TSNE partnered with more than 500 social change nonprofits this year.

Our Organization

Third Sector New England is a partner in social change. We work with hundreds of nonprofits, foundations and other groups every year to help strengthen their leadership, guide strategic thinking, facilitate learning and build organizational capacity through our dynamic mix of management and consulting services, training programs and community investments. TSNE shares our knowledge and experience with others, enhancing their ability to become more adaptive, think innovatively, discover new challenges, achieve their missions and reach their goals.

Our organization is dedicated to building the leadership and effectiveness of the people and organizations creating a more just and democratic society for us all. We act also to promote wider recognition of community-based organizations as the primary stewards of our core societal values. The ultimate intension of our work is actively engage with our constituents to shift power and influence in society by holding responsible the systems that affect our lives.

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The Blue Butterfly Collaborative educational media project in Haiti is fiscally sponsored by TSNE.
Dear Friends,

This is my last letter to our community as CEO of Third Sector New England. I’ll be stepping down in December 2016 after 34 eventful years at the helm. TSNE’s new leader will inherit a strong, healthy organization, infused with a culture of learning and innovation and ready to embark on a new phase of growth.

I’m proud of what TSNE has accomplished during my tenure and of the impact we’ve had on the nonprofit sector locally and nationally. We helped to create some key pieces of our sector’s infrastructure, including the Nonprofit Centers Network, the Nonprofit Quarterly, the National Network of Fiscal Sponsors and the Massachusetts Nonprofit Network; we developed Boston’s NonProfit Center and have become the leading provider of executive transition services for New England nonprofits. We’ve also been an innovative grantmaker and program developer and have contributed important research on leadership, management and compensation. None of this, of course, could have happened without the collective efforts of talented staff, a supportive board and great partners. I am immensely grateful and extremely fortunate to have worked with such a fantastic group of colleagues.

I want to highlight a few things from TSNE this past year:

- Last summer we published a 40-page report, Leadership New England, Essential Shifts for a Thriving Nonprofit Sector; our findings underlined a need for nonprofits and the philanthropic community to change the way we think about and support our organizations and leaders.

- Courage in Leading, TSNE’s program for outgoing long-time leaders has now “graduated” four cohorts. I was fortunate to participate in cohort #4.

- TSNE’s fiscal sponsorship program continues to grow. During a time when shared services are gaining traction, fiscal sponsorship is more relevant than ever. Among the groups we’ve welcomed over the past year are Building Movement Project, A Way Home America, ACEs Connection, Integrity Initiatives International, and the Truth, Racial Healing & Transformation Project.

- TSNE’s Innovation Fund continues to support mission-relevant projects generated by staff. Our most recent project was Emerging Consultants Training, a curriculum-based program which engaged a diverse learning community of social change leaders interested in increasing their understanding of organizational development and building consulting skills.

Over the years TSNE has been a leader in the emergence and development of several fields of nonprofit practice nationally. We have also worked at the program level to build the capacity of individuals, organizations, and communities to achieve social and economic justice. I have no doubt that in the years to come this unique organization will continue to serve as a mainstay of the nonprofit infrastructure.

Jonathan Spack, Chief Executive Officer
Putting Capital to Work: TSNE Impact Investing

By Tammy Dowley-Blackman, Board President and Jonathan Spack, Chief Executive Officer

Impact investing, a focus on generating both financial and social returns, is gaining increasing traction in the social sector. There are a range of ways to engage in impact investing, and many creative approaches to the practice. At TSNE, we have engaged in our own version of impact investing for more than 25 years. In conjunction with the dynamic mix of capacity-building programs you will read about in this Annual Report, impact investing is a core strategy we use to meet our mission of creating a more just and democratic society. Although our assets are modest compared to those of many large, institutional nonprofits, TSNE is committed to deploying all our resources in ways that we believe will benefit the nonprofit sector and the communities we serve. We encourage other, larger organizations to think beyond their institutions and legacies and to use their capital to catalyze social change.

Over the years our impact investing has supported a wide variety of initiatives including the purchase and development of the NonProfit Center in late 2003. This 110,000 sq. ft. historic office building created a high-visibility home for Boston’s nonprofit sector in the heart of Boston’s financial district, and now houses 43 organizations. TSNE also incubated and supported the development of the Nonprofit Quarterly magazine from 1997 through 2006, when it spun off as an independent publication. We have supported more than 200 grassroots networks and community groups with over $3.5 million dollars in grants to spark collaborations and network building to increase their impact on community issues.

In addition to our investments that have made an impact in our city, our region and the nonprofit sector, TSNE has placed a substantial portion of our investment portfolio with Walden Asset Management, a Boston company with 40 years’ experience in socially responsible investing (SRI). Done well, socially responsible investing can generate returns that are greater than non-SRI portfolios.

Recently, we added a new impact investment to our portfolio. In December 2014, TSNE purchased a 24,000 sq. ft. former warehouse building in the Four Corners neighborhood of Boston, a primarily African-American, Caribbean, and Puerto Rican community. In partnership with the Sustainability Guild International, a grassroots, Dorchester-based group, the residents of the community designed and led the renovation of the property into a vibrant community asset used actively by neighborhood groups and hundreds of residents every week. But that is only the beginning. Via a deeply inclusive process led by the Guild, the community has created a detailed vision for turning the property into a 100,000 sq. ft. showcase building to include space for a wellness center, healthy food, business incubation, culture and learning. As a founding capital partner, TSNE was able to catalyze the creation of this community asset. The long-term plan is to transfer ownership of the property to the Guild, which will work with residents to create a new model of leadership and ownership.

We offer this summary of TSNE’s impact investing as an example of how nonprofits and our colleagues in the world of philanthropy are thinking boldly and creatively about how to put their capital to work in partnership with communities. We invite you to join us on this journey.
Consulting & Executive Transitions
Services That Strengthen Nonprofits

Organizational, developmental and leadership transitions are at the core of TSNE’s Consulting and Executive Transitions Program. Our team provides an array of consulting services that seek to strengthen nonprofits, facilitate learning and guide leaders and their organizations through change. Our consultants work in partnership with clients to design engagements customized to support their mission, ensure the inclusion of all stakeholders and enhance their sustainability.

TSNE’s consulting team guides our clients in selecting new executives, coaching nonprofit leaders, developing alternative structures, aligning human resources systems with organizational values, strengthening governance and thinking strategically about the future. Our practice and assessments enable us to understand more deeply the complex internal and external factors affecting organizations in transition.

Our work is grounded in a values-based approach to consulting that is participatory and collaborative, forward-thinking and in touch with the communities our clients serve. We align organizations around their capacities, capabilities and aspirations. We also recognize that racial diversity and equity are primary drivers of success and we are working to build diversity assessments into all of our consulting engagements.

Last year, TSNE worked with nearly 90 nonprofit organizations in the New England region. Our services helped groups large and small from a range of fields, all with missions focusing on positive social change.

### Consulting Services Mix

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
<td>16</td>
</tr>
<tr>
<td>Customized Training</td>
<td>5</td>
</tr>
<tr>
<td>Executive Transition/Succession Planning</td>
<td>3</td>
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<tr>
<td>Human Resources Consulting</td>
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<td>Organizational Assessment</td>
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<tr>
<td>Organizational Development</td>
<td>6</td>
</tr>
<tr>
<td>Strategic Thinking and Planning</td>
<td>2</td>
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</tbody>
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Our Programs
Our Fiscal Sponsorship Program advances positive social change through a unique partnership designed to provide mission-compatible groups with exceptional financial and administrative supports to help them focus on achieving their missions. TSNE is a trusted partner to our fiscally sponsored projects and to foundations, nonprofits, groups, networks and coalitions looking to structure their programs without having to build the intensive infrastructure required to run a stand-alone organization. Our projects help us to fulfill our mission of building a more just and democratic society, while TSNE provides an effective shared services platform with a range of financial, human resources, legal, administrative and corporate supports. In 2015, TSNE was home to 80 fiscally sponsored projects supporting 420 project staff in 20 states and managed $27 million in project funds. For nearly 60 years, TSNE has built its knowledge and experience in the field working with thousands of local, national and international projects that receive funding from public, philanthropic and individual donors. Our experienced staff can work with projects at any stage in their development from startups to established programs to merging entities. TSNE is also a co-founder of the National Network of Fiscal Sponsors, a group organized to promote sound, responsible and innovative fiscal sponsorship practices.

“After more than a decade of creating healthy community change nationwide, Active Living By Design needed a new structure that would allow us to more nimbly serve our clients. We chose to work with TSNE because their commitment to strong, inclusive communities and social justice matched our mission and values. In addition, the staff at TSNE are responsive and service-minded with strong financial and human resources supports that enhance our organizational capacity. We are thrilled to be affiliated with TSNE.”

—Risa Wilkerson, Executive Director, Active Living By Design, Chapel Hill, N.C.
When Third Sector New England relaunched its grant making in 2013, we had a big audacious goal: to eradicate poverty in communities of color. The vision for the Inclusion Initiative was to promote the development of inclusive communities by supporting cross-sector, collaborative networks led by people directly impacted by income inequality, a problem which is deeply systemic and structural, and global in scale.

Any goal this big and this important requires a movement—of people, of networks and resources—all focused on the same outcome of economic equity. In 2015, we supported a cohort of three networks in the second phase of their collaborations with $250,000 in grant funding and technical assistance. We learned from each other about the challenges facing communities of color, the root causes of poverty, how to build a network to collaborate on the solutions, creating new relationships, developing a common language and agenda and advancing their network’s community-led strategies. Each network will implement solutions to their community’s unique issues including: launching a wellness program for men of color in Worcester, Mass., organizing worker-owned cooperative businesses in Rhode Island and tacking racial profiling in our criminal justice system.

“Our relationship with the Inclusion Initiative goes beyond money. You have been so encouraging to our network and so excited about our work at a critical time for us. You have helped us think about how we can bring in more resources that lead to more jobs while remaining true to our grassroots values.”

Leadership and Learning Programs
Building Skills and Leadership at All Staff Levels

“ I learned so much in the training and there were so many great takeaways for my organization to think about right now and to plan for and implement in the future. I appreciated the great way the instructors stuck to their training agenda while also allowing for open dialogue that engaged the group. ”

—Sarah Jasinski, Chief of Staff, MENTOR: The National Mentoring Partnership, Boston, Mass.

Leaders are found at all levels of a nonprofit; and organizations that support professional development and leadership opportunities for their staff are stronger and more sustainable. An experienced and skilled staff is a critical element of nonprofit effectiveness. TSNE’s Leadership and Learning Program connects nonprofits to opportunities that help them learn new skills, discover new abilities, challenge their assumptions, and engage more deeply in building the knowledge and effectiveness needed to advance their organization’s mission.

Our management and leadership workshops and educational events help nonprofit executives, board members, managers, staff and volunteers learn, connect, collaborate, and reach their professional development goals. This year, TSNE provided learning opportunities, leadership programming, and customized training for more than 670 participants from over 200 organizations. Our Better Nonprofit Management series alone helped more than 360 professionals on training subjects such as supervision, fund development, financial management, governance, facilitation, communications, conflict resolution, and public speaking.
In the last decade of operation, the NonProfit Center in Boston has become a robust hub for nonprofit activity in Boston and the region. Our LEED-certified building is home to more than 40 nonprofits in our office space and shared spaces.

Recently, the NonProfit Center opened a new, state-of-the-art conference center which is named after TSNE’s long-time CEO Jonathan Spack. The Jonathan Spack Community Conference Center works with nonprofits to host meetings, event and conference in its 3,250 square feet of rentable space which can seat more than 200 guests. In addition to the hundreds of events hosted by groups in our building, the NonProfit Center also welcomed 60 outside organizations who rented our meeting space.

The Center also works with partners and corporate sponsors to host charitable events for tenants and the larger community. Events included a children’s winter clothing drive for Cradles to Crayons, the Great American Book Drive, electronics recycling, MGH blood drive and a clothing and accessory drive benefiting Second Chances.

Tenants and the broader community participate in other ongoing events, including weekly yoga, partnership with a local farm through CSAs (community-supported agriculture), ice cream socials, tenant-welcome breakfasts, and amenities like a mother’s room and gender-neutral restrooms.

The NonProfit Center welcomes all mission-compatible nonprofits to inquire about offices and shared spaces and to host conferences and events in our building.
Our Leadership

Leadership Team

Robert Brickey, Human Resources Associate
Andrew Cox-Stavros, Chief Financial Officer
Lyn Freundlich, Director of Human Resources and Administration
Anli Jiao, Compliance and Contracts Specialist
Elaine Ng, Interim Operations Director
Nwando Obele, Evaluation Manager
Asta Petkeviciute, Fiscal Sponsorship Practice Leader
Sandy St. Louis, Director of Strategic Communications and Marketing
Jonathan Spack, Chief Executive Officer

Board of Directors

Officers

Tammy Dowley-Blackman, President
Vice President
CFLeads

Sally Sharp Lehman, Vice President
Manager
The Bridgespan Group

Karen Wheeler, Treasurer
Controller
Unitarian Universalist Association

Arlene Fortunato, Assistant Treasurer
Chief Development Officer
Kraft Center for Community Health at Partners HealthCare

Directors

Miki Akimoto
Senior Vice President/Grantmaking Practice Director
U.S. Trust/Bank of America

Rahn Dorsey
Chief of Education
City of Boston

Charlayne Murrell-Smith
Vice President, External Relations and Corporate Development
Boston Children’s Museum

Marjorie Ringrose
Former Executive Director
Social Venture Partners

Cheryl Schaffer
Director of Finance and Administration
Union of Concerned Scientists

Meher Shulman
Associate Director, Nonprofit Support Program
Hartford Foundation for Public Giving

Robert Wadsworth
Senior Fellow
The Boston Foundation
Our Values
TSNE strives to increase diversity and inclusivity, values each individual as a whole person, seeks to achieve excellence in the services we provide, and acts as a responsible steward of our financial and environmental resources.

Financial Statements
Third Sector New England’s financial statements include revenue from our programs, tenants and investments, which this year totaled more than $9.2 million.

Our financial statements also represents program funds managed by TSNE for our fiscally sponsored projects whose combined revenues total $27 million.

TSNE’s 990 is available through GuideStar.

Learn More About Third Sector New England
Visit our website, www.tsne.org, or call 617.523.6565 for research, publications, information and program updates.