



WHITE HOUSE FORUM ON NONPROFIT LEADERSHIP

November 15, 2011

Concurrent Working Sessions

ADVANCING DIVERSITY AND INCLUSION (*Board of Governors Room I*)

Facilitators: Paul Schmitz, Public Allies and Paula Gavin, National Urban Fellows

Federal Liaisons: Marco Davis, Corporation for National and Community Service; Eugene Schneeberg, U.S. Department of Justice; Philip Tom, U.S. Department of Labor

Thought Leaders: Kelly Brown, D5 Coalition and J.D. Hokoyama, Leadership Education for Asian Pacifics, Inc.

Because nonprofits are the groups that bring Americans together to advocate for social causes and improve their communities, country, and world, it is important that the sector include and empower the voices and perspectives of Americans from a diversity of backgrounds. Despite the sector's purpose and intentions, however, there is evidence that it is falling short of effectively advancing diverse leadership. Recent surveys, for example, find that more than 80 percent of nonprofit leaders are Caucasian, and women are less likely than men to lead larger organizations. By diversifying nonprofit leadership, we will help to build organizations that are ultimately capable of greater community impact and more sustainable growth. For the sector to become more inclusive and diverse, organizational leadership (CEOs and boards) must embrace best practices and leverage talent pools from all sectors and all parts of our communities in order to more effectively recruit and promote diverse talent. This session will explore how best practices can be leveraged to build organizational commitments to greater diversity and inclusion at all levels.

DEVELOPING CROSS-SECTOR TALENT PIPELINES (*Hall of Service*)

Facilitators: Rafael López, The Annie E. Casey Foundation and Trish Tchume, Young Nonprofit Professionals Network

Federal Liaisons: John Gomperts, Corporation for National and Community Service; Clay Middleton, Corporation for National and Community Service; Sydney Smith-Heimbrock, U.S. Office of Personnel Management

Thought Leaders: Dan Cardinali, Communities in Schools; John Rice, Management Leadership for Tomorrow; Ellen Schall, Robert F. Wagner Graduate School of Public Service, New York University

The private sector invests heavily in the attraction and development of talent, which is seen as a primary driver of organizational performance. The social sector, in contrast, under-invests in

human capital development while new dynamics present increasing challenges to existing talent strategies. Increasingly, organizations seek staff members able to delicately balance passion and purpose with business savvy and subject-matter expertise. There is enormous potential in building cross-sector bridges to allow talent to flow more freely between the public, private and nonprofit sectors, such as opportunities to attract military veterans and alumni of our nation's service programs. To improve outcomes for communities, the sector must strengthen its talent pipelines by cultivating diverse future leaders. This group will work to propose practical, scalable solutions to the unique challenges of developing robust and diverse leadership pipelines that will allow the sector to fulfill its potential as both an employer and a vehicle for social change.

EQUIPPING LEADERS TO FACE TOUGH CHALLENGES (*Hall of Service*)

Facilitators: Mikaela Seligman, Independent Sector and Kirk Kramer, The Bridgespan Group

Federal Liaisons: John Kelly, White House Office of Faith-based and Neighborhood Partnerships; Michael Robbins, U.S. Department of Education; Gretchen Van der Veer, Corporation for National and Community Service

Thought Leaders: Kathleen Quirk (CLA) and Melinda Weekes (Interaction Institute for Social Change)

Today's economic uncertainty demands that nonprofit leaders have the skills to both meet their communities' needs and meet payroll, all while operating in a more dynamic and interconnected environment. Rising to the challenge of leading in a state of constant change requires different skills and capacities than nonprofit leaders may have traditionally needed. Now they must operate with fewer resources in the present while meeting more pressing and still emerging needs that will last into the future. Known interventions can support and strengthen leaders' capacities to confront their most significant challenges, productively engage conflict toward better outcomes, and build strong teams in tough times. The private sector has innovated powerful models to accomplish these goals, while the federal government has also developed proven models worthy of consideration by nonprofits. This group will explore the potency of field-tested practices designed to build leadership capacity. It will also develop a sector-wide strategy to challenge and support existing leaders in pursuit of achieving their full potential.

SCALING SOCIAL INNOVATIONS (*Conference Room LL20*)

Facilitators: James Weinberg, Commongood Careers and James Shepard, AchieveMission

Federal Liaisons: Paul Carttar, Corporation for National and Community Service; Alexia Kelley, U.S. Department of Health and Human Services; Ben O'Dell, U.S. Department of Health and Human Services

Thought Leaders: Shawn Bohlen, Year Up; Aimée Eubanks Davis, Teach for America; Mario Morino, Venture Philanthropy Partners; Dana O'Donovan, Monitor Institute; Kim Syman, New Profit Inc.

Some of the social sector's most exciting potential for growth and job creation rests with a relatively small group of highly innovative and entrepreneurial nonprofits offering

breakthrough results and the potential for scale. Fueled by both private and public sources of growth capital, such as venture philanthropy and the Social Innovation Fund, these organizations increasingly find that their greatest barriers to growth are related to issues of talent, leadership, and management. In order to achieve rapid and sustainable growth, both funders and nonprofits must truly focus on strengthening human capital management functions. This includes enhancing the ways in which nonprofits recruit, manage, develop, and retain talent, as well as how they actively shape and drive organizational culture. Such investments have already demonstrated enormous returns in the private and public sectors, and so cross-sector collaborations are available to support the transfer of knowledge and best practices. This group will work to identify the unique human capital challenges of social entrepreneurs and pursue the most viable solutions for helping them continue to grow their programs, workforce, and social impact.

CATALYZING PUBLIC AND PRIVATE INVESTMENTS IN LEADERSHIP (*Board of Governors Room II*)

Facilitators: Richard Brown, American Express Company and Mark Bodden, Rudin Family Foundations

Federal Liaisons: Cedric Grant, U.S. Department of Commerce; Max Finberg, U.S. Department of Agriculture; Heather Peeler, Corporation for National and Community Service

Thought Leaders: Karen Dyer, Center for Creative Leadership; Barbara Krasne, KrasnePlows Consulting; Craig Middleton, Presidio Trust; Alex Rossides, Growth Philanthropy Network); Kerry Sullivan, Bank of America Charitable Foundation

Effective, innovative leadership is essential for the nonprofit sector to spur the country's job growth and strengthen the economy by delivering high-quality programs and services. To advance nonprofit leadership development, new funding streams and public-private partnerships are critical to support creating, growing and scaling programs targeted and customized for current, emerging, and future nonprofit leaders. Current funding mechanisms from both private and public sources are often isolated, fractured and unable to reach a scale that can drive significant change. Aggregation, cooperation and collaboration across the public, private and social sectors will enable the field to more effectively share best practices, improve its approach to investments and better support nonprofit organizations in realizing the potential of their leaders and change agents. This working group will develop a sector-wide strategy to ensure nonprofits have the resources and smart partnerships necessary to address their talent and human capital needs.