

Proceedings of

**The Role of the Consultant
in Risk Management:
Supporting a Vibrant Nonprofit Landscape**



**Presented by the Association of Nonprofit Specialists
July 13, 2016 | Foundation Center Northeast, New York City**

Table of Contents

Executive Summary	3
Background	4
The Proceedings	5
Capacity Builders Panel Discussion	5
Participatory Breakout Groups and Audience Recap.	7
Wrap-Up.	9
Post-Event Online Survey	10
Acknowledgements.	10
Appendix List.	11
Appendix A	
Participating Organizations in the New York Nonprofit Capacity Building Working Group.	12
Appendix B	
Agenda of the Public Forum and Networking Event	13
Appendix C	
Additional Responses from the Participatory Breakout Groups	16
Appendix D	
Results of the Post-Event Online Survey.	18

Executive Summary

The Role of the Consultant in Risk Management: Supporting a Vibrant Nonprofit Landscape, a public forum and networking event, took place at a time when many nonprofits are grappling with the increasingly complex dynamics of risk management. This precarious state affects the full spectrum of nonprofit organizations from arts and culture to education to health and human services. The Association of Nonprofit Specialists (ANS) and our event sponsors--Support Center|Partnership in Philanthropy, Foundation Center, and Alliance for Nonprofit Management--were delighted to be part of a growing effort to shine a light on this topic and the need to collectively find ways to understand and mitigate risks, and, as a result, fortify the health of the nonprofit community in New York City.

A highly engaged group of 44 participants, primarily independent consultants and nonprofit practitioners, spent a morning learning about different perspectives on risk, and contributing to the conversation with a view to moving forward with a collective vision and some common strategies.

The event opened with a panel, which covered:

- The necessity for a sector-wide discussion, coordination, and response to risk management
- The value of risk management as a proactive and integral part of nonprofit decision-making
- The importance of thinking about risk management in a holistic framework that includes an understanding of an organization's operations, changing needs, and environment.

Participants then joined breakout groups and reconvened in a recap session that identified a number of trends and opportunities, including:

- Overall heightened and complex meaning of risk in today's world
- Emerging compliance and regulatory risks in a number of areas
- Surge in funder focus on measureable outcomes, i.e., metric and data requirements, with limited capacity and support
- Rise in demand for holistic consulting services, which presents risks as well as opportunities to be generalists and/or collaborate
- Need/opportunity for collective advocacy and creation of a risk management culture and resources, with cross-sector collaboration from funders to capacity-builders.

These findings and others documented in these proceedings will help inform the themes and approaches that will be explored at the *Ahead of the Curve Symposium* sponsored by the New York Nonprofit Capacity Building Working Group on September 28, 2016.

Background

The Role of the Consultant in Risk Management: Supporting a Vibrant Nonprofit Landscape evolved as a public forum and networking event through the collaboration of the Association of Nonprofit Specialists (ANS) and one of our partner organizations, the Support Center|Partnership in Philanthropy. The design of the forum fulfilled the respective missions of each organization: to build collaboration, capacity, and community within the nonprofit sector; and to improve our society by increasing the effectiveness of nonprofit and philanthropic leaders and their organizations.

Prior to the development of the forum, both organizations were independently planning upcoming public events for their constituents. The annual ANS spring/summer educational and networking event would focus on providing consultants with meaningful connections and information about trends and issues in the sector. The *Ahead of the Curve Symposium*, a larger fall forum presented by a cohort of 18 capacity building organizations and coordinated by the Support Center and the Nonprofit Coordinating Committee, would focus on ways to engage in long-term collaboration to support and strengthen the New York City nonprofit sector. (See Appendix A for a list of cohort organizations that comprise the New York Nonprofit Capacity Building Working Group.) The theme of the *Symposium* would be risk management in the nonprofit sector.

A series of conversations between ANS and the Support Center gave rise to the forum, *The Role of the Consultant in Risk Management*. It would be a precursor to the *Ahead of the Curve Symposium* and provide an event where core constituents of ANS--independent consultants and those working in small shops--could come together with nonprofit service providers and larger capacity building organizations to discuss topics related to risk management. The learnings would then be incorporated in the themes and approaches that would be explored at the *Symposium*.

The Proceedings

The Consultant's Role was designed to provide and receive from consultants information about ways risk management is trending in the sector, as well as offer an opportunity to meet new and current colleagues and learn about possible ways they might work together and grow their practice. Accordingly, networking bookended the event which included a panel discussion, participatory breakout groups, and a recap session. (See Appendix B for the agenda.)

Forty-four (44) participants attended the forum, primarily consultants and nonprofit practitioners, as well as a smaller number of board members and grantmakers. Most audience members reported working with nonprofits with operating budgets between \$500K and \$2M.

Capacity Builders Panel Discussion

The capacity builder panelists were:

- Tiloma Jayasinghe, Policy Strategist, Nonprofit Coordinating Committee of New York;
- Jina Paik, Director of Advisory Services, Nonprofit Finance Fund; and
- Keith Timko, Executive Director and CEO, Support Center | Partnership in Philanthropy.

Laurel Molloy, ANS Board member and Founder & Chief Consultant of Innovations Quantified, moderated the panel.

The panelists addressed two topics: 1) The key services and opportunities their organizations provide other nonprofits and consultants, and 2) The prism through which their organization looks at risk management. A summary of their comments is included below:

1. Key Services Provided

The Support Center provides a range of services, all of which requires a fundamental understanding of risk management. Those services include trainings, organizational assessments, strategic planning, executive transition, and change consulting.

The Nonprofit Coordinating Committee (NPCC) is considered a voice for over 1,400 NYC nonprofits. They are best known for creating and co-producing the Nonprofit Excellence Awards, which give organizations a free 360-degree review of their management strategies in eight nationally-recognized key performance areas--overall management, governance, financial management, IT, diversity, human resources, communications, and fundraising. NPCC also provides workshops, trainings, cohort-based learning, capacity building experts, IT courses, and a Government Relations Council that advocates for nonprofit governance issues, such as covering indirect costs, protecting real estate, and the effects of IRS funding on nonprofit charters.

Nonprofit Finance Fund (NFF) entered the sector as a lender and underwriter evaluating nonprofit risk and business practices. They assist nonprofits with best practices in financial health and management through 1-on-1 consulting, webinars, workshops, clinics, articles, resources, and research.

2. Perspectives on Risk Management

The panelists sequenced their remarks about the different lenses through which risk management is defined. Keith Timko provided an overview, while Tiloma Jayasinghe addressed the systemic issues that affect risk management, and Jina Paik addressed the organization-specific issues.

Mr. Timko noted the importance of looking at risk in a broader sense rather than segmenting it into more narrow categories like financial risk or risk in governance, as is sometimes done. He believes a path toward the solution requires finding a frame to coordinate the services and efforts across the sector so risk can be addressed in a more holistic way. This approach requires crowd-sourcing tools and current research, such as the reports from the Human Services Council (*New York Nonprofits in the Aftermath of FEES*) and Oliver Wyman|SeaChange (*Risk Management for Nonprofits*). It also calls for keeping current with trends and perhaps coming up with a collective definition of risk as practitioners. It's his belief the sector can do more through a collective effort to map out the landscape and find answers to next steps.

Ms. Jayasinghe explored systemic issues that affect risk management. She emphasized the need for nonprofits to engage in risk assessment discussions before legislators impose risk management policies upon the sector, ideally developing regulations in partnership with policy makers. She believes nonprofits are inherently risky, and, as a result, should embed risk assessment in their day-to-day work. She pointed to winners of the Nonprofit Excellence Award as examples of organizations that know what risk means for them, and who thus, engage in enterprise risk management by looking at the risk inherent in all decisions and every aspect of their operations.

Ms. Jayasinghe encouraged a shift in the mindset of nonprofit practitioners and consultants from one that regards risk management as a negative process used only in times of danger or failure and imposed by funders or legislators, to one that embraces risk assessment as a positive and integral part of a nonprofit's system-wide activity that helps keep the organization ahead of the curve. She believes the sector should regard risk management with the same importance and regularity as strategic planning.

Ms. Paik spoke to the internal issues that affect risk management. She stressed the need for organizations to assess risk as part of a holistic framework that includes an understanding of their operations, changing needs, and environment. As one way to manage risk, NFF advocates that nonprofits campaign grantmakers for multi-year, full-cost funding that covers the true cost for programs and overhead. This approach addresses short-term goals of liquidity, mid-term goals of adaptability, and long-term goals of durability. As a result, an organization could sustain its operations while adjusting to changes in variables such as policy, demographics, earned revenue streams, fundraising, and its business model. NFF believes risk assessment also helps nonprofits understand their risk tolerance and, therefore, actively helps nonprofits manage risk by identifying, quantifying, and prioritizing risks.

In response to a question from the audience about how, if at all, to encapsulate nonprofit risks, and to a comment on the increasing complexity of risk today, the panelists concluded that while each would define and prioritize risk differently, "enterprise risk management" could be a comprehensive descriptor. Another audience member commented on the Initiative for Heritage Conservation, a nonprofit that trains archeologists to run historic organizations around the world. By nature, this nonprofit's version of risk also includes human rights, political instability, and many environmental risks. And another audience member summarized risk management as assessing the probability and severity of a risk, and measuring its potential impact on net assets.

Participatory Breakout Groups & Audience Recap on Trends & Opportunities

The panel discussion provided the context for five participatory discussion groups to brainstorm and prioritize responses to three questions cited below. Five experienced facilitators led the highly interactive one-hour discussion groups and scribed their responses. At the conclusion of the discussion, the entire audience reconvened for a report out from each facilitator regarding two or three unique responses their group offered to each question. Their responses are as follows:

Question 1:

Over the last few years, what new risks or challenges have emerged--in the nonprofit sector as a whole and/or in individual nonprofits?

The groups highlighted pressure for nonprofits to:

- Be bigger, along with greater demands for partnerships, mergers, and documented impact
- Earn revenue through increasingly diverse methods
- Manage emerging compliance and regulatory risks
 - For example, the Nonprofit Revitalization Act, changes to the tax law and Fair Labor Standards Act, and policy shifts in managed care
 - Proposed changes in financial reporting and attempts to regulate funders
 - What do new laws mean for nonprofits and how to assure compliance?
- Develop cyber security and data security
- Improve succession planning for senior staff and board leadership sustainability
- Take on business models beyond charity model, e.g., earned income
- Respond to surge in funder focus on measureable outcomes, i.e., metric and data requirements
 - Nonprofits need to identify what data to collect, what systems to use, and how to report with limited capacity and support
 - Sector needs to identify how to consolidate all data to extrapolate trends
- Manage human capital expenses and legal risks, including talent attraction and retention while competing with for-profit employers, attrition, managing volunteers and balance between staff and consultants, and employer risk litigation
- Educate boards on nonprofit vs. for-profit governance and finance, and their roles in overseeing those functions
- Overall heightened and complex meaning of risk in today's world.

Question 2:

How has the terrain of capacity builders and supports to nonprofits changed in recent years--both in general and in relation to risk management?

The following trends were cited by the groups as the most significant:

- Greater appetite for advocacy where consultants form a unified voice when needs exceed their capacities. This includes fighting the "culture of starvation" by turning down contracts they cannot succeed in.
- Awareness that nonprofits want holistic capacity-building services that can lead to "kitchen-sink RFPs", i.e., where a nonprofit seeks one consultant to help with a myriad of pressing issues under one contract
- Consultants increasingly playing a role in helping identify nonprofits' most pressing issues and risks, i.e., hired to help with one issue, then realize there are larger or more pressing issues that need to be addressed
- Increased funds for capacity-building, now often a pre-condition for many grants; typically provided by private funders, not government; often limited to existing grantees
- Greater competition/incentive to take on greater risks
- Increased funds/reimbursement for operational support/indirect and overhead costs, which has led to pools of grantees shrinking
- Evolution in consulting services available, e.g., rise in volunteer and pro-bono consultants affiliated with universities
- Shift in project-based consulting to retainer-based as nonprofits look for broader support
- Willingness among funders to collaborate and co-create projects with nonprofits.

Question 3:

Where do you see the greatest opportunities for consultants, capacity building organizations, and funders to work for and/or in collaboration with nonprofits to meet the risk management needs of the sector?

Participants highlighted the following opportunities:

- De-stigmatize risk and develop a proactive, collaborative risk management culture
- Create a rubric for stages of stability and a timeline for strategies for long-term stability
- Engage in consistent conversation to pool skills and resources and tap umbrella groups
- De-silo efforts and create consortium of funders/consultants to address capacity-building
- Collectively advocate for full-cost funding
- Provide a forum for consultants to discuss potential risk of responding to "kitchen-sink RFPs"
- Reframe best practices around risk management for Boards
- Develop a transition from the importance of metrics and outcomes to "risk as the new measurement".

See Appendix C for a list of additional responses to the three questions that were elicited by the participants.

Wrap-Up

As a fitting conclusion to the day's discussions, one audience member stated that while it is tempting to sensationalize the FECS example, most nonprofits have some FECS indicators. Nonprofits were encouraged to incorporate lessons learned from FECS and address the systemic issues that affect their risk management. The audience member also encouraged collective advocacy among consultants, capacity builders, funders, and nonprofits as an important way to address risk assessment that affects all stakeholders.

The session closed with a brief description of relevant resources and services provided by ANS.

The learnings from this event will help inform the themes and approaches that will be explored at the *Ahead of the Curve Symposium* sponsored by the New York Nonprofit Capacity Building Working Group on September 28, 2016.

Post-Event Online Survey

On the day following the forum, participants were asked to complete an online survey in order for ANS to better understand what worked and didn't work with the forum's proceedings. The responses would also help guide the content and delivery of future ANS programs.

The survey had a high response rate of 48%, i.e., 21 respondents out of 44, and a balance of favorable responses and constructive criticism. See Appendix D for the results of the survey.

Acknowledgements

The Role of the Consultant in Risk Management was made possible with contributions from the Support Center|Partnership in Philanthropy, Foundation Center, and Alliance for Nonprofit Management.



Generous support was also provided by the panelists: Tiloma Jayasinghe, Jina Paik, and Keith Timko; breakout group facilitators: Joseph Barretto, Colette Ellis, Laura Klein, David McGoy, and Joy Stephan; logistics support: Cynthia Reddick; and scribes: Shivani Ray and Nahima Fardausi Uddin, whose work contributed significantly to documenting the proceedings.

ANS also thanks E/M Management for their ongoing administrative support, and the volunteer effort of all Board members, particularly Frank Abdale, Merle Benny, Sharon Combs (Event Committee Chair), Charlotte Dion, Laurel Molloy, Ben Roman, and Laura Willis.

Appendix List

- A. Participating Organizations in the New York Nonprofit Capacity Building Working Group
- B. Agenda of the Public Forum and Networking Event
- C. Additional Responses from the Participatory Breakout Groups
- D. Results of the Post-Event Online Survey

Appendix A

Participating Organizations in the New York Nonprofit Capacity Building Working Group

1. Association of Nonprofit Specialists
2. Cause Effective
3. Center for Urban Future
4. charitySTRONG
5. Community Resource Exchange
6. FMA - Fiscal Strength for Nonprofits
7. Foundation Center
8. Governance Matters
9. Human Services Council
10. Lawyers Alliance for New York
11. New York Council of New York
12. New York Lawyers in the Public Interest
13. Nonprofit Coordinating Committee of New York
14. Nonprofit Finance Fund
15. Philanthropy New York
16. SeaChange
17. Support Center | Partnership in Philanthropy
18. Taproot Foundation

Appendix B

Agenda of the Public Forum and Networking Event

THE ROLE OF THE CONSULTANT IN RISK MANAGEMENT SUPPORTING A VIBRANT NONPROFIT LANDSCAPE

Wednesday, July 13, 2016 | 9:00 AM - 12 Noon
Foundation Center | 32 Old Slip | NYC

AGENDA

- | | |
|-------------|--|
| 9:00-9:30 | Breakfast & Networking |
| 9:30-9:35 | Welcome & Introductions
Sharon Combs, Nonprofit Specialists , Sharon M. Combs Executive Coaching |
| 9:35-10:05 | Moderated Panel Discussion/ Audience Question & Answer
Laurel Molloy, Nonprofit Specialists, Innovations Quantified |
| 10:10-11:00 | Participatory Breakout Groups
Facilitators:
Joseph Barretto, Barretto Consulting
Colette Ellis, InStep Consulting
Laura Klein, charity STRONG
David McGoy, ASSIST Consulting
Joy Stephan, 20Chairs |
| 11:05-11:40 | Regroup to Recap |
| 11:40-12:00 | Wrap-Up & Networking
Charlotte Dion, Nonprofit Specialists, Institutional Prospect Research |

PANELIST BIOS

Tiloma Jayasinghe (panelist) is currently the Policy Strategist at the **Non-Profit Coordinating Committee** of New York. She is also an Activist Fellow at the Barnard Center for Research on Women, and a Commissioner on the NYC Mayor's Gender Justice Commission. She was most recently the Executive Director of Sakhi for South Asian Women, a non-profit organization working to end gender-based violence. Prior to that she was a Social Affairs Officer at the United Nations Division for the Advancement of Women where she was responsible for analyzing and identifying policies and practices eliminating violence against women from an international perspective. She was also the National Advocates for Pregnant Women's first Baron Edmond de Rothschild Staff Attorney Fellow where she focused her legal, educational, and organizational skills on the intersection of the war on reproductive rights and the war on drugs. She is a graduate of New York University and the George Washington University School of Law. As an associate at the international law firm Mayer, Brown, Rowe and Maw, LLP, she spearheaded a pro bono project supporting the development and creation of the Asian University for Women. She is also a birth doula. She lives in NYC with her husband, two daughters, and dog.

Jina Paik (panelist) is Director of Advisory Services for **Nonprofit Finance Fund** (NFF), and has been with NFF since 2008. As head of Advisory Services in the New York Metropolitan region, she oversees delivery of strategic and financial services to nonprofit organizations as well as business development and funder initiatives across the region. Jina works one-on-one with nonprofit leaders to build stronger organizations through improved financial management and planning. She also leads workshops with both nonprofit and philanthropic audiences across the country on ways to improve financial health across the sector. In addition to her local focus, Jina also leads NFF's national knowledge management efforts to capture and share our collective experience with individual nonprofits and issues facing the nonprofit sector as a whole. Jina came to NFF with a background in the philanthropic sector, including the Doris Duke Charitable Foundation and Helene Fuld Health Trust. This is her third year serving as a Selection Committee member for the New York Nonprofit Excellence Award, which recognizes outstanding management practices among New York's large and diverse nonprofit community. In addition, she serves as board treasurer for Dance/NYC, which serves to promote the knowledge, practice and performance of dance in the New York City area. Jina holds an M.S. from the Milano Graduate School in Urban Policy Analysis, a Bachelor's in Fine Arts from Carnegie Mellon University and a leadership certificate from Columbia University's School of Business.

PANELISTS BIO (cont'd)

Keith Timko (panelist) is the Executive Director and CEO at the **Support Center | Partnership in Philanthropy** (“Support Center”) which is dedicated to improving our society by increasing the effectiveness of nonprofit leaders and their organizations. Prior to joining the Support Center, Keith was the Director & CEO with Build with Purpose, a nonprofit real estate development organization with a mission of building healthy, vibrant communities. Keith brings over fifteen years of experience in community development including: involvement in educational reform issues with The Center for Collaborative Education in New York City; experience in leadership development and management programs as the former President of the Leader to Leader Institute (formerly the Peter F. Drucker Foundation); and exposure to policy and community development approaches across the country during his time with Living Cities: The National Community Development Initiative. Keith has a bachelor’s degree in History and Russian from Rutgers University and a Masters in Business Administration from Columbia University. Keith currently serves on the boards of the Alliance for Nonprofit Management, Build with Purpose and the Center for Nonprofits (NJ) and is an advisory board member for the National New Markets Fund and “Letters from Within,” an international film project focused on volunteerism and cultural immersion. Keith is a resident of Metuchen, NJ where he lives with his spouse and two sons. Other interests include surfing, hiking, and earning Junior Ranger badges from various national parks with his two sons (ages 8 and 10).

Laurel Molloy (moderator) is a member of the board of the Association of Nonprofit Specialists. She is also Founder & Chief Consultant of **Innovations Quantified**, an outcomes measurement training and consulting firm that helps nonprofits and foundations increase their impact by clarifying, tracking, and learning from their outcomes.

The Consultant’s Role in Risk Management: Supporting A Vibrant Nonprofit Landscape is made possible with contributions from the Support Center | Partnership in Philanthropy, Foundation Center, and Alliance for Nonprofit Management.

MORE ABOUT THE ASSOCIATION OF NONPROFIT SPECIALISTS

The **Association of Nonprofit Specialists** is a volunteer-run 501(c)(3) that seeks to strengthen the nonprofit sector by building collaboration, capacity, and community among those working within it – consultants, capacity builders, and nonprofit professionals alike.

We offer a variety of educational and networking events throughout the year, often in partnership with other agencies, including the New York City Department of Youth & Community Development, Support Center | Partnership in Philanthropy, Nonprofit Coordinating Committee of New York, and Foundation Center.

Appendix C

Additional Responses from the Participatory Breakout Groups

Question 1:

Over the last few years, what new risks or challenges have emerged--in the nonprofit sector as a whole and/or in individual nonprofits?

- Expectations to shift to for-profit business models without adequate funding
- Greater reliance on consultants, especially in the arts
- Increased importance and demand for generalists
 - Consciousness that, for example, fundraising consulting services won't be successful if governance, PR, etc. aren't functioning well
 - Risk concern for consultants as they try to tackle so many issues: "How are we as consultants mitigating our own risks as we are asked to take on nebulous projects?"
- Generational leadership gap across sector
 - Aging leadership in both Boards and senior management
- Duality of growth--desire to grow, but negotiating how to do so sustainably, and on the other hand, pressure from funders and competition to be bigger
- Intellectual property issues and lack of resources to assist nonprofits in this area
- Real estate value/expense in some cities
- Changes in government funding
 - Changes in those who pursue it and receive it
 - Structure and timing

Question 2:

How has the terrain of capacity builders and supports to nonprofits changed in recent years--both in general and in relation to risk management?

- Use of social media
- Risk awareness (but now need risk application)
- Demand for human capital services
 - Staff capacity building, trainings, professional development
 - Building internal capacity and reducing outsourcing
 - Support staff retention as well as succession planning and leadership transition
 - Greater openness to thoughtful succession planning, on-boarding, and mentoring for staff, not just boards and executives

Question 3:

Where do you see the greatest opportunities for consultants, capacity building organizations, and funders to work for and/or in collaboration with nonprofits to meet the risk management needs of the sector?

- Instilling business practices
 - Risk management ASA (American Society of Appraisers?) business practice
 - SWOT analysis
 - Build bridges outside nonprofits
 - More planning around adopted business model
- Incorporating risk management functions into job descriptions more explicitly
- Improving board and senior management development and training to manage risk
 - Through use of templates, reports, and network of consultants
- Reframe best practices around risk management for Boards
- Developing risk awareness as an organization--knowing internal strengths and weaknesses clarifies where nonprofits can outsource and tap resources

Appendix D

Results of the Post-Event Online Survey

1. How did you hear about the event - The Role of the Consultant in Risk Management? (Check all that apply.) :

Answer Choices	Responses
Association of Nonprofit Specialists (ANS) - Email List	71.43% 10
ANS - LinkedIn Message/Group	0.00% 0
Referral from ANS Board Member	21.43% 3
Referral from Panelist	14.29% 2
Referral from Past Event Attendee	7.14% 1
Total Respondents: 14	

2. Did the event meet your expectations?

Answer Choices	Responses
Not at all	0.00% 0
Somewhat	15.79% 3
Yes	68.42% 13
Exceeded expectations	15.79% 3
Total	19

3. Did you learn anything you will be able to apply to your work?

Answer Choices	Responses
Not at all	0.00% 0
A few things	57.89% 11
More than a few things	36.84% 7
A lot	5.26% 1
Total	19

4. What did you like most about the event?

- being able to see and connect with other people in the nonprofit sector
- 2 things -- presentation by the NFF representative about what they do -- breakout groups - really brought out how much we know if we tap into it
- The panelists represented a good array of NFP informational organizations. our group (#4) had a very good leader.
- Hearing different points of view.
- Looking at risk management through a holistic lens.
- I think that it really helps organizations to start to think in similar fashions and create some consistency or guidelines and best practices to think about.
- Naturally, the topic and the discussions around it. Risk Management, as important as it is, is not often discussed in the workplace until a situation arises.
- I enjoyed the energetic exchange and overall camaraderie. Also, the facilitators were efficient.
- The exchange of ideas from other experts in the field.
- Panel members were good.

5. What improvements would you suggest?

- A better balance of participants in the smaller, discussion-oriented groups. ours was dominated by one - informative, but dominant - speaker.
- More structure
- The workshop was well organized. Digging deeply for a suggestion, a little more time for group discussion could have been useful.
- have people who are more knowledgeable about the topics of discussion involved in designing and facilitating of these events.
- Better breakout sessions. It was difficult to hear one another, since most of the groups were seated pretty close to one another, in the same space.
- None, really. I thought it went well. More time to network towards future collaborations is always a plus, though.
- A clearer indication of what happens next. What happens to the ideas? Who does it go to? What can we do to make the momentum going and make these great ideas happen?
- None come to mind.
- Healthier food choices
- Perhaps some more specific content from the panel. The NFF representative seemed the most substantive.
- Find additional space for small group sessions (the noise level got a bit distracting at times).
- None.
- I found the breakout groups not to be helpful. And I have come to believe we don't need all of these "Risk" experts nonprofit consultants on the issue in Post FEGS era. FEGS funders did not hold them accountable for the structures already in place. And FEGS had gotten away from best practices they had used for years. Consultants can help nonprofits by helping them with the maze of reporting and setting realistic goals with funders.
- panel could have focused less on describing their organizations, more on views about aspects of risk management. We had their bios.

6. What kinds of programs would you like to see the Association of Nonprofit Specialists offer in the future?

Answer Choices	Responses
Strictly networking events	61.11% 11
Workshop on basics of consulting	27.78% 5
Workshop(s) on specific aspects of consulting	66.67% 12
Educational panels on trends in the nonprofit sector	77.78% 14
Total Respondents: 18	

7. If you are interested in helping with future Association of Nonprofit Specialists events and/or endeavors, please share your name, email address, and area(s) of interest.

[nine respondents]

8. Any additional comments or suggestions?

- I enjoyed the workshop and appreciated the focus on this topic.
- Great event!
- Looking forward to the scribes' summary and I hope that risk management remains a focus. I like the idea of more sector-wide activity, perhaps in concert with the Alliance for Nonprofit Management. And well done, Sharon, Laurel and Fran.
- this was a very interesting topic but very amateurishly discussed. I was very disappointed with how it was handle. I felt it showed only a superficial understanding of risk management and conveyed on whole (to me), a tremendous limitations of sophistication and intellectual capacity. That is not a good thing for the organization.
- Thank you!
- Great job!
- looking forward to receiving collated notes from the event for further review