



Annual Report

Your Partners for
Social Change



2023



Contents

Letter from the CEO

5

The Future of the
Nonprofit Sector

7

Service Area
Highlights

9

TSNE Highlights

16

Financials

19

TSNE Leadership

20



Dear Friends,

Our collective vision of creating a just and equitable world while supporting mission-based organizations and the communities they serve is more urgent and necessary now than it has been in decades.

In these past several years, we've experienced a pandemic that disproportionately impacted our most vulnerable communities, had a long overdue but much too short epiphany that Black Lives Matter, witnessed an insurrection at the highest levels of our government, and are living with a Supreme Court that has overturned abortion rights, limited voting rights, and rolled back affirmative action.

Despite the challenging times we live in, and the extraordinary attempts by a minority voice to limit and take away the rights of the majority, we continue to believe that we can do the work to create a just and equitable society. Nonprofit and mission-based organizations are one of the crucial elements in making that vision a reality. These organizations provide food, shelter, translation and access services, health and nutrition services, addiction prevention and recovery support, education, childcare, youth services, workforce

“Despite the challenging times we live in, and the extraordinary attempts by a minority voice to limit and take away the rights of the majority, we continue to believe that we can do the work to create a just and equitable society.”

and skills development, housing, healthcare, transportation support, legal services, organizing and advocacy, access to music and art education, access to sports and physical fitness, clothing, and importantly, jobs. The list goes on and on because, effectively, nonprofit organizations are a backbone for an equitable and just society.

And in this year, one where an election is on the horizon, nonprofits are more critical than ever in providing voter education, access, and support to ensure that democracy remains strong and that ALL voices are heard and represented. While it's easy to become disheartened, disenfranchised, and jaded in the face of the many recent injustices and loss of progress, it's crucial that we vote and leverage our collective power to stop the

dismantling of hard-earned rights and freedoms, and continue to strengthen the work of the nonprofit sector in addressing the needs of our communities so that everyone can succeed and grow.

We hope that you draw inspiration from the progress of TSNE and our fiscally sponsored projects and continue to make the vision we all have for a better world a reality. Together, we can motivate and make progress toward a just and equitable society where we can ALL thrive.

In Partnership,

Elaine Ng

President and CEO, TSNE

The Future of the Nonprofit Sector: Meeting Growing Needs

WRITTEN BY

Tatiana Johnson-Boria
Director, Strategic Communications
and Marketing

Heang Ly
Director, Consulting and Training

Luzdy Rivera
Chief People and Culture Officer

Michael Ibrahim
Chief Program and Impact Officer

Geoff Lamont
General Counsel

Our strategic plan emphasizes the incorporation of an equity lens into all our work – both internally and externally. As we think about the future of the nonprofit sector, especially in relation to larger societal and governmental changes, the responsibility remains on our sector to continue the work of building an equitable world. As a leadership team charged with implementing this vision, we take this charge seriously; we must be intentional about what we are doing every day to align toward this vision.

If nonprofit organizations will be relied upon even more, what are the implications for our present and future society?

We believe that there will be an even greater need for investment in and resources for nonprofit and mission-based organizations to meet the vital needs of communities across the country. This growing need is what drives us to evolve our services so that we can meet these essential demands. Among these needs, we find it crucial to:

- Develop reliable, responsive, accessible, and high-quality back and front office supports for organizations striving to meet their mission every day;
- Support organizations to effectively communicate and convey their missions, who they are, and their impact so they can expand their reach to donors, philanthropic partners, and others to help them garner the resources they need to sustain their work;
- Create a platform to facilitate much needed voices to advocate and lobby for sustainable change that ensures communities, especially historically marginalized communities, can thrive; and
- Partner with organizations to foster equity and inclusion, alongside their external mission-driven work, facilitated by resources promoting best practices in people and culture management.



These needs, and so many more, are top of mind when we strategize and do our work on a day-to-day basis. Addressing these needs has provided us with outcomes to strive towards and encouraged us to explore the expansion of our services to provide even more support for the organizations that need it.

As an organization deeply committed to fostering equity and inclusivity within the nonprofit sector, we recognize it is crucial for nonprofit organizations to not only address external challenges but also to internally foster environments that prioritize equity and inclusion. In line with this commitment, we are providing comprehensive resources focused on equipping and empowering nonprofits to attract and retain diverse talent while also promoting best practices in people and culture management. By offering support in these areas, nonprofit organizations can cultivate equitable practices and inclusive, engaged, and high-performing teams that are equipped to drive positive social change effectively.

We're always exploring additional resources and research that will help ensure our work continues to meet the needs of the sector - all while being accessible across varying positions, experiences, and histories. We are also making necessary investments in infrastructure (both tangible and intangible) to ensure that we can successfully respond to the call placed upon our sector right now. This call - to be even more diligent, responsive, supportive, and innovative in building an equitable world - is not one we take lightly. We're both excited and prepared to not only do our very best, but to be rooted in equity and community while doing so. We hope you can join us in this work moving forward.

Cultivating Spaces for Organizations to Thrive

Our **Property Services** team partners with nonprofits in Boston and Cambridge to manage buildings and spaces, freeing up valuable time and resources for organizations to do their best work. The TSNE team creates safe, welcoming, and supportive environments that foster positive relationships for staff, participants, students, clients, and the neighborhood.

“I am delighted to highlight the invaluable contribution of TSNE to our organization’s journey towards enhanced capacity and impact. By entrusting TSNE with our property management needs, we’ve been able to redirect our focus towards leveraging our organizational strengths. This strategic partnership allows us to concentrate our efforts on our core mission, knowing that our property affairs are in expert hands. TSNE’s commitment to equity in their approach to property management further aligns with our values, ensuring that our resources are utilized in a manner that promotes inclusivity. Thanks to TSNE, we can both ensure the responsible stewardship of our space and maximize our organizational potential and make a tangible difference in our community.”

Diana Navarrete-Rackauckas
Executive Director of The Foundry Consortium

100%

OCCUPANCY AT
THE NONPROFIT
CENTER

10+

PROPERTIES
MANAGED BY
TSNE IN FY23.



Each day our Property Services team meets clients across our properties not only to maintain their physical space, but to connect and build relationships so that organizations know they are supported and cared for. Creating and maintaining strong relationships is a hallmark of the TSNE approach, and crucial to building community and partnership across the city, the sector, and our communities. In the spirit of partnership, we also championed two major initiatives this year aimed at fostering collaboration and driving positive change within our networks.

Jake Barrows, as he became a co-lead of the East Coast Chapter of the Nonprofit Centers Network.



Faisal Abid as he joined the Steering Committee of the National Nonprofit Centers Network.



Increasing Access to Support More Organizations

This year, we updated our fiscal sponsorship eligibility requirements to increase accessibility for mission-based organizations working in farming and the performing arts. These changes allow us to meet the growing demand for fiscal sponsorship across the country. We're also continually working to examine limitations, such as insurance restrictions, that impact who we can fiscally sponsor, and address how these limitations unjustly effect Black, Indigenous, and People of Color (BIPOC)-led organizations and communities. We aim to seek more funding to mitigate these limitations and disparities for organizations looking for fiscal sponsorship.

53

**ORGANIZATIONS
FISCALLY
SPONSORED BY
TSNE IN FY23**

“We have realized that although there are conditions that might make a fiscal sponsor relationship challenging, we want to meet these challenges head on. Being open to a wider range of mission-based projects, while demonstrating a clear understanding of what TSNE can and cannot do legally, allows us to serve more organizations while minimizing any legal or financial risks. We are committed to increasing our resources to work across many organizations doing the work to create a better world.”

Lori Gordon

Director, Fiscal Sponsorship



Welcoming Our New Fiscally Sponsored Organizations

Detroit People's Platform

The Detroit People's Platform (DPP) is building a Detroit where race and the priorities of majority Black Detroit are centered. Their work advances racial and economic justice in the nation's largest Black majority city by organizing with community residents and community leaders to build grassroots power and transform systems and structures that make real the vision for a more racially just Detroit.

Community Preservation Coalition

The Community Preservation Act (CPA) is a smart growth tool that helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities. CPA also helps strengthen the state and local economies by expanding housing opportunities and construction jobs for the Commonwealth's workforce, and by supporting the tourism industry through preservation of the Commonwealth's historic and natural resources.

Boston Cultural Leaders Coalition

The Boston Cultural Leaders Coalition provides a space for Boston arts and culture nonprofit leaders committed to moving their racial equity efforts forward while addressing their racial equity challenges and questions. This organization works to develop and utilize tools and strategies that can create substantive change through collaborative action, co-learning, and connection with community.



Expressing Our *Gratitude*

Thank you to our fiscally sponsored organizations who do the hard work every day to move forward your mission and work towards a just and equitable society. Supporting your work is a privilege we do not take lightly. We're looking forward to the ways we can continue to partner for your success in the coming year.

Strengthening Organizations and Nonprofit Leaders

We continue to work with organizations of all sizes to develop structures, strategies, and vision for impact across the nonprofit sector.

From our signature Better Nonprofit Management Trainings to supporting transitions through our What's Next Cohort program, we continue to build community and the space for nonprofit leaders to thrive.

We're building incredible connections and partnerships as we work to find the best leaders to support mission-based organizations.

50+

**LEADERS
PARTICIPATED
IN OUR COHORT
PROGRAMS**

500+

**PEOPLE HAVE TAKEN
TRAININGS IN OUR
BETTER NONPROFIT
MANAGEMENT SERIES**

12

**SUCCESSFUL
EXECUTIVE SEARCH
PLACEMENTS**

(Re)Building a Culture of Learning and Evaluation

TSNE has a long history of learning, evaluation, and research, having published critical reports such as *Valuing Our Nonprofit Workforce*, *Leadership New England*, *Reimagining Fiscal Sponsorship in Service of Equity*, *Creative Disruption*, and *The Executive Directors Guide*. Nonprofit leaders have long used these documents to help set pay equity standards, plan for leadership transitions, implement strategies for sustainability, and better understand shifts within and across the sector.

After a pause in this work due to the COVID-19 pandemic, we have re-established our Learning & Evaluation (L&E) grounding principles and practices, through strategic planning alignment and the investment of resources and staff capacity. Artie S. Maharaj, Ph.D. joined TSNE in May 2023, having previously led evaluation practices at MIT D-Lab, University of South Carolina, and Dana-Farber Cancer Institute. Together with Michael Ibrahim, Chief Program and Impact Officer, TSNE's foundational learning and evaluation efforts have focused on establishing outcome management frameworks across TSNE's program areas and aligning those outcomes with our strategic plan. Beyond the tactical evaluation work of developing program tools and processes, our efforts have focused on creating a culture of learning throughout the organization, including engaging stakeholders throughout the evaluation process, supporting outcome-based collaborations, building external relationships with key learning sector partners, and creating opportunities for programmatic connection and alignment. Additionally, with support from the Barr Foundation and The Boston Foundation, we are laying the groundwork for updates to our two most widely accessed pieces of research, *Valuing Our Nonprofit Workforce* (FY24) and *Leadership New England* (FY25).



Artie Maharaj
Program Evaluator, TSNE



Michael Ibrahim
Chief Program and Impact Officer, TSNE



TSNE'S Commitment to Equitable Compensation

At TSNE, we have an unwavering commitment to equitable compensation for our valued staff. We began this past year with a bold mission: to rectify any existing disparities by establishing a compensation philosophy that exceeds market standards. Setting our sights on the 75th percentile of market pay, we aimed not just for livable, but thriving wages. To achieve this, we delved deeply into both nonprofit and for-profit sectors, meticulously researching market trends. Central to our strategy was the formation of a dedicated compensation committee, fostering collaboration between leadership and staff across all levels. Recognizing that titles don't define worth, we focused on responsibilities, ensuring equity in every role.

Through a phased approach, we set a target of attaining 95% of the 75th percentile, paving the way for future advancements. Our goal for the upcoming fiscal year remains clear: to elevate our staff to the 75th percentile, marking a significant milestone in our pursuit of fairness and well-being for all within TSNE. This report stands as a testament to our ongoing dedication to ensuring that our team not only survives but thrives in an environment where equity is not just a goal, but a reality.

Launching TSNE's Fourth *Valuing Our Nonprofit Workforce* (VONW) Survey



Our mission includes equipping nonprofit leaders with the necessary tools and knowledge for informed decision-making and strategic planning. As part of our commitment to enhancing social impact, we offer a complimentary compensation study report tailored for the nonprofit sector. This survey data will be the foundation for an upcoming report providing extensive and valuable insights into compensation and benefits trends across New England and its adjacent communities. Emphasizing transparency and equity, it serves as an essential resource for organizations navigating the complexities of employee compensation.

Since its inception in 2010, our *Valuing Our Nonprofit Workforce* series has become a cornerstone resource within the sector, providing unparalleled insights into compensation practices and emerging trends. From Massachusetts to Rhode Island and beyond, our reports have been indispensable guides for executive directors, board members, human resources professionals, and consultants alike. With comprehensive data covering a diverse range of positions, from grassroots community groups to social justice organizations, our reports ensure inclusivity and accuracy in our findings.

Published in May 2024, our latest report dives into the findings, to help shape the future of compensation practices in the nonprofit sector. Join us as we continue to champion fair and equitable compensation, ensuring that all employees receive due recognition and fair compensation for their invaluable contributions.

Welcoming Three New Board Members



Jay Kim, Executive Director at the Foundation for MetroWest, is a leader in philanthropy and the nonprofit sector throughout Greater Boston. His unique background and commitment to diversity, equity, and inclusion is a tremendous asset to TSNE as we continue to strengthen the nonprofit ecosystem.



Ayisha Lee, Director of Product Management of Stable Value Solutions at TIAA, is a highly accomplished business professional with a deep commitment to social justice. Ayisha has an impressive background in business management, and brings a wealth of knowledge and experience to the TSNE board.



Megha Vadula, Vice President of Mixed-Use Development at Hilco Redevelopment Partners, is an expert in commercial real estate with an extensive history of promoting diversity and inclusion in the industry. Megha's understanding of city dynamics and processes complements TSNE's existing knowledge, adding a layer of formal infrastructure to the organization's work.

Financial Statement

(In Thousands)

Net Assets	FY23
Unrestricted	38,058
Donor Restricted for TSNE Programs	1,438
Donor Restricted for Fiscally Sponsored Organizations	100,795
Total	140,291

Revenue	
Fiscally Sponsored Organizations	72,927
TSNE Programmatic Services	11,657
TSNE Administrative	6,826
Total	91,410

Expense	
Fiscally Sponsored Organizations	61,870
TSNE Programmatic Services	10,777
TSNE Administrative	3,102
Total	75,749

Surplus*	15,661
----------	--------

* Surplus includes balances of all Fiscally Sponsored Organizations

Fiscally Sponsored Organizations

Revenues and expenses generated by TSNE's fiscally sponsored organizations

TSNE Programmatic Services

Revenue and expense generated by TSNE's services and programs

TSNE Administrative

Revenue and expense related to TSNE management and administrative functions

TSNE Leadership



EXECUTIVE TEAM

Elaine Ng
President and Chief
Executive Officer

Michael Ibrahim
Chief Program and
Impact Officer

Geoff Lamont
General Counsel

Luzdy Rivera
Chief People and
Culture Officer

Noah Stockman
Chief Financial Officer

LEADERSHIP TEAM

Faisal Abid
Senior Director, Property Services

Luke Alonso
Director, Data and
Business Intelligence

Phil Audier
Controller

Bobby Brickey
Director, People and Culture

Sam Chery, Esq.
Assistant General Counsel

Lori Gordon
Director, Fiscal Sponsorship

Tatiana Johnson-Boria
Director, Strategic Communications
and Marketing

Heang Ly
Director, Consulting and Training

BOARD OF DIRECTORS

Jaye Y. Smith,
Chair, CEO, Trust Early Learners

Beth Chandler,
Vice Chair, President & CEO,
YW Boston

Clement V. James,
Treasurer, Senior Director
of Financial Reporting and
Controller, Year Up

Marcos L. Popovich,
Clerk, Director of Grantmaking,
Nellie Mae Education
Foundation

Miki C. Akimoto,
Chief Impact Officer, National
Center for Family Philanthropy

Angela Brown,
Chief of Economic
Development, Metropolitan
Area Planning Council

Nancy B. Gardiner,
Managing Partner, Director of
Family Office, Hemenway and
Barnes, LLP

Jay Kim,
Executive Director, Foundation
for MetroWest

Ayisha Lee,
Director of Annuity Product
Management, TIAA

Cheryl Schaffer,
Retired

Megha Vadula,
Vice President of Mixed-Use
Development, Boston, Hilco
Redevelopment Partners

Third Sector New England, Inc. (TSNE)
89 South Street, Suite 700, Boston, MA 02111
(617) 523-6565

tsne.org

