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BERKSHIRE NONPROFIT connections

Published by the Nonprofit Center of the Berkshires

LEADERSHIP is the focus of this issue. An impending leadership gap, the need for professional development, and the next generation of leaders are top of mind in the nonprofit sector.

SAVE THE DATE for the 2nd annual Berkshire Nonprofit Awards May 21, 2019 and check out our new **GALA CALENDAR** on page 18

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PUBLISHER

Nonprofit Center of the Berkshires

CONTRIBUTING WRITERS

Linda Dulye
Rep. Tricia Farley-Bouvier
Michael Mimnaugh
David Rice
Gwendolyn Hampton-VanSant
Barbara Viniar
Robert Voss

GRAPHIC DESIGN

Tina Sotis

PRINTER

KwikPrint, Inc.

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ON THE COVER:

Leaders from nearly 100 nonprofit organizations in the tristate area discussed the latest trends in the field with their peers at the inaugural Board Leadership Forum. The daylong training and networking opportunity was sponsored by Berkshire Taconic Community Foundation, the Northwest Connecticut Community Foundation and the Foundation for Community Health and held at Bard College at Simon's Rock in October 2018.

Photo: John Dolan for Berkshire Taconic Community Foundation



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From the PUBLISHER

Liana Toscanini, Executive Director
Nonprofit Center of the Berkshires



Every week in my email inbox I receive several articles about **nonprofit leadership**. Of late, most are about the impending “leadership gap.” According to the authors of *The Wake Up Call – A Study of Nonprofit Leadership in the US and Its Impending Crisis*, it has been

reported that 67% of nonprofit leaders are planning to leave their position in the next five years, and the nonprofit sector will need almost 80,000 new senior level managers annually. Furthermore, many leaders don’t feel appreciated, are under-invested in, and don’t have a transition plan.

In a study called “What Now? – How will the impending retirement of nonprofit leaders change the sector?” (undertaken by The Bayer Center for Nonprofit Management at Robert Morris University), the researchers concluded that what we need is help for exiting leaders including interim directors, an agency that facilitates part-time work for seasoned executives in order to tap their wisdom, hands-on coaching to develop younger leaders, using former CFO’s to help younger leaders develop financial

management skills, and a model like “The Elders” started by Nelson Mandela and Jimmy Carter where senior leaders can share their vision and voices with the next generation. All good ideas.

In this issue we feature seasoned consultants and other leaders sharing their words of wisdom with you as we begin to see our own “baby boomer” leadership transitions here in the Berkshires. I’m lucky to have experienced first-hand a very thoughtful transition in 2013 when CATA founder Sandy Newman retired. We are fortunate that many senior leaders have found their way to the Berkshires and want to help. Some are consulting and some are retired, choosing to volunteer their time and expertise. **One of our roles at the NPC is to help make the connections between these knowledgeable folks and the nonprofits that need guidance.** I hope the Nonprofit Center of the Berkshires will facilitate some of the other solutions mentioned above as well.

Much of our 2019 programming focuses on leadership -- from our educational workshop series and day-long seminars to networking events, board trainings, and more. As always, please feel free to reach out with your suggestions.

CALL FOR NOMINATIONS

The Nonprofit Center of the Berkshires, in partnership with The Berkshire Eagle, will present the **2nd Annual Berkshire Nonprofit Awards breakfast on Tuesday, May 21, from 8 to 10 a.m. at Berkshire Hills Country Club in Pittsfield.** The award recognizes people who work tirelessly in the nonprofit sector to serve the Berkshire community. To date, major support comes from **The Berkshire Eagle** and **Berkshire Bank.**

Nominations are being solicited from across the Berkshires in seven categories: **Executive Leadership, Board Member, Super Staffer, Unsung Hero, Volunteer, Rising Star and Lifetime Achievement.** 19 honorees (1 Lifetime Achievement honoree and 3 in each of the other categories) will be selected by a committee of business and nonprofit leaders.

Nomination forms and sponsor info available online at npcberkshires.org February 1st.

The deadline for submissions is March 31.

EGO IN THE SERVICE OF OTHERS

By Barbara Viniar

Leaders must have strong egos. Often in the spotlight, publicly praised and criticized, they should enjoy the former and avoid being derailed by the latter. However, the first lesson of leadership is that it is not about you. The measure of a good leader is the effect you have on your followers. *"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."* (Attributed to John Quincy Adams)

In the non-profit world the "others" are clients, volunteers, employees and the community.

When I was president of Berkshire Community College I spoke to incoming students during their orientation. I was part of a crowded agenda and there was no opportunity for conversation, so I could only hope I had an impact. One year a woman came up to me at graduation and said "You probably don't remember me, but you spoke at my orientation and I never forgot what you said. You have been my role model ever since." Without knowing it, I had made a difference in her life. What a humbling responsibility.

The leadership lesson I learned from this woman was that my words and actions had power. What I tried to communicate that day was that every student had the ability to succeed. I encouraged the class to help each other until they walked across the stage at graduation together. Non-profit leaders are increasingly required to have the skills of their corporate counterparts. They need business acumen, an aptitude for fundraising and the ability to navigate in an increasingly political and regulatory environment. This student may have admired the fact that I had these skills, but she was motivated by my belief in her.

Leaders must also put their egos aside when they build their teams and make way for new leaders. I remember being told, "if you're the smartest person on your team you need a bigger team." As a leader you are expected to do it all. How much easier that is when you surround yourself with highly skilled individuals.

A good leader ensures that succession planning is part of the organizational culture. She prepares for the future by creating a clear and compelling vision that enables the board to understand the organization's leadership needs. She helps potential leaders articulate their goals, develop new skills, take risks and learn from their accomplishments and mistakes. They may aspire to leadership or they may need to be "tapped on the shoulder." I once asked a job candidate the typical interview question, "where do you want to be in five years?" "In your seat," she replied. I gulped. But then I realized it was my responsibility to make that happen. I needed to continue my own growth and ensure that she, or someone else, was ready to take my place.

Ego in the service of others makes you a better leader.



Barbara Viniar, Ed.D., founded RiseUp Leadership Coaching after a distinguished career leading community colleges. She was president of Berkshire Community College from 1994-2003, Executive Director of the Institute for Community College Development at Cornell from 2003-2008 and president of Chesapeake College from 2008-2018. Her experience on non-profit boards includes community foundations, organizations serving women and girls, museums and theaters. Barbara is committed to preparing the next generation of leaders by working with individuals and organizations to develop the vision and skills they need.

Fast Facts

HIGHLIGHTS FROM “THE WAKEUP CALL”

A Study of Nonprofit Leadership in the US and Its Impending Crisis

We found some of the takeaways from Adrian Sargeant, Ph.D. and Harriet Day’s “The Wake Up Call” report very revealing. Only around 20% of leaders who responded to the survey have “a very great degree of confidence in their leadership abilities.” And very little formal appraisal of leadership appears to be taking place. Three quarters of leaders are attending sector conferences and events, but other, arguably more rigorous forms of support, are much less commonly available. Only a third of the sample had access to mentoring or coaching. It was clear the lack of administrative support made it difficult for many nonprofit leaders to make the space for leadership development. This chart represents key needs currently going unmet according to survey respondents.

| Development Need | Ranking |
|--|---------|
| Leadership training | 1 |
| Leadership coaching/mentoring | 2 |
| Fundraising training/education | 3 |
| Additional staffing/support to free up time | 4 |
| Financial literacy and analytical skills | 5 |
| Succession planning for self and/or team | 6 |
| Time management | 7 |
| Board motivation and development | 8 |
| Influencing skills | 9 |
| Team management and development | 10 |
| Strategic planning knowledge and skills | 11 |
| Career planning advice - for own career | 12 |
| Development of Self - Confidence / Assertiveness | 13 |
| Conflict management | 14 |
| Communication skills | 15 |
| Digital competency - training in use of new technology | 16 |
| Work life balance | 17 |
| Diversity | 18 |
| Innovation | 19 |
| Motivation and retention of staff | 20 |

“
Very little formal appraisal
of leadership appears to
be taking place.
”



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The Concord Leadership Group
<http://ConcordLeadershipGroup.com/report/>

CREATING THE CONDITIONS FOR SUCCESS —A FRAMEWORK FOR TRANSFORMATIVE CHANGE

By Bob Voss, Ph.D.

I've spoken with many leaders of nonprofit organizations who are well aware that they are falling short of operating at the level they aspire to—both in achieving higher team performance and having greater impact on the people they serve. It's not that these leaders and their teams aren't making heroic efforts to deliver on their mission. But their narratives are often about struggling to align teams around shared priorities, deal with limiting mindsets, clarify roles and responsibilities, and drive greater collaboration across teams.

In the work I do with nonprofit organizations, I've learned how much it takes to create a thriving and dynamic organization. Being in a constant state of evolving and achieving ever-higher levels of impact and success are lofty goals but ones that all leaders should aspire to. The good news is that there are proven pathways to becoming powerful change leaders and for creating the conditions to ensure the success of your organization.



The Dynamics of Success

A simple principle that is the foundation of the work that I and my colleagues do is:

If you create the right conditions, you get the right results.

And what are those right conditions?

I'll answer this question from the most meta-perspective, using a framework we call the *Seven Crucial Conversations*. I was introduced to this framework when I was leading a nonprofit through many challenging and disruptive changes. As a leader, I found it empowering to have a simple framework—a system of perspectives—to bring clarity and focus to the many issues my team and I were facing and being able to prioritize those issues and create solutions.

The Seven Crucial Conversations are a roadmap for growing and transforming teams and organizations.

Here they are:

1. **Activating Purpose:** Are we aligned around a clear and compelling mission, vision and purpose, and are we activated by our purpose?
2. **Driving Focus:** Do we have aligned priorities to achieve our desired future state, driven by data on our current state?
3. **Shifting Mindset:** Do we think and act with accountability and demonstrate inspiring leadership for others?
4. **Specifying Roles:** Does every key strategy, decision and activity have a single owner who is accountable for execution and owns driving key issues to resolution?
5. **Streamlining Interdependencies:** Are we clear where shared work exists and are we collaborating effectively?
6. **Aligning Strategies:** Are leaders advocating for strategies from the perspectives of their roles, and is the team aligning around a set of strategies that is best for the whole?
7. **Implementing Initiatives:** Are we communicating a compelling way-forward and delivering tangible results in a way that creates confidence and trust?

This approach to optimizing performance works for all teams and organizations. In future articles, I will drill into the Seven Crucial Conversations and illustrate how you apply them to your organization to precisely identify the priority gaps you need to address.

Bob Voss, PhD, has been a senior consultant at the consulting firm Growth River for seven years. He works with nonprofit leaders and boards of directors to help them resolve a common constraint to leader, team, and business performance: developing the capacity of leaders and teams to navigate disruptive change.

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WE ALL NEED BOARD MEMBERS!

In December the NPC surveyed nonprofits on the need for board members (we received 62 responses). These results have encouraged us to move forward with board trainings in 2019 in partnership with OLLI and 1Berkshire's Berkshire Leadership Program. Trainings will include "speed dating" opportunities for nonprofits to meet with board prospects!

- 98% of you said you need new board members
- Over 80% need between 1 and 3 board members
- The top 3 skills/traits desired: Fundraising (69%), connections, financial means
- How urgent is the need for board members on a scale of 1-10? Most answered between 7 and 10 with the average coming in close to 7
- Board Makeup: most of you have diverse boards in terms of age, gender, skill set, and active vs advisory. 50% of you said your boards were passionate
- 86% would be interested in a speed-dating event to meet potential board members

NONPROFIT BOOT CAMP

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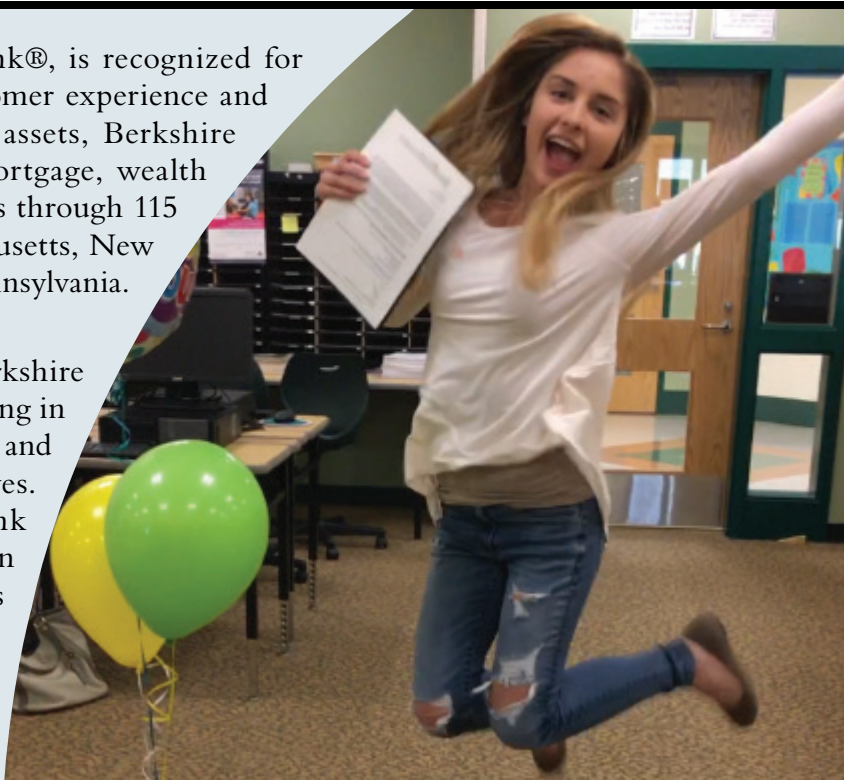
**March 14, 2019 | 8:30am-3pm
Red Lion Inn, Stockbridge, MA**

Staff and board members of NEW AND SMALL NONPROFITS
needing a tune-up are encouraged to attend.

More information at npcberkshires.org

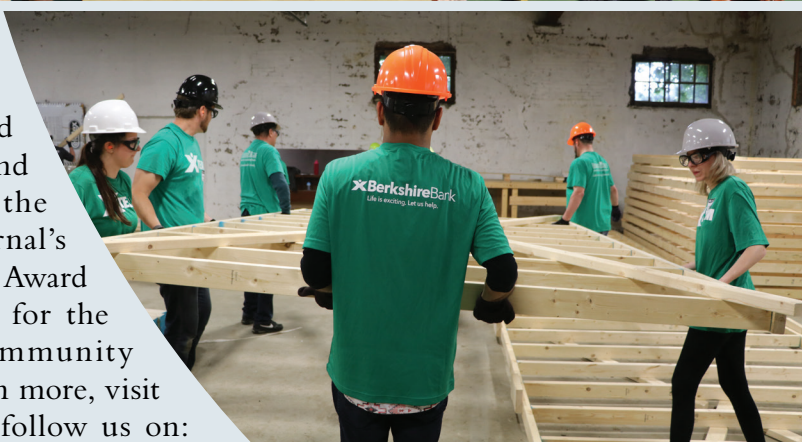
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With a long history in Berkshire County, Berkshire Bank is proud of its deep commitment to investing in what can be through philanthropy, volunteerism and broader corporate social responsibility initiatives. Annually Berkshire Bank and Berkshire Bank Foundation provide more than \$2 million in financial contributions as well as scholarships to high school seniors. The company also provides every employee with matching gift funds to amplify their own individual giving. In addition to financial support, the XTEAM®, the company's nationally acclaimed Employee Volunteer Program, provides employees with paid time off to volunteer during regular business hours. Last year, 100% of Berkshire's employees donated 40,000 hours of service to benefit community organizations. Additionally, this June, Berkshire Bank will complete its Fourth Annual Xtraordinary Day of Service during which it will close to allow all employees to serve the community.



As a result of its commitment to the community, Berkshire Bank has received numerous awards and honors, including the Boston Business Journal's Corporate Citizenship Award and the Halo Award for the Top Employee Community

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Mike Mimnaugh is the founder and president of High Peak Partners, an executive and leadership advisory based in New Canaan, CT and Great Barrington, MA.

Learn more at www.highpeakpartners.com.

WHAT MAKES A GREAT LEADER

By Michael Mimnaugh, President, High Peak Partners

Why do certain highly intelligent, highly-skilled managers fail as leaders while others who possess solid, but not extraordinary, abilities and skills succeed? The answer to this age-old question can be best summarized by identifying the qualities that make a great leader. Ask yourself, what is it that causes me to follow a leader. Perhaps it is the leader's charisma or sheer cerebral prowess - certainly these are enviable; however, by themselves only represent a couple of the requisite traits of an effective leader.

First, it is important that a leader remember always that it's not what you preach, instead it's what you tolerate. The leader's attitude sets the tone for the entire department, division or overall organization (this applies to leaders at all levels). It is the leader's responsibility to identify success and guide the unit to achieve the desired outcomes. Further, it is the leader's responsibility to create the objectives, establish timelines, measure progress, and provide constructive feedback.

It is critical that the leader establish standards of performance and remain steadfast with both measurement and communication. In the event that substandard performance is accepted and no one held accountable with no consequences, poor performance can become the norm.

As a leader you must continually assess the strengths and development needs of your unit so that the members work cohesively and in support of each other at all times. Periodically you may find that certain members may lack clarity or enthusiasm around certain objectives. It is the leader's responsibility to address shortcomings and be certain that the entire team remains focused on accomplishing what needs to be accomplished.

Leaders should always celebrate their teams successes and work to improve the overall performance.

Frequently in my coaching engagements with clients, I focus on what I refer to as the **Rule of Seven** – these are the qualities that make a GREAT leader.

1. **Integrity** - Your business and its employees reflect YOU.
2. **Communication** - The ability to clearly and succinctly describe what you want accomplished is critical to success.
3. **Creativity** - Match the strategy and tactics to the situation.
4. **Delegate** - Delegate tasks to the appropriate people. Trusting team members is a sign of strength and builds the skill sets of others.
5. **Commitment** - You must lead by example.
6. **Positive Attitude** - If your employees are feeling engaged and fulfilled, they will likely provide extra discretionary effort.
7. **Inspiration** - Learning to trust yourself is as important as your team learning to trust you.

Let me know what you think about the Rule of Seven. You can find me on LinkedIn – I'd be happy to connect!



David Rice is a CFP® professional and Vice President, Investments for Park Square Financial Advisors of Raymond James, serving individuals, families, small businesses, and non-profit organizations.

WE ALL HAVE TO STEP UP AND BE LEADERS IN OUR OWN WAY

By David Rice

If you haven't heard of 1Berkshire's Berkshire Leadership Program (a.k.a. BLP), chances are good you either know or work with someone who has been fortunate enough to participate in some way. Now boasting over 400 alumni and 20 years running, BLP's official mission is to "seek, prepare, involve and sustain leaders from diverse backgrounds who are committed and competent to address community challenges and improve the quality of life in the Berkshires." I encourage anyone interested in learning more about the program to check out the two-minute YouTube clip on 1Berkshire's website, which describes it simply as a "101 Course to the Berkshires!"

When reflecting on the topic of leadership and my own experience with BLP, I'm truly grateful to have been part of the class of 2009 and to have served two terms on the steering committee. We coordinated course sessions ranging from Leadership and Community Engagement to Healthcare and Energy and Environment. It is hard to overstate the positive impact BLP has on our community and for those who experience it firsthand. Whether you are new to the Berkshires or born-and-raised, or whether you are just starting to "get involved" or juggling multiple boards and committees, there is definitely something for everyone.

Each class year begins with a two-day retreat, where participants spend time learning about each other and, at the same time, learning a great deal about themselves. I'll never forget driving home afterwards feeling, literally, shout-out-loud inspired by the enthusiasm of the group and the energy each brought to the whole. It also coincided with a time in my life (I hate to admit) when I wasn't totally comfortable with the idea of a long-term future in the Berkshires. Could this place, where I loved growing up, also be the foundation to provide the type of growth and life that I desired?

Our culture seems to almost insist one should move "away" in order to make something of themselves. Fast forward a number of years, and now my wife, son and I live a mere three miles from my childhood home. I'm not sure if this is embarrassing or a novel thing, but I'm thankful my experience with BLP gave me the confidence to know that, from this place, anything is possible. BLP opened my eyes to aspects of our community I had no idea about - countless ways to have a meaningful impact. It opened my eyes to a network of people and organizations that is genuine and strong, and arguably even more effective than in larger populations.

Through this leadership program, it became quite apparent that I am, and we are, the community. We are responsible for treating it well and making it a better place, not somebody else with more experience, more connections, or more resources. We all have to step up and be leaders in our own way, and we don't have to do it alone. In fact, we have neighborhoods full of incredible people that can, ultimately, help each of us accomplish things we could never do on our own.

Raymond James is not affiliated with 1Berkshire's Berkshire Leadership Program (BLP)

LEADING AGAINST THE ODDS:



LESSONS LEARNED ABOUT GRASSROOTS NONPROFIT LEADERSHIP

By Gwendolyn VanSant

When asked about advice I would give to nonprofit leaders, my mind doesn't go towards what it took to build BRIDGE or the 150th Du Bois Festival or any one project; it goes toward the practical ins and outs of organizing and what it takes to fully embody one's leadership. These things will sustain

you, whatever you aim to build.

You must know the "why" at the core of your work. Then it's a matter of nurturing your "flock" of fellow leaders as Adrienne Maree Brown writes in "Emergent Strategy." Surround yourself with folks who are further along in the work, but who share a similar vision. Engage them as mentors. Connect with folks who are different from you in terms of socioeconomic, ethnic, and racial background, skill set, and capacities. This makes you stronger, which makes your organization stronger. Your flock may shift over the years and letting this be ok is part of the process. Shared values and diversity are essential.

To be a visionary leader, I have learned to be comfortable advancing ideas while accepting that new ideas present a challenge for people. Leadership requires courage with no attachment. Work for what you believe in and walk through doors that open ever so slightly. If you are building a team, prioritize the humanness of the organization. So much of the coaching I do comes back to the quality of relationships. Nonprofit or social justice work is grassroots and relational by nature, whether it is supervisor working alongside employee or volunteer, director working alongside board of director, or employee working alongside community member. Listening and authenticity are key.

Along these lines, I always say that we become visible only when we are visible to ourselves and to the world around us. If we can't imagine change or being visible without pushing someone else aside, excusing or overstepping anyone's humanity, or taking what wasn't ours, our work will never be successful. We will never make the impact we want to make.

Then it is about staying motivated. I stay motivated now

with the same grit it took to me to found BRIDGE 10 years ago as one of the only Black women nonprofit founders IN THE BERKSHIRES at a time when people doubted the need for the organization. Marthe Bourdon and I co-founded BRIDGE because we wanted to make better connections between individuals and agencies. Our seed donor Bob Norris heard our initial pitch and described us as catalysts for change. He trusted our leadership. We found our flock! Over time we learned that the right funders, volunteers, board members, and backers were there. Berkshire leaders and founders like Bettina Montano (Berkshire Pulse), Al Bashevkin (Northern Berkshire Community Coalition), Sandy Newman (CATA), Jane Burke (Flying Cloud Institute), Kristen van Ginhoven (WAM Theatre) and Shirley Edgerton (Youth Alive and Rites of Passage) inspired me and inspire me still. In general, we have to let go of notions of systems and organizations needing to "fix" our communities and families and instead, honor relationships. I also stay motivated by remembering that a single activist's work lives on in powerful ways. The ripples of one's work feed into future movements in ways we can never predict. My mentor Dr. Homer "Skip" Meade reminds me that our efforts with The Du Bois Festival will assist future program planning statewide, nationwide, and internationally.

So, here are three places to focus your energy:

Cultural Humility: Examine and share your bias. Explore how it impacts your work and relationships. Be curious with yourself and curious about others. Learn to understand your actions as potential parts of the problem as you work towards a solution.

Organizational Health & Safety: A culture of health and safety helps a team or organization maintain its core values. This involves setting boundaries, freedom to express ideas and values (with no harm to others), and making sure people feel heard, seen, and valued. Human beings need safety or they fight, flee, or freeze. Safety also means taking care of the financial health of your project or organization, making a point to find all of the resources you need to be able to do so and asking for help. Staying committed to one's own safety can sometimes mean taking a step forward in your own career or leaving one organization for another.

Positive Culture: Remain positive, persistent, and patient. Challenges don't mean failure. Failure does not even mean failure! New work takes time and perseverance. Get fierce and stay connected in order to take care of people, planet, and generations to come. Prioritize those things over money. Stay flexible as you grow and remind yourself of your purpose.

My hope is that if you have a vision on how to improve our community, just throw your backpack over the wall and dive in. Otherwise you may always be wondering "what if", which is no way to live when this country needs your leadership now more than ever. I am reminded of Audre Lorde's wise words:

"What's the worst that will happen?... Once you start to speak, people will yell at you. They will interrupt you, put you down and suggest it's personal. And the world won't end.

And the speaking will get easier and easier. And you will find you have fallen in love with your own vision, which you may never have realized you had. And you will lose some friends and lovers, and realize you don't miss them. And new ones will find you and cherish you. And you will still flirt and paint your nails, dress up and party, because, as I think Emma Goldman said, 'If I can't dance, I don't want to be part of your revolution.' And at last you'll know with surpassing certainty that only one thing is more frightening than speaking your truth. And that is not speaking."

Gwendolyn VanSant is a well-recognized thought leader in diversity leadership and community organizing for racial justice. She is the CEO & Founding Director of BRIDGE, a frequent speaker, and a longtime activist. Gwendolyn is currently the Vice Chair of the Great Barrington W. E. B. Du Bois Legacy Committee. She has founded several initiatives based on the principles of equity and justice, the inherent dignity and worth of individuals, and our interconnected web of humanity. She serves on the board of Women's Fund of Western Massachusetts.



W.E.B. Du Bois Legacy Festival

Racial Equality · Economic Justice · Civil Rights · Progressive Education

The Great Barrington Du Bois Legacy Committee's mission is to preserve & promote Du Bois's legacy as a scholar & activist for freedom, civil rights, progressive education, economic justice, & racial equality.

- January 15 - March 15** Du Bois Center & UMASS Du Bois Library present the exhibition, "W. E. B Du Bois: Global Citizen Rooted in the Berkshires," Mason Library
- February 11** "Being Black in the Berkshires pt. 2" hosted by BRIDGE. Speakers: Dr. Eden-Renee Hayes, Dennis Powell, Shirley Edgerton; Moderated by Alfred Enchill Jr.; St. James Place; 6:30 PM
- February 12** Simon's Rock Annual W.E.B. Du Bois Lecture: Dr. Keeyanga-Yamahtta Taylor McConnell Theater, Daniel Arts Center, Bard College at Simons Rock; 7PM
- February 23** W.E.B. Du Bois 151st Birthday Celebration, Musical tribute to Du Bois. Honoring David Levering Lewis, Pulitzer Prize winner for his W.E.B. Du Bois biographies. First Congregational Church Du Bois Legacy Walk, Great Barrington Du Bois Center, Du Bois Home site, & Railroad Street Youth Project Du Bois Murals
- February 28** The Jubilee School & Monument Valley Regional Middle School Concert, Hosted By Du Bois Educational Series; Location TBA
- February 1 - March 1** "W.E.B. Du Bois: Global Citizen with Berkshire Roots" Osher Lifelong Learning Institute Lecture Series Simon's Rock Lecture Center; Curated & moderated by: Randy Weinstein, chair, Legacy Committee Gwendolyn VanSant, vice chair, Legacy Committee

See www.DuBois150th.com for event details and remaining festival events.

Sponsored by: Du Bois Center of Great Barrington, Multicultural BRIDGE, Greylock Federal Credit Union, Town of Great Barrington, Berkshire Bank, UMass Amherst Libraries

BERKSHIRE LEADERS MUSE.....

Liana Toscanini, Executive Director, Nonprofit Center of the Berkshires

The best part of my days are the meetings I have with nonprofit leaders. The hours I spend in coffee shops like Fuel and Dottie's are always uplifting to me, even when discussing the struggles we all face running nonprofit organizations. When I started this work almost three years ago, I remember thinking there were so many people I hadn't met, whose faces I didn't recognize, whose work I wasn't familiar with. And while there are still many coffee meetings in my future, I am now a bit more knowledgeable about the leadership landscape and feel comfortable asking for input. I tapped a few nonprofit leaders to share their thoughts about what has been helpful to them (or lacking) in their leadership roles. We also gathered a few photographs of leadership in action to remind ourselves visually how lucky we are to have committed leaders moving us forward. Please feel free to share YOUR leadership tips, photographs, and resource wish-list with us by emailing info@npcberkshires.org.

Christine Macbeth, Executive Director/ Brien Center


Thanks to strong mentors, I had the opportunity to move into supervisory and management roles very early in my career even though it was not part of my "plan." I quickly discovered that a good leader is not likely to win a popularity contest. My first hard lesson was accepting the reality that I would never be able to please everyone.

Yet, this awareness also freed me to focus on making critical decisions that I believed would advance the mission of our organization and better serve the community. In the process, I learned that staff and stake-holders value respect, fairness, and a genuine desire to do the very best for people who depend on us for care.


Real success rarely happens by chance. It's the result of a very focused effort to gain the knowledge and experience necessary to be great at what you do. It's

A circular inset photograph of Jenise Lucey, a woman with blonde hair, wearing a floral patterned top, speaking into a microphone at an event.

**Jenise Lucey
addressing the
audience at the
Berkshire South Gala**

A circular inset photograph of two women standing in front of a backdrop with the ABH logo. The woman on the right is holding a framed award plaque.

**Brien Center staff receiving
award for excellence in
program leadership.**

A circular inset photograph of two women, Julie Pellerin-Herrera and Kimberlee Chappell, at a podium. Julie is speaking into a microphone while Kimberlee looks on.

**Julie Pellerin-Herrera and Kimberlee
Chappell headed the effort to
start the Pittsfield Education
Foundation**

hard work, no doubt about it, with significant challenges along the way. If you're up for the challenge, you'll ultimately prevail.

Successful leaders are those who are accountable, who can be relied on to get the job done, and who acknowledge the contributions of a team. There is a vision, set goals and direction, and the delegation of authority freeing managers to do their jobs.

They are firm and persistent. Above all, they love what they do so the considerable effort required to be a success is actually fun – maybe even a joy!

**Jenise Lucey, Executive Director/
Berkshire South Regional Community
Center**

Regarding professional development, I utilize the experiences I have had with the Berkshire Taconic Community Foundation and the instructors that I have come to know through their nonprofit learning programs (Simone Joyaux and Janet Andre Block) most. Otherwise, I refer to the resources of Simone Joyaux, Tom Ahearn, and Joan Garry and their ongoing blogs. Of course, where the programs from the Nonprofit Center have been beneficial, we've utilized those as well. I also went to a Harvard Kennedy School program on Performance Measurement for Nonprofit Organizations and I tend to go back to that information at times. I lean on our board chair and colleagues in like positions or organizations to help navigate our/my journey.

Anonymous Executive Director

I have wished for a more engaged, roll up your sleeves sort of board and committees and/or more money to fulfill our mission. Like many others, I am always in a catch 22 situation where I know how to raise money but since I am the only staff member, I am doing everything and have no time to also raise money. What has been helpful is the support of my executive committee. I went through the Berkshire Leadership Program, which was a priceless experience for me.



Rachel Moriarty of BerkShares presents awards to graduates of the 4th Annual Entry to Entrepreneurship business planning program.
Photo: Sundae Graphic Design + Photography



Clinton Church Restoration board members Beth Carlson and Wray Gunn with Preservation Works! sign

WHAT MILLENNIALS WANT FROM YOUR ORGANIZATION—IT'S MORE THAN MONEY

By Linda Dulye, President/Founder, Dulye & Co., and the Dulye Leadership Experience



Here today, gone in a year. That's the trajectory of many young professionals today.

Human Resource executives—here in the Berkshires and elsewhere—are grappling with resumes from prospective millennial hires with 12-month employment stints at multiple organizations. Gallup, in its much publicized engagement study about millennials, determined six in 10 were open to job hopping.

But that doesn't have to be the case.

As the founder of the Dulye Leadership Experience (DLE)—a premiere career development and elite networking program for under-40 professionals, I regularly coach working millennials through “stay or go” deliberations about their present positions. My experience coupled with data from periodic DLE polling indicates that millennial job flight can be contained.

Regardless if their organization is non-profit, private or publicly traded—large or small—cultural or industrial, millennials' decisions to stay or go are heavily influenced by work relationships.

That's not to say money isn't important. Millennials want fair compensation, cost-of-living increases and flexible work hours. However, the support, respect and interest of senior leaders and direct managers matters much more.

Daily attention to these four practices will deliver big dividends in retaining talent. Illustrating each are actual comments from DLE young professionals from the Berkshires and beyond recently polled on this pressing topic.

Make personal connections. Stop email blasts and get out of your office. Schedule calendar time for informal, in-person chats at employees' desks about their job, a new initiative or upcoming event. “Leaders should take time to sit down with their employees,” and, “check in with them on their goals.” For virtual employees, make a phone call. Be genuine and humble. Human interaction, not technology, forges meaningful and lasting relationships. “If young professionals don't feel their

leader is approachable, they won't communicate their questions, thoughts or concerns.”

Be curious. Don't settle for silence during staff meetings or one-on-one conversations. “Give young workers a voice.” Ask questions to learn from and about millennial team members. “Listen, don't talk.” Pose open-ended questions like, “What is one thing we can do to improve how we...,” so you hear more than yes or no responses. Keep questions fresh and timely. Inquire about challenges facing the organization, as well as an employee in their role. “Ask what project I'd like to work on rather than tell me.” Find out what's going well and what's not.

Invest in professional development. Stop blaming budgets. There's no excuse for not supporting the next generation's career development. Access, opportunity and attention are prized by millennials. “Senior leaders need to put the time and energy into helping develop young employees' skills.” Give them a seat and air time for feedback at strategic planning sessions with senior management. Assign them to escort a board member at a major fundraiser--making important introductions and talking about the great things your organization is doing. Create a cross-department assignment to learn new skills, tools and practices. “The biggest motivation to stay at a job is if there is opportunity for me to learn and grow.”

Show that you care. Millennials want to know they matter in an organization's success. “My time, opinions and hard work should be acknowledged, appreciated and respected.” They want leaders to show appreciation—directly, simply and sincerely. Little things have big impact: a firm handshake, handwritten thank-you note, an in-person check-in. Be a career mentor who shares professional publications and past job experiences. Don't hinge recognition on static practices, such as annual raises and bonuses. “Have candid conversations about my potential.” Frequent, spontaneous actions stick in mind and heart. “Leaders who take the time to understand who their young professionals are at a personal level will get more professional buy in and trust.”

When a millennial employee feels valued as a person and a professional, it matters more than money. Work this priority! The net result of a collaborative, uplifting team environment will benefit all in your workplace—not just the youngest talent.

ADVOCACY IN THE AVOCADO AISLE

By State Representative Tricia Farley-Bouvier



Make your voice heard! Elected officials are anxious to hear from you. Effective advocacy is often the key ingredient in meeting policy change and funding goals. Before being elected as a State Representative, I worked on the local level advocating for issues important to me. In recent years, I find myself being on the other side with others coming to me with what is important to them. There are several types of advocates; they range from high priced corporate lobbyists

to union representatives to students, artists, and seniors. While their roles are somewhat different, they all share the mission of teaching elected officials about their issue. For me, the voice that resounds most clearly is a voter from my district who has a personal passion for the issue at hand.

What is it that makes your advocacy effective? The single most important thing to remember is that you should know your state representative and senator and that they should know you. We are fortunate here in Massachusetts where we have a full time legislature. Each one of us represents a limited number of people so there really is no reason that each of us shouldn't know our representatives and senators. Your Reps and Senators are in the community, doing our best to make ourselves as accessible as possible. Stop in the office or introduce yourself at an event (tip: most of us actually don't mind being stopped in the produce section of the grocery store for a quick chat.)

In addition, with all that is happening on a national level you should also know your federal congressman and senator and be in touch with them concerning issues affecting our country. You can contact Congressman Richard Neal at his Pittsfield office at 413-442-0946, Senator Elizabeth Warren in Boston at 617-565-3170 and Senator Edward Markey in Boston at 617-565-8519.

In my experience, the least effective way to communicate with an elected official is to sign a petition. When I see a petition, I wonder how many people signed it without

knowing anything about the issue. I also am suspicious of the many petition drives these days that use paid signature gatherers. The next least effective way is the ubiquitous canned email, in which it is obvious that the sender merely entered their name and address before pressing "send." If you are part of a campaign on a particular issue, it's better to send a non-generic email or letter, or give a call, telling us why this issue at hand is important to you and how it affects you personally.

When it comes to key issues, I am always looking for partners in our community; someone I can count on to teach me the basics and then teach me the intricacies; someone who will give it to me straight and, importantly, present it without hyperbole. If every time I have a conversation with an advocate and he/she makes it seem that the sky is falling, it is readily clear that person is not someone I feel I can rely on for accurate details. So, tell me the truth. Teach me. Give me good, reliable data. Remember that the sheer range of issues that I am responsible to learn about is pretty daunting, so if I forget details here and there, explain it to me again. Invite me to tour your workplace. Provide opportunities for me to listen to people who are directly impacted so I can better understand the lives behind the information you give. Help me come up with proposals for solutions and work with me to get them implemented.

Lastly, and most importantly, be a voter. Who you vote for is a private matter, but whether or not you submitted a ballot in the last election is public record that we care about. Elected officials make it their business to know who votes. If someone is advocating for an issue, but is not participating in the most fundamental aspect of democracy through getting to the polls, it is difficult to take him/her seriously.

Something that became abundantly clear to me soon after taking office is that government is NOT something that only happens in a marble building, with a golden dome, on a hill in a faraway city. State government happens in every city, big or small, in every town and neighborhood of our Commonwealth. This is YOUR government and it is meant to be accessible to everyone.

*State Representative Tricia Farley-Bouvier
3rd Berkshire District*

SAVE THE DATE

2019 GALA & FUNDRAISING EVENTS IN THE BERKSHIRES

To submit your organization's event for our online listing at npcberkshires.org/resources, email elizabeth@npcberkshires.org.

| Date of Event | Organization | Event |
|---|---|---|
| Monday, February 11, 2019 | Williamstown Theatre Festival | Annual Gala |
| Sunday, March 3, 2019 | Berkshire Music School | Musicale at Blantyre |
| Friday, March 8, 2019 | Pittsfield Education Foundation | 2nd Annual Wine Tasting |
| Thursday, March 21, 2019 | Berkshire Community College | 40 Under Forty |
| Saturday, March 23, 2019 | Flying Deer Nature Center | Flying Deer Dance Party |
| Friday, March 29, 2019 | Riverbrook Residence | An Exceptional Tasting |
| Saturday, April 6, 2019 | BART Charter Public School | Get BART Smart 2019 |
| Monday, April 8, 2019 | Berkshire Grown | Spring Supper |
| Saturday, April 27, 2019 | IS183 Art School | Annual Gala |
| Saturday, April 27, 2019 | MS Support Foundation | 11th Anniversary Gala |
| Saturday, April 27, 2019 | Berkshire Children's Chorus | Spring House Concert |
| Sunday, April 28, 2019 | Tamarack Hollow Nature & Cultural Center | Arbor Day Fest |
| Thursday, May 2, 2019 | Girls Inc. of the Berkshires | Ruth P. Boraski Celebration Evening |
| Sunday, May 5, 2019 | Close Encounters With Music | Annual Luncheon Musicale Benefit |
| Saturday, May 11 & Sunday, May 12, 2019 | CATA Community Access to the Arts | Annual Gala |
| Saturday, May 18, 2019 | Sandisfield Arts Center | Gala Benefit Dinner, Auction & Sneak Season Preview |
| Monday, May 20, 2019 | Construct Inc | Mayfest |
| Monday, May 20, 2019 | Berkshire Community Action Council | Annual Gala |
| Saturday, June 1, 2019 | Cantilena Chamber Choir | 15th Anniversary Gala Concert |
| Saturday, June 1, 2019 | Chesterwood | 50th Anniversary Spring Garden Party |
| Saturday, June 8, 2019 | Berkshire Museum | Wine Gala |
| Saturday, June 8, 2019 | Berkshire Botanical Garden | Fete des Fleurs |
| Saturday, June 8, 2019 | Close Encounters With Music | Season Finale Gala |
| Thursday, June 13, 2019 | Shakespeare & Company | Annual Business Friend's Party |
| Saturday, June 15, 2019 | Literacy Network of South Berkshire | Annual Gala |
| Saturday, June 15, 2019 | Jacob's Pillow | Season Opening Gala |
| Saturday, June 22, 2019 | Norman Rockwell Museum | 50th Anniversary Gala |
| Monday, June 24, 2019 | Barrington Stage Company | 25th Anniversary Gala Celebration |
| Saturday, June 29, 2019 | Shakespeare & Company | Annual Gala |
| Saturday, July 13, 2019 | Tanglewood | Annual Gala |
| Sunday, July 14, 2019 | Jewish Federation of the Berkshires | Major Donor Celebration |
| Wednesday, July 24, 2019 | WAM Theatre | Annual Gala |
| Sunday, July 28, 2019 | North East Community Center | Annual Chef & Farmer Brunch |
| Saturday, August 3, 2019 | Mass Audubon's Berkshire Wildlife Sanctuary | 90th Anniversary Party & Alumni Reunion |
| Saturday, August 3, 2019 | The Bidwell House Museum | Annual Gala |
| Thursday, August 8, 2019 | Volunteers in Medicine VIM Berkshires | Annual Gala |
| Monday, August 19, 2019 | Music in Common | Annual Gala |
| Thursday, September 19, 2019 | Elizabeth Freeman Center | Walk a Mile in Her Shoes |
| Saturday, September 21, 2019 | Fairview Hospital | Annual Gala |



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Action Council

Berkshire Community

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Berkshire County

Historical Society

Berkshire County Kids Place

Berkshire Dream Center

Berkshire Family YMCA

Berkshire Family &

Individual Resources

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Berkshire Interfaith Organizing

Berkshire Museum

Berkshire Music School

Berkshire Natural

Resources Council

Berkshire Opera Festival

Berkshire Place

Berkshire Playwrights Lab

Berkshire Pulse

Berkshire South Regional

Community Center

Berkshire Taconic

Community Foundation

Berkshire United Way

Berkshires Jazz

Berkshires Tomorrow

Bidwell House Museum

Blue Rider Stables

Brien Center

Brigham Center

Cantilena Chamber Choir

CDC of South Berkshire

Center for Peace

Through Culture

Central Berkshire

Habitat for Humanity

Christian Center of Pittsfield

Clinton Church Restoration

Close Encounters with Music

Community Access to the Arts

Community Health Programs

Construct, Inc.

Coolidge Hill Foundation

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Jacob's Pillow Dance Festival

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Berkshire

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