



**SCHOOL OF LEADERSHIP
AND EDUCATION SCIENCES**
*Institute for Nonprofit
Education and Research*

University of San Diego's
Ninth Annual Nonprofit Governance Symposium

The Kaleidoscope of Governance Governance as Leadership

FRIDAY – SATURDAY, JANUARY 11 – 12, 2013

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



Keynote Speaker

SATURDAY - LARRY ENGLISH

Outside Linebacker for the San Diego Chargers
Founder of the Larry English L.E.A.D. Foundation

Who Should Attend

Both 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

For updated information and to register online: www.sandiego.edu/nonprofit/symposium

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USD's Ninth Annual Nonprofit Governance Symposium

The Kaleidoscope of Governance — Governance as Leadership

A kaleidoscope unites and transforms bits of glass into beautiful, coherent patterns through a multi-lensed structure. Like a kaleidoscope, exceptional nonprofit governance unites and transforms bits of information into coherent patterns through a three-lensed structure that remains constant even when the landscape changes. These lenses are fiduciary, strategic and generative. The structure is the combination of law, mission, principles and policy which undergird the organization. The result is meaningful, intelligent stewardship that can change the world.

We have experienced a nonprofit revolution.

It happened in 2004 with the publication of *Governance as Leadership: Reframing the Work of Nonprofit Boards* by Richard Chait, Bill Ryan and Barbara Taylor. It was the first text to officially provide what we at USD now call the **kaleidoscope of governance** framework.

It began with some startling observations:

- Most governance is past referenced, episodic and boring
- Most focuses solely on fiduciary governance, necessary but insufficient to truly actualize the organization
- Boards have become more regulatory — more like managers or police officers than a leadership team
- Governance needs to be meaningful and productive on many levels to keep board members engaged

The solution is the **kaleidoscope of governance**, a new framework of thinking in which boards view the organization through three lenses: fiduciary, strategic and generative. Each of these requires a different cognitive approach, thus a different agenda design, style and question.

FIDUCIARY GOVERNANCE is the most common and familiar governance lens. It is the stewardship of tangible assets, the role of overseer. The goal is good oversight of operations, legal compliance and fundraising. It is about efficiency not effectiveness. The key question is “What is wrong/right?” Fiduciary governance agendas are typically more formal and report driven.

STRATEGIC GOVERNANCE is the creation and evaluation of organizational impact, the role of strategist. The goal is to move the organization wisely into a preferred future, shaping the work around that future and offering technical assistance along the way. It is about effectiveness, not conformance. The key questions are “What is your thinking about the future of this organization and what is the plan?” Strategic governance requires a more flexible agenda and style.

GENERATIVE GOVERNANCE defines the context for both the fiduciary and strategic lenses. It is the creative and expressive aspect of governance; the role is sense-maker. Its goal is to identify the values, assumptions, culture and judgments of the organization to discover what is truly important. It focuses on making sense of complex organizational challenges and opportunities to make important decisions about direction, policy, and program. The key question is “What is the right question?” Generative agendas are open-ended, participatory and creative.

Friday: Generative Governance: An In-Depth Look at “The Juice of Governance”

Schedule for Friday, January 11, 2013

8:00-8:30	Registration, Breakfast, and Visiting
8:30-8:45	Welcome and Introductions Pat Libby, Clinical Professor and Director, Institute for Nonprofit Education and Research, University of San Diego
8:45-10:00	Presentation of Seventh Annual Kaleidoscope Award for Exceptional Governance™ and Panel Presentation Dr. Mary McDonald, Assistant Professor, University of San Diego and Chair of the Award Committee
10:15-11:30	Concurrent seminars

11:45-1:00	Lunch and Keynote Conversation <i>Connecting the Dots: Using a Fiduciary, Generative and Strategic Approach to Move San Diego's Philanthropy Forward</i> The latest USD Caster Center research studies on San Diego's nonprofit and philanthropic sector indicate increased public confidence, increased demand for services, and limited philanthropic resources. Join Caster Center for Nonprofit and Philanthropic Research Director, Dr. Laura Deitrick, Marjory Kaplan, CEO, Jewish Community Foundation of San Diego; Marion Paul, Executive Director, of San Diego Social Venture Partners and Tom Karlo, KPBS General Manager, for some fresh analysis and ideas to address the problems facing our community. Together we will connect the dots and create something new.
1:15-2:45	Concurrent seminars
3:00-4:00	Mini-Lecture series
4:00	Reception honoring the Kaleidoscope Award winners

Friday'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. 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:

Category

- 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

Lens

- G** Generative
- S** Strategic
- F** Fiduciary

1. What is Generative Governance: Cracking the Code & Making it Real **A/G**

Generative Governance (GG) offers a powerful way to renew and grow, yet implementing it can be a challenge. How do you start? Where do you focus? What does it look and feel like when you've got it right? This seminar helps you crack the GG Code and offers tangible ways to implement it in your organization.

Liz Shear, MA, USD faculty, organizational consultant and director of USD's Nonprofit Governance Symposium and Eric Klein, Principal, Dharma Consulting

2. Leading the Way: The Difference between Governance and Management **A/G**

Though the primary responsibility of a board is governance, members often find themselves slipping into a management role. This seminar clarifies essential governance functions, roles and structures, and provides tips on how to maximize the board's leadership role.

Ron Mitchell, CPA, Lead Audit Partner, AKT LLP, President Mira Costa College Foundation, and San Diego Medical Society Foundation Board Member; Elsa Romero, CPA, Principal, AKT LLP and Vice President of Finance and Revenue Enhancement San Diego State Alumni Association; and Andrew Maffia, ACPA, Audit Manager, AKT, LLP and North Coast Hospice Board Member

3. Creating Generative Board Cultures **A/G**

This seminar features words of wisdom from organizational leaders who have successfully created trust, confidence and deeper levels of board leadership. Share ideas about how to build respectful, highly productive board cultures and learn the steps to engage board and staff in promoting positive change.

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

4. Advancing Board Excellence: Broadening the Generative Experience **E/G**

Today's boards cannot be passive. They must extend beyond organizational oversight, engaging at deeper levels that help guide the organization through increasingly turbulent times. This seminar will provide new approaches for boards, how they can change their levels of engagement and move to a higher level of excellence.

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

5. Governing Frameworks: Seeing Your Organization through Fiduciary, Strategic and Generative Lenses **A/G**

Good governance involves knowing the right questions to achieve excellent outcomes. This interactive seminar will help you identify what those questions are for your organization. It will not only deepen your knowledge of governance by providing a 360-degree

lens with which to view it, but will also equip you with new tools to address short and long-term strategies.

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

6. Governance Lessons from the Girl Scouts of San Diego-Imperial County Council, the 2012 Kaleidoscope Award Winner **A/G**

Learn how this venerable 100 year old organization has evolved its board to become a 25 member team capable of shepherding a spot-on response to the needs of local girls (32,000 this year alone)! Join board members and key staff for a conversation about the elements of partnership, strategy and principled decision-making.

Jo Dee Jacob, Girls Scouts CEO, Katie Sullivan, Board Chair; Rick Brooks, Board Executive; Hollyce Phillips, Board Member; Deanna Martin Mackey, Board Development Chair; and Dr. Mary McDonald, USD faculty and Chair USD Kaleidoscope Award Committee

7. More Governance Lessons from the Field **A/G**

San Diego Youth Symphony and Conservatory and United Through Reading have developed outstanding governance practices. That's why they are both past USD Kaleidoscope Award Winners and were among the five finalists for the national BoardSource 2012 Prudential Leadership Award for Exceptional Nonprofit Board Governance, with the grand prize awarded to the Youth Symphony. Come and learn about their continued success in governance.

San Diego Youth Symphony and Conservancy Board President Robert Gaan and President/CEO Dalouge Smith; United Through Reading Board Chair RADM Fran Holian, USN (ret) and Sally Ann Zoll, Ed.D. CEO facilitated by Donald Stump, MA, North County Lifeline and USD Kaleidoscope Award Committee member

8. Board NEXT: Bridging the Gap Between Emerging Leaders and Board Service **A/G/S**

We know that a diverse set of perspectives, including age, is critical to every board's success. This session will examine the perceived barriers to engaging emerging leaders in nonprofit board service and how to overcome them. Current leaders will leave knowing how to recruit young professionals and utilize them effectively. Emerging leaders will understand how to identify the right board service for them, and what local resources are available to support their efforts.

Efrem Bycer, Vice President, Momentum LLC

9. From the Masters: Building a Competitive Advantage, One Board Member at a Time **A/G**

A successful nonprofit maximizes the skills, talents and connections of its board members to find mission success and meet the organization's financial bottom line year after year. Join some of

San Diego's Senior Fundraising Executives as they share best practices that help board members take their organizations to the next level.

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; Timothy O'Malley, Ph.D., Vice President for University Relations, University of San Diego and Joe Watkins, Vice President of External Relations, Point Loma Nazarene University with Carole Fish, CFRE, Principal, Fish and Lewis Consulting and USD faculty

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. Advocacy as Strategy **A/S**

We look around our communities and see so many things we want to change. But how? What are the most effective strategies nonprofit leaders can use to make legislative change at the city, county or state level? This mini-lecture provides an easy-to-use 10-step framework that will make an advocate out of anyone.

Pat Libby, Clinical Professor, Director, Institute for Nonprofit Education and Research, USD School of Leadership and Education Sciences

2. Diversity—It's Not What You Think **A/G/S**

Diversity is important for organizational health, yet many of us can't explain why. Learn why diversity is essential to create thriving organizations and how to foster diversity in your nonprofit.

Elizabeth Castillo, Associate Director, Institute for Nonprofit Education and Research, USD; Colleen Krause, Program Director, International Rescue Committee and Janedra Sykes, Organizational Consultant

3. Legacy Building: Planting the Seeds to Build Your Endowment **E/F**

The Chronicle of Philanthropy informs us that the generational transfer of wealth to charities will require strategies that are different than traditional fundraising. Using insights gained from Harvard, Yale and Princeton's successful multi-billion dollar campaigns, we will explore what it takes to build a successful endowment.

Gail G. Littman, Vice President Endowments and Communications, Jewish Community Foundation of San Diego

4. The Power of Case: What Promise Are You Making with the Community? **A/G**

Learn how to explain why your cause is important enough to fund, what you want to accomplish, and what your commitment is to getting the work done. Join in a stimulating conversation about your commitment, your promise, your case and how to make it real.

Carole Fish, CFRE, Principal, Fish and Lewis Consulting and USD faculty

5. The Kaleidoscope of Governance **G/S/F and A**

The Kaleidoscope of Governance creates stronger, innovative, successful organizations. That's why it's the theme of our conference. Like a kaleidoscope, exceptional nonprofit governance unites and transforms bits of information into coherent patterns through a three-lensed structure (fiduciary, strategic and generative) that remains constant even when the viewer or the landscape changes. Delve deeper into this concept, and leave with a new metaphor and an extensive understanding of effective governance.

Liz Shear, Consultant, USD faculty and USD Nonprofit Governance Symposium Director

6. Servant Leadership in the Boardroom **G/A**

The Servant Leadership movement began in 1970. Started by AT&T's Robert Greenleaf, its core foundation includes fulfilling the public trust, focusing on what matters, finding the right questions to ask and defining service as work to the community. Join Rancho Santa Fe Community Foundation's board chair and executive director as they share their journey to exemplify these values and build an even stronger board.

Neil C. Hokanson, Chairman, Rancho Santa Fe Community Foundation Board of Directors and Christina Wilson, Executive Director and USD faculty

7. Building Financial Sustainability **A/S**

While many nonprofits focus solely on grants and individual donors for their financial viability, more and more are looking to earned income strategies as a third leg of support. While often lucrative and valuable, these strategies are not without risk. We will explore real earned income trials and tribulations experienced in the field. This is your opportunity to understand the concept of earned income strategies and how they may be applied in your organization.

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

8. Better Marketing for a Better Bottom Line **S/F and A**

Why is marketing the first to go when nonprofits need to make cuts? Why can't organizations see the benefit of marketing to their bottom lines? Because they're doing it wrong! This session will provide a crash-course on all things marketing: from identifying which market to target, to how to find them, and what to say when you do. We will also explore how board members can and should get involved.

Deirdre Maloney, President Momentum LLC, USD Faculty

9. The Power of Questions **A/G**

Questions can be a powerful tool for improving the quality of communication among groups. By attending this session you will learn how to use questions as a way to increase trust, enhance mutual understanding, and shift relationships with your fellow board members to the generative level.

Zachary Green, USD faculty

10. Nonprofits and Civil Society **A/G**

Join a panel discussion of USD doctoral students to learn how civil society relates to the nonprofit sector. Explore why civil society matters and what your board can do to help strengthen it.

Dr. Mary McDonald, USD faculty, with panel of USD doctoral students from the School of Leadership and Education Sciences

Saturday: Strategic and Fiduciary Governance: The Foundation of Every Excellent Nonprofit

8:00-8:30	Registration, Breakfast, and Visiting		English L.E.A.D. Foundation; Susan English, Larry's mother and CEO of the Foundation; and Grace Chaidez, Assistant Director of the Foundation for a fascinating conversation and discussion about how to effectively use university resources to build the capacity of a nonprofit organization.
8:30-8:45	Welcome and Introductions Ruth Westreich, Co-Chair, USD's Institute for Nonprofit Education and Research Advisory Board and President, The Westreich Foundation		
8:45-10:00	Nonprofit capacity building in plain English: town-gown at its best! Join Pat Libby, Director of USD's Nonprofit Institute; San Diego Chargers Outside Linebacker, Larry English — founder of the Larry	10:15-11:45	Concurrent seminars
		12:00-1:00	Lunch with Connecting Conversations
		1:15-2:45	Concurrent seminars

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:

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Fiduciary Governance

1. Governing Policies and You **A/F**

The board of directors is responsible for creating policy well beyond those that are legally required (Whistleblower and Document Retention and Destruction). Comprehensive governing policies free you up to attend to emerging issues, set clear expectations, prevent unnecessary conflict and keep boundaries clear. Find out how to establish and use these types of policies.

Elaine Lewis, MA, Executive Director for Developmental Services Continuum, Research Assistant, Caster Center for Nonprofit Research and USD faculty

2. Evaluating Revenue Streams — The “Unrelated Business Income” Question **E/F**

This seminar addresses the importance of Board fiscal governance policies with an emphasis on evaluating revenue streams for possible unrelated business income (UBIT), which comes with its own set of rules that could impact the tax exempt status of your organization. Get the scoop on how to identify UBIT and how to manage it.

Patricia Jo Mayer, MOSS ADAMS LLP, Senior Manager, Tax

3. Board Revitalization, Reengagement and Development: What Should Your Board Know? **A/F**

This seminar will address issues and answer questions about the revitalization, reengagement, and continuous growth demanded of board members. It will emphasize the significant issues facing board development and retention efforts, and provide tips to engage board members despite their limited resources and exposure to fiduciary liability.

Mike Lichtenberger, Shareholder and Nonprofit Practice Leader at Mayer Hoffman McCann P.C.

4. Beginner's Mind: Creating the Three-Lens Approach from the Very Start **F/G/S and I**

This seminar covers governance basics but with a twist. We will discuss the unique opportunities and challenges young organizations face, how to recruit and maintain a capable and diverse board of directors, and how a new organization can use the Governance as Leadership framework from its inception. Along the way we will provide practical tools that encourage generative and strategic discussion in board meetings and use real life examples of how organizational challenges can produce growth and deepen meaning.

Alberto Cortes, Executive Director Mama's Kitchen

Strategic Governance

5. 10 Steps to Social Media Governance: Where Community, Compliance, and Creativity Merge **A/S**

Social media is about community and creativity. For nonprofits, it is also about compliance. Numerous legal issues arise when nonprofits use social media to engage with clients, raise funds, and tell their story. Good governance is essential, but, as a new field with limited best practices, extends beyond traditional management techniques. What's a board member to do? This seminar will present 10 simple steps you can follow to ensure that your social media governance is generative, strategic, and effective.

Jennifer A. Jones, M.A., Research Assistant, Caster Family Center for Nonprofit and Philanthropic Research

6. Stakeholders: Governance at the Boundary A/S

Every nonprofit has stakeholders: people who live in your neighborhood, people who use your services, people who fund you, and more. Learn about effective ways to identify your stakeholders, get to know them and engage them in your work. It is governance beyond the usual boundaries, both being true to your mission and gaining support. This session will explore how Casa Cornelia Law Center, experienced this type of governance.

Jessica Robinson, MSW, Executive Director, Consensus Organizing Project SDSU School of Social Work and USD faculty, Allison Bechill, Casa Cornelia Law Center Director of Development

7. Systems Thinking — Fulfilling Dreams through Meaningful Process A/S

John Maxwell writes, “Processes do matter — we overstate the event and underestimate the process.” Systems and strategic thinking are critical to organizational success. Their outcome is not the completion of an academic exercise, but greater resolve. Learn about the differences between systems and strategic thinking, and how to apply them to your organization for greater success.

Ron Mitchell, CPA, Lead Audit Partner, AKT LLP, President Mira Costa College Foundation, and Board member San Diego Medical Society Foundation; Elsa Romero, CPA, Principal, AKT LLP and Vice President of Finance and Revenue Enhancement San Diego State Alumni Association; and Andrew Maffia, CPA, Audit Manager, AKT, LLP and North Coast Hospice Board Member

8. The Great Paradox: The Board and its Fundraising Role A/S

It's one of the worst-kept secrets around, and yet it's very common. While most everyone agrees that the board needs to play some kind of role in supporting the bottom line, the harsh truth is that most board members don't enjoy fundraising or are even good at it. How do you use the passion of board members to raise money for the organization? How can staff and board members work together for better results and be more comfortable fundraising discussions? This session will cover it all.

Deirdre Maloney, President Momentum LLC and USD Faculty

9. Organizational Showcases F/S/A

USD's Nonprofit Leadership and Management Program provides an opportunity for extensive student work in the community. Others can learn about exemplary projects when they are published for public use in our online Best Practices Library. Come hear about two such endeavors: the creation of an effective board manual for Wildcoast, and the development of an audit handbook for San Diego Center for Children. You'll also learn how your organization can utilize the library to advance your cause.

Wildcoast project: Serge Dedina, Ph.D, Wildcoast Executive Director, Kea Spurrier, San Diego Zoological Society and USD NLMP student; Justin Schaberg, San Diego Grantmakers Member Services Associate and USD NLMP student

San Diego Center for Children project: Diana Landis, CPA, San Diego Center for Children CFO and student; Lisa Andaleon, Project Manager Corporate Development Life Technologies and student; and Liz Shear, facilitator



Registration for the Ninth Annual USD Nonprofit Governance Symposium

TWO EASY WAYS TO REGISTER! PLEASE CHOOSE ONE:

1. Log onto www.sandiego.edu/nonprofit/symposium to register and pay online.

OR

2. Mail in the completed form and 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, 2012

	Single Person	Team of two
Single day	\$90	\$170
Two day	\$170	\$320

Register after December 15, 2012

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:

THE FINE PRINT: Conference fees include continental breakfast, lunch and a resource CD. Cancellations will be accepted until December 15, 2012. Registrants who cancel after December 15 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 a.m. January 11 at the conference venue.

QUESTIONS? E-mail nonprofit@sandiego.edu or call (619) 260-7442.

FOR UPDATED INFORMATION AND TO REGISTER ONLINE: www.sandiego.edu/nonprofit/symposium

"Every Board Chairman should attend this conference at least once during their term!"

Ron McMahon, Chairman, Rancho Santa Fe Foundation

"The Nonprofit Governance Symposium provides many benefits to our local nonprofit community. No other event in San Diego gives organizations such deep access to professionals, materials, and each other."

Andy Maffia, CPA and Senior Manager, AKT

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For updated information and to register online: www.sandiego.edu/nonprofit/symposium

LEARN

- 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.

SHARE

- Exchange ideas with participants representing a wide variety of organizations.
- Hear case studies on excellent governance from award-winning organizations.
- Be inspired by the winner of our Seventh Annual Kaleidoscope Award for Exceptional Governance™.

CONNECT

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

Governance By Popular Demand

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