.

*Deirdre Maloney, President, Momentum San Diego and USD faculty member*

### 9. **Leading Ethically**

Join us for an engaging conversation. Together we will identify qualities of ethical leadership, consider their importance and examine ways to enact those qualities in our organizations.

*Patti Saraniero, Ed.D., Principal, Moxie Research and USD faculty member*

# Saturday: Money

## Bringing It In...Managing It Well...Keeping It Legal...Advancing Your Cause

### Schedule for Saturday, January 7, 2012

8:00-8:30	Registration, Breakfast, and Visiting
8:30-8:45	Welcome and Introductions Michael Pinto, Ph.D., Co-Chair, USD's Institute for Nonprofit Education and Research Advisory Board and Chair, Volcan Mountain Preserve Foundation board  Ruth Westreich, Co-Chair, USD's Institute for Nonprofit Education and Research Advisory Board and President, The Westreich Foundation
8:45-10:00	Armchair Interview with Judy McDonald, President, Board of Directors, Parker Foundation, <i>Insights on Leadership</i>
10:15-11:45	Concurrent seminars
12:00-1:00	Lunch with Connecting Conversations
1:15-2:45	Concurrent seminars

**Keynote:** Judy McDonald, President, Board of Directors, Parker Foundation

### Insights on Leadership

Judy McDonald has been an active community volunteer and leader serving the San Diego nonprofit community for over 35 years. Her humor, optimism, grace and 'joie de vivre' have shaped our philanthropic landscape. She is a mentor to many of our successful leaders and continues to work towards making San Diego a better place for all. Join Judy as she shares stories and lessons learned from experience.

Judy began her long public service career with the Junior League in the 1970s. She was involved with the founding of SAY San Diego and the initiation of Voices for Children. Over the years, she has worked on issues involving the well being of children, domestic violence, arts education, philanthropy, and many others. She currently is the President of the Parker Foundation, board member of the National Conflict Resolution Center, member of Neighborhood Funders in the Diamond, Vice-chair of the NTC Foundation, and advisory board member of Second Chance. Judy is the proud mother of four daughters and seven grandchildren.

## Saturday's Seminars

Each seminar is designed to be interactive and conversational. Seminars are 1.5 hours long and will be offered twice during the day. Please note: The first two seminars listed are two-part 3-hour seminars, beginning in the morning and ending in the afternoon. Seminars are limited to 25 participants.

Each seminar has been created with a specific audience in mind. The following reference key has been designed to help participants determine which seminars they may wish to attend:

- I** Introductory information for a new or first-time board member
- E** Experienced board members are encouraged to attend
- A** All conference participants are encouraged to attend

### 1. Building a Culture of Philanthropy within the Board **A**

(**Note:** Two-part seminar: This seminar continues in the afternoon for a total of three hours)

Join the Association of Fundraising Professionals Senior Executives Initiatives for a stimulating seminar on how to build a culture of philanthropy in your organization. Topics include building strong boards that support philanthropy from the bottom up and knowing how to connect major donors to meaningful causes and projects.

*David B. Gillig, Senior Vice President, Rady Children's Hospital San Diego and Executive Director, Rady Children's Hospital Foundation; Mary Ruth Carleton, Vice President for University Relations and Development, SDSU and CEO of The Campanile Foundation; Todd R. Schultz, Director of Development, The Old Globe; Shelly Stuart, Vice President of Development, San Diego Humane Society; Mark Stuart, Chief Development and Membership Officer, San Diego Zoo Global and President, Foundation of the Zoological Society of San Diego; Bill Littlejohn, CEO Sharp HealthCare Foundation and Senior Vice President of Sharp HealthCare, and Timothy O'Malley, Ph.D., Vice President for University Relations, University of San Diego*

### 2. Advancing Your Cause: Ten Steps to Successful Advocacy **A**

(**Note:** Two-part seminar: This seminar continues in the afternoon for a total of three hours)

The Lobbying Strategy Handbook shows how concerned citizens with passion for a cause can influence U.S. lawmaking regardless of how much or how little they know about government. The centerpiece of this seminar is a 10-step framework that guides participants through the essential elements of conducting a lobbying campaign. It is designed for people who are brand new to the advocacy and lobbying process as well as those with some experience looking for new campaign strategies. The first part of the seminar will discuss the importance of lobbying, explore the legal dos and don'ts, and detail the core elements of a low-cost campaign. The second part will help you construct an actual lobbying campaign strategy. Come prepared to talk about an issue you want to address.

*Pat Libby, Clinical Professor and Director, Institute of Nonprofit Education and Research and Howard Wayne, JD, Deputy Attorney General, California and USD faculty member*

### 3. **Guarding Your Assets: Everything you Need to Know about Finance I**

This seminar will address the essential ingredients to successful fiduciary governance: what to ask for, how to understand what you get, which financial policies to have in place and the new legal requirements you need to understand.

*Cindy Bertrand, CPA, Partner, BDO USA, LLP*

### 4. **Finding Your Way: Strategic Planning Models E**

This seminar is designed to provide you with state of the art models of strategic planning, and applications of those models to field-based case studies. The session will use both presentation and interactive discussion to illustrate the models' theoretical accuracy, as well as their relevancy to the leadership of nonprofit organizations.

*Mary McDonald, Ph.D., Assistant Professor, Department of Leadership Studies, USD's School of Leadership and Education Sciences*

### 5. **Managing and Staffing Your Board I**

Like it or not, a key role for any executive director is staffing and managing the board. How well you do it plays a significant role in determining board effectiveness, efficiency and engagement. This seminar will give you practical tips on how to do it all, from crafting the agenda and managing the meeting to staffing committees and sustaining a positive partnership with your chair.

*Alberto Cortés, CEO, Mama's Kitchen*

### 6. **The Secrets to Effectively Marketing Your Nonprofit A**

Why do many nonprofits think marketing isn't worth their time? Because it's often not! When done incorrectly, marketing is a waste of

money. When done correctly, however, it can make all the difference in meeting those fundraising, recruitment, and programmatic goals we all strive for. This session will tell you how to do it all: from identifying which market will help you reach your organizational goals, to figuring out how to find them, how to reach them, and what to say to them when you do. We will also explore the variety of ways board members can and should get involved in their organization's marketing activities.

*Deirdre Maloney, President, Momentum San Diego and USD faculty member*

### 7. **Keeping You Legal: New Federal and State Laws Affecting Nonprofits A**

We live in a changing legal environment. Not only have federal reporting laws changed, California has also put new requirements on nonprofit boards. Learn about all of the changes that impact your organization and how you can address them.

*Patricia Jo Mayer, CPA, Senior Tax Manager, Moss Adams LLP and Jonathan A. Grissom, JD, Partner, Higgs, Fletcher & Mack*

### 8. **Online Fundraising: The Anatomy of an Online Ask A**

Online fundraising is the next frontier. Is your organization well positioned for it? This workshop will include an assessment of your organization's internal readiness, an introduction to the "Anatomy of an Online Ask" and tips for online-savvy thank yous to keep your supporters engaged and giving. Workshop attendees will receive a variety of tools focusing on online fundraising, building an online community, and developing social media policies and procedures.

*Jennifer Jones, Research Assistant, Caster Family Center for Nonprofit and Philanthropic Research and Don Stump, Executive Director, Lifeline*



# Registration for the Eighth Annual USD Nonprofit Governance Symposium

## TWO EASY WAYS TO REGISTER! PLEASE CHOOSE ONE:

1. Log onto [www.sandiego.edu/nonprofit/symposium](http://www.sandiego.edu/nonprofit/symposium) to register and pay online.

OR

2. Mail in the completed form and a payment in the form of a check to the University of San Diego, Institute for Nonprofit Education and Research, 5998 Alcalá Park, San Diego, CA 92110. A confirmation will be e-mailed to you upon receipt of your registration. Checks should be made payable to the University of San Diego.

## FEES AND PAYMENT

Early Bird Special! Register by December 15, 2011

	Single Person	Team of two
Single day	\$85	\$160
Two day	\$160	\$310

Register after December 15, 2011

Single day	\$100	\$190
Two day	\$190	\$370

## GENERAL INFORMATION (Please type or print legibly)

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Daytime Phone \_\_\_\_\_ E-mail (required for confirmation) \_\_\_\_\_

If you are registering more than one person, please list additional attendee names and e-mail addresses here:

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**THE FINE PRINT:** Conference fees include continental breakfast, lunch and a resource CD. Cancellations will be accepted until December 15, 2011. Registrants who cancel after December 15th are not eligible for a refund. Substitutions may be made at any time for confirmed registrants. Onsite registration (if available) will start at 7:30 am January 6th at the conference venue.

**QUESTIONS?** E-mail [nonprofit@sandiego.edu](mailto:nonprofit@sandiego.edu) or call (619) 260-7442.

**FOR UPDATED INFORMATION AND TO REGISTER ONLINE:** [www.sandiego.edu/nonprofit/symposium](http://www.sandiego.edu/nonprofit/symposium)

*"This event is imperative for any nonprofit board member! I learned a great deal of insight about the key responsibilities that make a strong board member an asset to an organization. Topics included but not limited to: leadership and group dynamics, providing proper financial oversight, ensuring legal and ethical integrity, and enhancing the organization's public standing. It was a fun day, and I would highly recommend the Symposium to my colleagues and friends."*

*Sadie Sponsler, RD, Board Member, SuperFood Drive*

# University of San Diego's Eighth Annual Nonprofit Governance Symposium

For updated information and to register online: [www.sandiego.edu/nonprofit/symposium](http://www.sandiego.edu/nonprofit/symposium)

*"Our Board of Trustees was greatly honored to receive the Fifth Annual Kaleidoscope Award for Exceptional Governance™. Establishing good governance as a priority has been instrumental in pushing forward our vision to make music education accessible and affordable for all children."*

*Jim Whitesell, SDYS Board Chair and UC-San Diego Professor*

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