

NONPROFIT NEWS



The power of staff and board financial literacy

Case study:
Developing pay equity policies

Beyond Bob: considering alternatives to Robert's Rules

At session midpoint, some priorities accomplished, more to go



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Our Mission

MCN works to inform, promote, connect, and strengthen individual nonprofits and the nonprofit sector.

Together with our 2,200 members, MCN helps nonprofits accomplish their missions for a healthy, cooperative, and just society.

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Letter from Nonoko Sato, executive director

The power of staff & board financial literacy

For a long time, I believed that nonprofit financial literacy was unachievable for non-finance professionals and not useful to my work.

I joined nonprofit boards for my professional development, only to shy away from sitting on the finance committees believing I had nothing to contribute. It increased my feeling of imposter syndrome, and I questioned my competence and worth, which was already exacerbated by being one of the few women of color in nonprofit leadership positions.

I cannot understate the sense of confidence I developed simply by understanding what each line on the balance statement represented, because financial literacy is power.

Nonprofit finances tell a story, demonstrate how an organization lives into their values, and are a tool for accountability or, conversely, gatekeeping. Disparities and inequities exist everywhere, including nonprofits, exacerbated by decisions, policies, and systems designed by dominant culture to exclude people from financial decision-making.

Among many reasons, good accounting practices allow leaders to make calculated decisions, for boards to assess risks and opportunities, for funders to feel confident about an organization's sustainability, and for current staff and candidates to understand the financial health of their organization.

As workers seek more transparency, accountability, and shared ownership of decision-making processes, their ability to meaningfully contribute is tied to their ability to read organizational financial statements.

And for nonprofit boards, one of their core responsibilities is fiduciary oversight, which cannot be properly conducted without their ability to comprehend financials and be prepared to ask good, insightful questions.

At a minimum, nonprofit board and staff financial literacy should include:

- Confidence reading and interpreting financial statements like balance sheets, income and expense statements, and cash flow documents;
- Understanding organizational revenue streams and any restrictions on how the funds are meant to be used;
- Knowledge of the budgeting process; and

- Ability to ensure internal controls are in place and that the organization is complying with various laws, regulations, and reporting requirements.

At the individual staff and board level, financial literacy can inspire confidence, especially for people who have identities underrepresented in our sector, to feel that a career or board role in nonprofit finances is a viable one. Financial literacy also gives leverage to workers to understand the flow of money, aid in key discussions around equitable and transparent pay structures, and advocate for critical benefits to recruit and retain talent.

At the organizational level, ensuring all (*and I mean ALL*) staff and board members are empowered to understand financials and invited to participate in dialogue demonstrates a model of shared leadership.

Strong leaders and board members are confident enough to be transparent about financial decisions and willing to be held accountable. This is the value and the challenge of collective financial literacy power.

Additionally, organizational decisions regarding where to allocate resources matter. Financials can track and show how nonprofits are living into their values by prioritizing vendors that are local or owned by people who have faced systemic divestments. Boards and finance leaders can choose investment funds that aim to have a sustainable and socially just impact (such as ESG or environmental, social, and governance funds).

There are excellent finance resources and trainings in Minnesota including MCN and our friends [Propel Nonprofits](#). I also encourage you to check out [#NPFFinance23](#) on Twitter for attendee take-a-ways and insights from our recent Nonprofit Finance & Sustainability Conference.

So, in conclusion, a toast. May your investment portfolios be strong, your multi-year gifts be unrestricted, your assets be robust, your accounts receivable secure, and your monthly cashflow always nets positive. And here's to all of us knowing what this means. Cheers!

In community,
Nonoko

Guest column with Daryl Yankee, MCN board member & leadership consultant

Beyond Bob: considering alternatives to Robert's Rules

It's your first board meeting and you are ready to contribute your time, talent, and expertise in service to your favorite cause. The board president calls the meeting to order and after a few pleasantries (and hopefully an introduction for new members) the board dives in. There is a motion to end a program made by the retired treasurer. A CFO from the local healthcare monolith immediately seconds. There is a request to clarify, which is summarily dismissed. Next, a call for a vote. "All in favor say Aye!" and the room is suddenly filled with sailors. The board president then mumbles "any objections (split-second pause) hearing none" and bang – the motion is approved, leaving you to wonder what significant action did you just rubber stamp?

Welcome to Robert's Rules of Order. Army Officer Henry Robert didn't set out to create a stiff and stuffy structure that perpetuates existing power imbalances. He was frustrated by confusion and inefficiency of meetings he attended and offered up a framework for conducting business and making decisions in a fair, orderly, and efficient manner.

So what went wrong? Enforced in a way that privileges people who are more familiar with them or have more experience with parliamentary procedure, Robert's Rules can disproportionately advantage individuals who have had more opportunities for board education and professional development. This often correlates with socioeconomic, gender, and racial advantages.

So why use them? Though not legally binding, Robert's Rules are designed to facilitate a fair and equitable process for debate and to document decisions. If you have a decision-making procedure that engages everyone, you have your bases covered. Written minutes or recordings of virtual meetings of whatever structure you use to govern should suffice if the lawyers come knocking.

Robert's Rule's aren't inherently evil, but in the hands of board presidents and committee heads untrained in utilizing them, they earn their reputation as a stale artifact. There are alternative frameworks such as Open Space, Appreciative Inquiry, and Task Process, to name a few. No matter which you choose, it is critical that any facilitator interested in including all voices observes some basic rules:

Share the agenda and supporting materials in advance. Processors don't like surprises. Give board members plenty of

time and data to support informed opinions and decisions.

Know your people and how to encourage participation.

Do you know each board member's preferred method of communication? Do you know which are the dogs (barking and clawing for consensus) and which are cats (sitting back and silently preparing a response)? Check in and discover ways they can express themselves authentically and safely.

Establish ground rules. What does meaningful participation look like? Are there values and norms that the group agrees should guide discussion? Consider drafting and revising these on a regular basis so they reflect changes in the culture as you invite new experiences and perspectives to the board.

Include everyone and be sensitive to cultural differences, varying abilities, and neurodiversity. Avoid insider jargon and don't assume everyone's on the same page. Share meaning behind acronyms and trade speak with new board members. Provide visual aids and respectful accommodations. Allow breaks for members who are sensitive to over-stimulation.

Facilitate robust decision-making. Don't rush through the agenda. Be prepared to put a pin in a proposal and revisit once more information has been gathered. Did you know board members report that over 90 percent of decisions are unanimous? Encourage dissent and leave time for quieter voices to be heard (*pun intended*).

Allow for alternative forms of participation. Virtual attendance or participation via chat or messaging allows neurodiverse individuals an opportunity to offer input and render an opinion in a way that is comfortable for them.

Follow up. How did decisions land? Is there any additional input from processors that should be shared with the board? If there is resistance, don't be afraid to revisit the subject with the benefit of perspective and new information.

Ready to edit the power imbalance supported by artifacts like Robert's Rules and other structures that silence voices? Write your own rules that makes space for everyone on your board!

Daryl Yankee serves as a MCN board member and consultant, using visual harvesting to create connections through all-inclusive formats, welcoming all styles of expression into the decision-making process.

A glimpse into the world of an AmeriCorps VISTA member

by Warsame Warsame, VISTA program manager

At the entrance of Minnesota's Central High School, a vibrant scene unfolds as debate parents stream in to support their children. It's here that I meet Skye Spindler, an AmeriCorps VISTA member serving with the Minnesota Urban Debate League (MNUDL), a program of Augsburg University.

Skye graciously invites me to join them for a day in their life as a VISTA member and we embark on a tour of the bustling tournament site.



Photo credit: Marina Que. Pictured: students at MNUDL's debate tournament.

Skye's enthusiasm was contagious as they detailed the variety of MNUDL's year-round programming. As Skye delved deeper into the outcomes of MNUDL's programs, they emphasized the transformative impact of debate on students. With Skye's support, the program not only improves literacy and critical thinking, but also fosters confidence, self-esteem, and a global perspective in its participants.

Skye's journey as an AmeriCorps VISTA member is a testament to the power of volunteerism, as they find purpose in giving back to the community, connecting with others, and gaining new skills.

However, volunteerism is not without

its challenges. Serving as a VISTA member comes with a modest living allowance, which can make it difficult to maintain a comfortable lifestyle. Despite these financial constraints, Skye remains steadfast in their commitment to service and finds creative ways to make ends meet.

Throughout the day, Skye shares with me how they stay motivated and engaged as a VISTA member. They emphasize the importance of surrounding themselves with a support network and focusing on the small victories that come with each successful student milestone. Finding meaning and purpose in every task, no matter how challenging, is crucial to sustaining their drive.

As I conclude my day with Skye, I am reminded of the countless reasons people volunteer, from a desire to give back, to a sense of purpose or fulfillment, to a chance to connect with others or gain new skills. It was clear that Skye's dedication and commitment to MNUDL have made a lasting impact on the lives of countless students.



Photo credit: Marina Que. Pictured: VISTA member Skye Spindler and MCN's Warsame Warsame.

In a world where motivations for volunteering can change over time, it

is inspiring to witness individuals like Skye who remain united by a common desire to make a difference.

Skye's story embodies the transformative potential of service and the human capacity for empathy, compassion, and connection. Their dedication to the MNUDL, even in the face of challenges, stands as a powerful reminder of the impact that volunteerism can have on individuals and communities alike.

Through their service, Skye is not only changing the lives of the students they work with but also shaping the future of the community they serve.

As the sun set on Central High School, I left with a new-found appreciation for the power of volunteerism, the strength of community engagement, and the transformative potential of programs like the Minnesota Urban Debate League. In the heart of it all, AmeriCorps VISTA members like Skye Spindler continue to give back, fostering a brighter future for the communities they serve.

Help break the cycle of poverty by working in community with a Minnesota nonprofit.

[MCN's AmeriCorps VISTA program is now accepting applications for this summer.](#)

Our VISTA program pairs passionate community leaders like you with nonprofits to provide resources, capacity, and connections for organizations to grow their impact and sustainability, [learn more](#).

Case study: developing pay equity policies with your board

by Kari Aanestad, associate director

A key strategy in MCN's work toward equity is ensuring accessible and sustainable pathways into nonprofit careers, and that nonprofits are led and staffed by communities who have expertise and mission-aligned experiences. Compensation is a key component to accessibility, recruitment, retention, and sustainability.

Yet increasing wages isn't as simple as shaking the proverbial money tree (*"Just go get a grant!"*). Staff are often nonprofits' largest expense and increases to wages raise the baseline of expenses for years to come. "As employers with limited and often restricted resources, nonprofits leaders and boards can feel wedged between equity goals and budget constraints," [writes former MCN executive director Jon Pratt in *Nonprofit Quarterly*](#).

As nonprofits grapple with these conditions, a meaningful step is to update and create transparent internal policies and practices toward pay equity.

Developing transparent internal compensation policies and practices can help lead toward pay equity, including:

- Holding decision-makers accountable to a set of board-reviewed guidelines grounded in organizational values and market data;
- Equipping staff with information that can support self-advocacy and broader organizational accountability; and
- Helping with the ever-changing math equation of funding, organizational priorities, and varying levels of positions to achieve business goals and mission.

In 2022, MCN's board personnel committee and a few staff partnered to update and/or develop four guiding documents available to all employees.

The purpose of sharing this case study of pay equity policies and practices is not to position MCN as a perfect example, but rather as a fellow nonprofit wrestling with complex issues that often have no universal 'right' solution.

Pay scale: An overview of all pay grades and salary ranges for the organization; [this document is intended to bring transparency to the organization's general approach to determining compensation](#). Individual positions are grouped into pay grades according to varying levels of responsibility, years of experience, and specific skills and expertise. Each salary range includes starting, mid, and maximum points that

define the boundaries of compensation for individual positions.

Pay grade definitions: [A supplementary document to the pay scale that further clarifies differences among pay grades and provides context as to why some pay grades have higher ranges than others](#). The document outlines basic requirements related to federal labor law exemptions on overtime, union eligibility, supervisory responsibilities, minimum years of comparable work experience, educational attainment, budget accountability, board and/or governance relations, departmental oversight, hiring and termination authority, and other duties.

Organizational financial literacy and staff empowerment: [This document is our opportunity to set an expectation and commitment that all staff have a baseline knowledge of MCN's operating budget](#), including size, how we're financed, and how staff roles contribute to the larger budget. Financial literacy is power and equipping staff with information, language, analysis, and support to understand and engage with MCN's budget builds a stronger organization that can better support other nonprofits.

Compensation philosophy: [A high-level, aspirational, guiding document that articulates goals related to how compensation is set and determined](#). We make explicit a few commitments that reflect organizational values, including:

- Providing a total compensation package for employees (competitive salary and generous benefits) that strives to meet or exceed a living wage defined using local market data;
- Midpoint of pay grades are at least at the 50th percentile of comparable positions in local nonprofits of similar budget size and location;
- Assigning a fixed relationship between the highest and lowest pay grades for regular employees (midpoint of highest cannot be more than four times greater than lowest);
- The pay scale is updated every year informed by the national Cost of Living Adjustment (COLA), and a more thorough review is conducted every two years;
- Starting compensation is listed on all job postings; and
- Guidance for annual reviews, process for lateral promotions (within a pay grade) and vertical promotions (into a higher pay grade), employee bonuses, and merit pay.

We hope these examples support you and your board's work developing policies, practices, and procedures that are right for your communities and based in your unique organizational values and goals.

Nonprofit news & advancements



Little Free Library welcomed Suzanne Johnson as chief financial officer.



The Women's Foundation of Minnesota promoted LaCora Bradford Kesti to vice president of community impact.

Wingspan Life Resources celebrated 50 years of service to adults with developmental disabilities in the greater Twin Cities.



Dr. Joanna Ramirez, a previous MCN board member, joined the **Bush Foundation** as program operations director; previous program operations director, and current MCN board member, Molly Matheson Gruen moved into a consulting role.



Sisters of St. Joseph of Carondelet Ministries Foundation named Kevin Berg and Father Larry Snyder to its board of directors.



The board of directors for **ServeMinnesota** announced the selection of Julia Quanrud as its next chief executive officer; Julia replaced Audrey Suker who served as ServeMinnesota CEO for 24 years.



Headwaters Foundation for Justice named four new staff members, Toni Geurts as grants associate, Emily Scott as director of finance and operations, Kate Vickery as program officer, and Sarah Xiong as donor systems associate.



The Friends of the Saint Paul Public Library elected eight new trustees to its board of directors, Joel Pierre Bond, Laura Harris, Greg Johnson, Christine Kain, Beth McCray, Mario Paez, Chris Rider, and Andrea Zimmerman.



Achieve Twin Cities welcomed Bomi Jang as people and culture generalist and Yakasah Wehyee as director of Step Up Level 2.



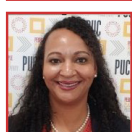
Rethos welcomed Ryan Barland as MN Main Streets manager, Sumeya Hassan as community programs coordinator, and board members Jane Davel, Leif Eikevik, Thomas Hanson, and Scott Mayer.



Minnesota Council of Nonprofits welcomed Vatsalaa Jha as VISTA Leader.



Global Minnesota announced Phil Hansen as its president.



Pillsbury United Communities welcomed three new team members, Cinnamon Pelly as president and CEO, Javerri Ward as operations and evaluation manager, community health, and Mankwe Ndosi as resident community engagement artist.



Opportunity Partners welcomed Jack Lee to its board of directors.

Submit Your Announcement

MCN member organizations are invited to submit your organization's awards, staffing announcements, and other news to [Laura Dunford](#). MCN cannot guarantee that all announcements will make it into *Nonprofit News*.



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Nonprofit pursues transformative justice by addressing racial disparities in pre-trial detention

by John Wurm, membership and communications director

Each year, nonprofits across Minnesota make incredible contributions to our state's high quality of life. [The Minnesota Nonprofit Mission Awards](#) were created specifically to honor these contributions. Since 1987, MCN has been showcasing the work of Minnesota's outstanding nonprofits through the Nonprofit Mission Awards in the categories of Innovation, Anti-Racism, Advocacy, and Responsive Philanthropy.

Voted by MCN member organizations, we are honored to celebrate the 2022 Mission Award recipient for Anti-Racism Initiative, [Minnesota Freedom Fund](#).

Racial disparities in Minnesota's pre-trial detention system are severe. Compared to white Minnesotans, Black, brown, and Indigenous Minnesotans are more likely to be stopped and searched by police; more likely to be arrested; more likely to be assigned bail as a condition of pre-trial release; more likely to be assigned a high bail amount; and more likely, because of all these factors, to be jailed pre-trial.

The mission of the Minnesota Freedom Fund (MFF) is to end oppressive jailing by paying criminal bails and immigration bonds for people who cannot afford them, while simultaneously working on the local, state, and national levels to end or transform the current pre-trial and immigrant detention systems. The organization's programs serve Hennepin, Ramsey, Dakota, and Washington counties and are in the process of expanding to Scott and Carver counties. MFF has served 707 people jailed in these areas since January 2021.

Because MFF's vision is to bring about a world where justice restores the humanity of all involved, the organization added a Post-Release Program in October 2022. Staffed by professionals with backgrounds in mental health and chemical dependency, some of whom are themselves formerly incarcerated, MFF's Post-Release Team works through a trauma-informed, housing-first lens to connect clients with essential resources after they are released.

These resources and services are proven to promote safety and well-being and to prevent future arrests. They include housing, transportation, childcare, healthy food, and

treatment for mental health and chemical dependency struggles.

MFF's work in these areas is innovative because it aims not only to blunt the material harms of a racist system, but also to operate in ways that increase public safety and community well-being.

Research has shown that even a few days in pre-trial detention can have catastrophic effects regardless of a person's guilt or innocence: people jailed pre-trial are at risk of losing housing, employment, and social support, making it more likely – not less – that they will be arrested again for a future offense.

Since January 2021, MFF has paid 823 criminal bails totaling \$6,817,363, and resulting in 707 people freed from pre-trial jailing who would have otherwise lost employment, housing, family support, and been more vulnerable to coercive plea deals.

As the Minnesota Freedom Fund continues its important work of creating change in Minnesota's criminal justice system, the state is moving incrementally closer towards a society that values the freedom of all people, regardless of class or identity, and invests in restorative and transformative justice.



MFF's co-executive directors Mirella Ceja-Orozco and Elizer Darris accepting the 2022 Minnesota Nonprofit Mission Award for Anti-Racism Initiative.

The Minnesota Council was pleased to present the organization with the 2022 Minnesota Nonprofit Mission Award for Anti-Racism Initiative. [Learn more about the Minnesota Freedom Fund.](#)

Guest column with McKnight Foundation

Celebrating Minnesota's Unsung Heroes; 2023 nominations now open

Every year, McKnight Foundation and MCN honor four individuals who have had a significant impact in their community but have not been widely recognized for their work, with the Virginia McKnight Binger Unsung Hero Award.

We are honored to celebrate the 2022 recipients and [open 2023 nominations](#).

[Nominate your Unsung Hero to receive \\$10,000!](#) Nominations close Sunday, May 21, 11:59 p.m.



Pat Castellano of Duluth is on a mission to make the business district clean, safe, and welcoming. Her colleagues at Lincoln Park Business Group say she has a unique ability to build relationships with business owners, residents, and tourists, calling her a “problem-solver and team member who is child- and animal-tested and approved.” Creative, hands-on, and detail-oriented, Patricia has been a museum program director, English and physical education teacher, animal welfare education coordinator, and theater director, producer, and actor. She has devoted hundreds of volunteer hours to Animal Allies, League of Women Voters, and Pet Partners Therapy Animal Program. Throughout all of these roles, her peers note that she does her work quietly and with kindness, never calling attention to herself.



At age 89, **Arlen Johnson of Waite Park** still has work to do. He spends his days at Quiet Oaks Hospice House, providing comfort to those nearing the end of life and their families. For 35 years, he was a caregiver to his wife. His journey with her taught him the patience and resilience he now shares daily with others. Recognizing that each person needs help to endure the pain of losing a loved one, Arlen helps lead a grief support group for men called “Guy Talk.” He also organizes and supports veterans’ services at Quiet Oaks. Through the hundreds of hours he has volunteered, Quiet Oaks leaders say that Arlen has become one of the organization’s most valuable assets and a tremendous resource for Central Minnesota.



HaoPay Lee of Woodbury is passionate about gender justice. A survivor of violence, she seeks to create a better world for Hmong women and girls. She advocates for culturally-specific domestic and sexual violence services as founder of the Hmong Minnesota

Gender Justice Collective. She is also dedicated to empowering BIPOC communities, serving as a board member of MaivPAC, a Hmong American-led political action committee focused on creating an inclusive democracy. HaoPay balances her community service with her role as a single parent to a child with severe special needs. Friends and colleagues celebrate her energy to hold a full-time job, complete her master’s degree, serve on boards, and provide round-the-clock care for her child, all while standing up for human rights.



Carol Mulroy of St. Paul has lived within a three-block radius of Alden Square Park for 82 of her 85 years. She greets and builds relationships with virtually anyone who might pass by as she tends to her garden or the gardens in the park. She warmly welcomes people new to the neighborhood, especially those who are also new to the country, helping many new immigrant families navigate appointments, paperwork, and bureaucracy. Carol turns her garage into a play area for children in the summer, and her garden shed is filled with lawn and home care tools for folks to borrow. For decades, she has coordinated a vigorous calendar of social events for the neighborhood. A weekly volunteer with the St. Anthony Park Senior Program, she is, neighbors say, the kind of person who will stop whatever she is doing to help a neighbor in need.

At session's midpoint, some priorities accomplished, more to go

by Laura Mortenson, communications director, Minnesota Budget Project

When Minnesota's historic state budget surplus was unveiled last fall, it offered policymakers an opportunity to make transformational investments in public services to improve the lives of everyday Minnesotans and build a stronger future for our state.

The Minnesota Budget Project is [advancing MCN's vision for a just, equitable Minnesota through policy priorities](#) that center those folks who still struggle to make ends meet and face greater challenges because of Minnesota's disparities and disinvestment, particularly lower-income Minnesotans and Black, Indigenous, and People of Color (BIPOC) Minnesotans. The 2023 Legislative Session got off to a rapid start in January, and some of our long-time priorities have already become law.

Driver's licenses for all: Twenty years of advocacy led by immigrants, Latinas, and other people of color has culminated in Governor Walz signing a bill [allowing all Minnesotans the opportunity to access driver's licenses](#). This law is an important step toward all Minnesotans – regardless of who they are or where they were born – having a fair shot in today's economy, and everyone being able to more fully and safely be a part of our communities.

Restoring a measure of inflation in the forecast: Since 2003, [the state's forecasts have understated the amount of funding that would be needed to maintain most current public services](#) because they did not take inflation into account. That

practice has been reversed with passage of a law ensuring that the estimated impact of inflation on current services is included when projecting the state's future budget balances.

The bulk of the state's tax and budget decisions remain ahead, however, and [you can help propel them over the finish line](#):

Create a Minnesota Child Tax Credit (CTC): We've called on Minnesota policymakers to build on the momentum of the powerful federal expanded CTC that shrunk child poverty to historic lows by focusing on the families most likely to be left out of the country's prosperity, including the lowest-income families, children of color, and children living in rural areas. [Join us in advocating for this powerful tax credit that fights child poverty](#) by boosting the incomes of Minnesota families: sign your organization onto our letter to policymakers or send an email to your elected representatives.

Oppose unlimited tax exemption of Social Security benefits: Robust, sustainable investments in everyday Minnesotans won't be possible if policymakers enact expensive tax cuts that give the biggest benefits to the highest-income Minnesotans. Unlimited tax exemption of Social Security benefits would drain away more than \$600 million a year from other important and needed investments in Minnesota's communities and families.

Connect with the Minnesota Budget Project for all opportunities to [take action this legislative session](#).

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Mark your calendar: MCN conferences



Join MCN and the Public and Nonprofit Leadership Center at the Humphrey School of Public Affairs for the [2023 Nonprofit Leadership Conference](#), June 14, 8 a.m. - 4:30 p.m. in Minneapolis.

Leadership defines our work and relationships, directs change, and is healthiest and most effective when it is a communal rather than isolated process. Leadership can also be an act of courage, especially when a person is called to act when their access to support and positional leadership is sparse, uncertain, or withheld.

Leadership Conference attendees will experience:

- Inspiration and guidance alongside peers and experts;
- Access to the latest leadership research (and researchers!) and ways to incorporate findings into on-the-ground practice and strategy;
- Foundational knowledge of nonprofit administration and operations to hone your advancement and leadership capacity; and
- Space for identifying and naming inequities in leadership, and mapping ways to disrupt and dismantle them.

**2023 Nonprofit
Leadership Conference**



Connect with hundreds of fundraising peers at the [2023 Nonprofit Fundraising Conference](#), Friday, July 28, 8 a.m. - 4:30 p.m. at the InterContinental Hotel in St. Paul.

This year's theme is Operation Abundance; abundance through a fundraising lens can refer to monetary wealth, the committed, smart, and justice-seeking people in this field, or the power of community care when resources flow equitably, adequately, and need is eradicated. Operation Abundance will take skill, collective action, guts, persistence, and imagination. Are you ready?

Sessions and topics conference attendees will cover include:

- Inequities in philanthropy and paths toward collectively imagined solutions;
- Connecting research and trends in giving and grantmaking to the present and future work;
- Concrete and accessible tools for strengthening and fine-tuning the capacity of fundraisers;
- Discussions on the tension between working within a system while also strategically disrupting it; and
- State grant reform.

**2023 Nonprofit
Fundraising Conference**