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GRANTMAKERS FOR
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PRESENT

Growing Social Impact in a Networked World:
A Grantmakers' Gathering on Networks

San Francisco ■ October 17-18, 2011

Twitter Hashtag: #netfunders ■ www.networksguide.wikispaces.com

Growing Social Impact in a Networked World:
A Grantmakers' Gathering on Networks

Conference Planning Committee Members

Kathy Reich, The David and Lucile Packard Foundation (chair)

Warren Cook, Maine Network Partners

Roberto Cremonini, Cremonini Consulting Network

Annie Hernandez, The Lumpkin Family Foundation

Audrey Jordan, The Annie E. Casey Foundation and Lawrence CommunityWorks

Robin Katcher, Management Assistance Group

Adene Sacks, Jim Joseph Foundation

Chris van Bergeijk, Hawaii Community Foundation

Gayle Williams, Mary Reynolds Babcock Foundation

Grantmakers for Effective Organizations is a community of more than 350 grantmakers challenging the status quo in their field to help grantees achieve more. Understanding that grantmakers are successful only to the extent that their grantees achieve meaningful results, GEO promotes strategies and practices that contribute to grantee success. More information on GEO and a host of resources and links for grantmakers are available at www.geofunders.org.

MONITOR INSTITUTE
A member of the Monitor Group

Monitor Institute is a social enterprise that is part consulting firm, part think tank, and part incubator of new approaches. Its mission is helping innovative leaders develop and achieve sustainable solutions to significant social and environmental problems. Monitor Institute believes that achieving these solutions requires bold leaders to integrate innovative ideas, effective action, and efficient capital and that today's complex challenges call for leadership from all three sectors — business, government, and nonprofit. The Institute was founded by and is fully integrated in the operations of Monitor Group, a global advisory and capital services firm. More information on Monitor Institute is available at: www.monitorinstitute.com.

Given the scale and complexity of the challenges we face, it is clear that no grantmaker alone has the resources and reach required to address our society's most pressing and intractable problems.

Over time, both people and problems will become more interconnected and interdependent, and those who are empowered to make a difference will grow in diversity and number. Already grantmakers and nonprofits are recognizing the value of working in ways that are more connected, coordinated and collaborative. In this context, it is not surprising that more grantmakers are exploring how best to support networks. They are experimenting with network-based models for addressing issues, testing multiple approaches, aggregating resources from many sources and harnessing social media to engage stakeholders in new ways.

While grantmakers are experimenting with activating and participating in networks, there's no well-worn map or easy measures to assess "network effectiveness." Best practices for catalyzing social change networks are still being invented. Grantmakers for Effective Organizations partnered with Monitor Institute to convene Growing Social Impact in a Networked World to spark this very conversation.

Over the next two days, we will widen the lens of the capacity-building movement from a focus mostly on organizational effectiveness to one that strengthens both networks and organizations in the service of changing systems. We designed this gathering as a highly interactive two-day learning experience that taps the collective intelligence of all 140 attendees, who include a diversity of network funders, activists and thought leaders. We hope you will enjoy the ample opportunities to engage with your peers, to share your experiences and to generate ideas for growing impact in a networked world.

This gathering is made possible due to the long-term dedication of many funders. It builds on the work of the "Network of Network Funders" — a community of practice that worked together for two years to understand how networks can help scale impact and what grantmakers can do to facilitate this process. We are also grateful for the active engagement of our conference planning committee, the generosity of our conference supporters, the insights of the many speakers and conversation hosts, as well as the thoughtful contributions of all the funders in attendance.

We hope you will leave this gathering with a network lens to apply to your work, fresh insight about work you're already doing to catalyze networks, new opportunities for harnessing network potential and many connections with like-minded peers. GEO and Monitor Institute are committed to supporting this growing community of social change makers who are inventing the future of problem solving for the greater good. We invite you to join us.

Kathleen Enright
President and CEO
Grantmakers for
Effective Organizations

Katherine Fulton
President
Monitor Institute

Schedule at a Glance

Sunday, October 16

Time	Session	Location
6:00 p.m. and on	Meet and Greet	Hotel Bar

Monday, October 17

Time	Session	Location
7:00 a.m. – 5:30 p.m.	Registration	Sakura Foyer (Lobby level)
7:15 – 9:00 a.m.	Continental Breakfast	Sakura Foyer (Lobby level)
7:30 – 8:30 a.m.	Networks 101	Spring (Garden level)
9:00 – 10:00 a.m.	Welcome and Opening: Growing Social Impact in a Networked World	Sakura (Lobby level)
10:00 – 11:15 a.m.	Net-Centric Grantmaking: Challenges and Opportunities	Sakura (Lobby level)
11:15 – 11:30 a.m.	Break	Sakura Foyer (Lobby level)
11:30 a.m. – 12:30 p.m.	Overview of Perspectives on Understanding and Activating Networks	Sakura (Lobby level)
12:30 – 1:30 p.m.	Lunch	Imperial B (Garden level)
1:30 – 2:25 p.m.	Round One: Small Group Conversations: Perspectives on Understanding and Activating Networks	Sakura and Kyoto (Lobby level) and Spring (Garden level)
2:35 – 3:30 p.m.	Round Two: Small Group Conversations: Perspectives on Understanding and Activating Networks	Sakura and Kyoto (Lobby level) and Spring (Garden level)
3:30 – 4:00 p.m.	Break	
4:00 – 5:30 p.m.	Our Networked World: Synthesis and Learning with Leaders from Outside Our Field	Sakura (Lobby level)
5:45 – 7:00 p.m.	Networking Reception	Mezzanine Lounge (in the hotel restaurant)
7:30 p.m. and on	Dine-Arounds	Off-site

Tuesday, October 18

Time	Session	Location
7:30 a.m. – 3:30 p.m.	Registration	Sakura Foyer (Lobby level)
7:30 – 9:00 a.m.	Continental Breakfast	Sakura Foyer (Lobby level)
9:00 – 9:45 a.m.	What Will It Take to Grow Impact in a Networked World?	Sakura (Lobby level)
9:45 – 11:45 a.m.	Strategies and Tradecraft for Catalyzing Networks	Sakura (Lobby level)
11:45 a.m. – 12:30 p.m.	Lunch	Imperial B (Garden level)
12:30 – 2:00 p.m.	Putting in Practice Tools for Understanding, Activating and Strengthening Networks *Choose one of two options:* 1. *A Deep Dive into Social Network Mapping and Analysis* 2. *Quick-Fire Tool Tutorials*	1. Spring (Garden level) 2. Sakura (Lobby level)
2:15 – 3:30 p.m.	New Insights About Growing Impact in a Networked World: Developing a Learning and Action Agenda for Funders	Sakura (Lobby level)

Conference Program

6:00 p.m. and on ■ Meet And Greet
Hotel Bar

Get a head start on your networking by connecting with colleagues before the conference begins. This informal meet and greet will be held at the hotel bar, and the only cost to you is the price of your dinner or drinks.

Monday ■ October 17, 2011

7:15 – 9:00 a.m. ■ Continental Breakfast
Sakura Foyer (Lobby level)

7:30 – 8:30 a.m. ■ Networks 101
Spring (Garden level)

There's a lot of buzz about networks, but it's not always clear what is meant, much less how the idea can be applied to a grantmaker's work. This interactive workshop will serve as an orientation for attendees who would like a grounding and overview in some of the concepts and terminology related to what networks are and how grantmakers can catalyze network impact. Breakfast will be provided, and you can pick it up in the Sakura Foyer.

Speakers:
- Diana Scearce, Monitor Institute
- Kathy Reich, The David and Lucile Packard Foundation

9:00 – 10:00 a.m.
Welcome And Opening: Growing Social Impact In A Networked World
Sakura (Lobby level)

Each attendee will be part of a "hometeam" cohort that has been pre-matched based on participant interests and experiences. The purpose of these small groups is to help participants synthesize insights throughout the conference. Attendees should sit at their assigned hometeam table. Check your name badge for your hometeam number.

Foundations and their grantee partners are facing huge challenges every day. Wicked social and environmental problems are constantly changing and seemingly intractable. In order to make progress, social change makers can — and need to — act in ways that are larger than themselves. This means building resilient networks in addition to strong organizations. Through a series of interactive exercises and engaging conversations with leaders in the field of philanthropy, we will begin making connections and sharing ideas about how we can grow our impact by tapping into the power of networks.

Speakers:
- Katherine Fulton, Monitor Institute
- Kathleen Enright, Grantmakers for Effective Organizations
- Diana Scearce, Monitor Institute (facilitator)

10:00 – 11:15 a.m.
Net-Centric Grantmaking: Challenges And Opportunities
Sakura (Lobby level)

A number of grantmakers have invested considerably in network approaches, intentionally and not. They are teasing out what's working and are grappling with significant challenges and questions as they do this work. Hear from foundation leaders about their own experiences with embracing a network mindset, supporting and catalyzing networks and sharing and investing in network learning. Work with your peers to build an emerging list of learning priorities to guide the rest of your conference experience.

Speakers:
- Kathleen Enright, Grantmakers for Effective Organizations (moderator)
- Stephanie McAuliffe, The David and Lucile Packard Foundation
- Steve Downs, Robert Wood Johnson Foundation
- Rafael López, The Annie E. Casey Foundation
- Chris van Bergeijk, Hawaii Community Foundation

11:15 – 11:30 a.m. ■ Break
Sakura Foyer (Lobby level)

11:30 a.m. – 12:30 p.m.
Overview Of Perspectives On Understanding And Activating Networks
Sakura (Lobby level)

Hear perspectives from leaders in the field about how networks can be activated, supported and leveraged for increased impact. After hearing rapid-rotation presentations from each perspective, select two presenters to dig deeper with during two rounds of small-group conversations after lunch.

Presenters:

1. **Boston Youth Sports Initiative:** Chris Lynch, SquashBusters and Roberto Cremonini, Cremonini Consulting Network
2. **Wikimedia Open Strategy:** Sue Gardner, Wikimedia Foundation and Eugene Eric Kim, Blue Oxen Associates
3. **Habitat for Humanity Egypt:** David Haskell, Dreams InDeed International and Jane Wei-Skillern, UC Berkeley
4. **RE-AMP Energy Network:** Rick Reed, Garfield Foundation and Heather Grant, Monitor Institute
5. **Reboot:** Adene Sacks, Jim Joseph Foundation and Madeleine Taylor, Network Impact, Inc.
6. **Jobs with Justice:** Sarita Gupta, Jobs with Justice and Robin Katcher, Management Assistance Group
7. **PreventObesity.net:** Martin Kearns, Netcentric Campaigns and Steve Downs, Robert Wood Johnson Foundation
8. **Hawaii Alliance for Community-Based Economic Development:** Bob Agres, HACBED and Chris van Bergeijk, Hawaii Community Foundation
9. **Lawrence CommunityWorks:** Bill Traynor, LCW
10. **Civic Ventures Encore Fellowships Network:** Leslye Louie, Civic Ventures and Lyle Hurst, Civic Ventures

12:30 – 1:30 p.m. ■ Lunch
Imperial B (Garden level)

1:30 – 2:25 p.m.
Round One: Small Group Conversations: Perspectives On Understanding And Activating Networks
Sakura and Kyoto (Lobby level) and Spring (Garden level)

Join your colleagues in a first round of facilitated conversations to dig deeper into ideas and examples presented before lunch. Please choose one conversation to join during this round.

Room Assignments:

Sakura
Boston Youth Sports Initiative, Wikimedia Open Strategy, Habitat for Humanity Egypt and RE-AMP Energy Network

Kyoto
Reboot, Jobs with Justice and PreventObesity.net

Spring
Hawaii Alliance for Community-Based Economic Development, Lawrence CommunityWorks and Civic Ventures Encore Fellowships Network

2:35 – 3:30 p.m.
Round Two: Small Group Conversations: Perspectives On Understanding And Activating Networks
Sakura and Kyoto (Lobby level) and Spring (Garden level)

Join your colleagues in a second round of facilitated conversations to dig deeper into ideas and examples presented before lunch. Please choose one conversation to join during this round.

Room Assignments:

Sakura
Boston Youth Sports Initiative, Wikimedia Open Strategy, Habitat for Humanity Egypt and RE-AMP Energy Network

Kyoto
Reboot, Jobs with Justice and PreventObesity.net

Spring
Hawaii Alliance for Community-Based Economic Development, Lawrence CommunityWorks and Civic Ventures Encore Fellowships Network

3:30 – 4:00 p.m. ■ Break
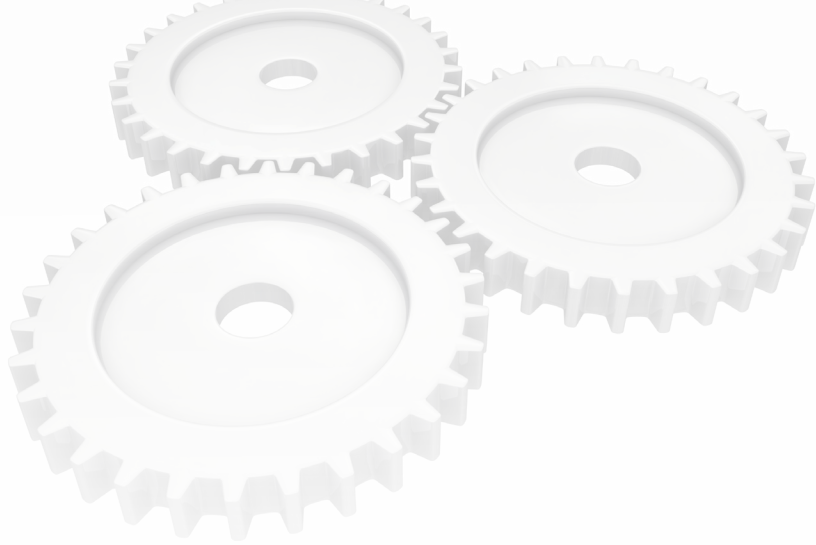
4:00 – 5:30 p.m.
Our Networked World: Synthesis and Learning with Leaders from Outside Our Field
Sakura (Lobby level)

Over the past few decades, the world, the way we work and the challenges we face have become increasingly interdependent, as people, things, money, information and ideas move rapidly across boundaries of all sorts. Innovative approaches to creating value in our networked world are emerging across sectors and geographies. Through this session, engage with provocative perspectives from outside philanthropy to explore how the world is becoming increasingly networked and tap into models for network impact. During this session there will also be opportunity to reconnect with your hometeams and share takeaways from the day, new questions emerging, connections made and things to try out.

Speakers:
- Andrew Blau, Global Business Network (moderator)
- Lisa Gansky, author of *The Mesh: Why the Future of Business Is Sharing*

5:45 – 7:00 p.m. ■ Networking Reception
Mezzanine Lounge

One of the most powerful benefits of networks is the unexpected connections made with like-minded members. Join your fellow participants for conversation, refreshments and new connections.

7:30 p.m. and on ■ Dine-Arounds
Off-site

Continue the day's discussions over a "no-host" dinner at a local Japantown establishment. Join a group of your colleagues for an informal, participant-led conversation. There is no cost to attend, but you are responsible for your own food and drink. You can view location options and sign up for a group at the registration area.

This Conference is Paper-Lite

In an effort to be responsible toward our environment and increase the quality of our resources, GEO has limited the printed materials we provide on-site to a program book. GEO will not provide printed copies of session handouts or speaker presentations. These resources are available electronically through our website at www.geofunders.org

Tuesday ■ October 18, 2011

7:30 – 9:00 a.m. ■ Continental Breakfast
Sakura Foyer (Lobby level)

9:00 – 9:45 a.m.
What Will It Take To Grow Impact In A Networked World?
Sakura (Lobby level)

Explore emerging insights, strategies and models for scaling impact in a networked world.

Conversation Starter:
Eugene Eric Kim, Blue Oxen Associates

9:45 – 11:45 a.m.
Strategies and Tradecraft for Catalyzing Networks
Sakura (Lobby level)

While there is an emerging practice for weaving, leading and supporting networks, it is an art, not a science. Learn alongside your peers and identify the best approaches for making the social impact you care about. Select three topics to explore in three rounds of 30-minute conversations on strategies, techniques and tools for understanding, activating and strengthening networks.

Conversation topics and facilitators:

Table 1: **Leadership in Networks:** Rafael López, The Annie E. Casey Foundation

Table 2: **Leadership in Networks:** Deborah Meehan, Leadership Learning Community

Table 3: **Network Weaving:** Carole Martin, Martin Consulting

Table 4: **Network Weaving:** June Holley, network weaver

Table 5: **Assessing Network Effectiveness:** Tom Kelly, The Annie E. Casey Foundation

Table 6: **Assessing Network Effectiveness:** Mayur Patel, John S. and James L. Knight Foundation

Table 7: **Network Learning Systems:** Audrey Jordan, The Annie E. Casey Foundation and Lawrence CommunityWorks

Table 8: **Network Learning Systems:** Beth Kanter, Zoetica

Table 9: **Supporting Relationship Building:** John Esterle, The Whitman Institute

Table 10: **Investing in Networks:** Marie Sauter, Bill & Melinda Gates Foundation

Table 11: **Networks and Movement Building:** Mary Manuel, McKay Foundation

Table 12: **Helping Established Organizations Develop a Network Mindset:** Heather Grant, Monitor Institute

11:45 a.m. – 12:30 p.m. ■ **Lunch**
Imperial B (Garden level)

12:30 – 2:00 p.m.
Putting In Practice Tools For Understanding, Activating And Strengthening Networks

An important driver of the increased interest in and potential for network-centric impact is the advent of new tools for visualizing relationships, connecting people and ideas and working transparently. In this session, participants will have the opportunity to explore the practicalities of tools for enhancing their network work. Select one of two options for this applied, practice-based time: taking a deep dive into social network mapping and analysis, or learning more about a range of tools you can use in catalyzing networks.

Option 1: Deep Dive into Social Network Mapping and Analysis
Spring (Garden level)

Network maps provide important insights into how networks are structured and inform decisions about how to engage key stakeholders, maximize the use of existing network resources and identify missing members and assets. Social Network Analysis (SNA) is an analytic technique for helping us visualize and measure the networks of social relationships and activities that connect people to one another. Join this practical session to learn from leaders who have applied network mapping to their social change initiatives.

Speakers:
- Roberto Cremonini, Cremonini Consulting Network
- Deborah Drysdale, Women Donors Network and Criminal Justice Funder and Activist Network
- Bob Agres, HACBED
- Ify Mora, Barr Foundation

OR

Option 2: Quick-Fire Tool Tutorials
Sakura (Lobby level)

There are growing numbers of tools for mapping systems, assessing networks and connecting communities. This session is designed to give participants a window into what these tools are, how they might be relevant for your work and what it takes to use them. Participants will have the opportunity to rotate through four different tool tutorials of their interest.

Presenters:
- Content curation and managing information overload: Beth Kanter, Zoetica
- Community platforms and shared online spaces: Annie Hernandez, The Lumpkin Family Foundation
- Systems mapping: Scott Spann, Innate Strategies
- Understanding ecosystems and strategic landscape mapping: Gabriel Kasper, Monitor Institute
- Twitter for online network weaving: Kate Wing, Gordon and Betty Moore Foundation
- Diagnostic tool for assessing network health: Heather Grant, Monitor Institute
- Wikis and working transparently: Kathy Reich and Cheryl Chang, The David and Lucile Packard Foundation
- Assessing skills for network weaving: June Holley, network weaver

2:15 – 3:30 p.m.
New Insights About Growing Impact In A Networked World: Developing A Learning And Action Agenda For Funders
Sakura (Lobby level)

The practices for effective grantmaking in a networked world are being pioneered today and, in the coming years, will require active experimentation and shared learning to reach their potential. In this closing session, we'll discuss and capture important insights about what we know and what is needed to advance our individual efforts and the field's ability to harness the incredible opportunity to scale impact through networks.

Speakers:
- Gabriel Kasper, Monitor Institute
- Diana Scearce, Monitor Institute (facilitator)

Conversation Leaders

■ **Bob Agres** is executive director of the Hawaii Alliance for Community-Based Economic Development. He has worked to support families and communities as they strive to exercise more choice and control in their lives. This has included organizational and community capacity-building work, community-based planning efforts, and moving Hawaii's asset development policy and practice agenda through the statewide Ho'owaiwai Network. He teaches at the University of Hawaii's Department of Urban and Regional Planning and previously served as housing director for Maui County and the city and county of Honolulu, as well as serving two terms as a Peace Corps volunteer in Swaziland.

■ **Andrew Blau** is co-president of Global Business Network, a Monitor consultancy that helps organizations achieve insight, clarity and the capacity to act in an uncertain, volatile world. He has led dozens of scenario and strategy projects in media, consumer goods, pharmaceuticals, health care, energy and environment and philanthropy. Blau is author of *Deep Focus,* a landmark study on the emerging media landscape, and co-author of *Looking Out for the Future: An Orientation for 21st Century Philanthropists.* He joined GBN after more than 15 years of analyzing the uses, organizational impacts and public policy issues raised by the Internet, telecommunications networks and digital technologies.

■ **Cheryl Chang** joined the Packard Foundation in January 2011 as the program operations coordinator for the Organizational Effectiveness, Philanthropy and President's Fund. Previously, she worked as a training associate at the United Nations Institute for Training and Research in Geneva, Switzerland. She also worked at the Institute for International Education as a program coordinator for the USAID-funded U.S.-Asia Environmental Partnership. Chang holds a master's degree in environmental management from Duke University and a bachelor's degree in inter-

national relations from the University of California at Davis.

■ **Roberto Cremonini** is founder of Cremonini Consulting Network. Using his 18 years of experience in knowledge management, he helps foundations and nonprofits improve their performance through efficient knowledge processes, organizational learning practices and innovative technology tools. Between 2003 and 2010, Cremonini was chief knowledge and learning officer at the Barr Foundation. His interests include networks, social network analysis and dashboards. Cremonini is a former trustee of Grantmakers for Effective Organizations. He received a master's degree in electrical engineering, summa cum laude, and a doctorate in computer science from the University of Bologna, Italy. He also holds a master's degree in business administration from the Sloan School of Management at Massachusetts Institute of Technology.

■ **Stephen Downs** became the Robert Wood Johnson Foundation's first chief technology and information officer in April of 2011. In this role, he is responsible for alignment of RWJF's technology and information systems strategy with the foundation's long-term strategic directions. For the past two years, Downs has spearheaded efforts at RWJF to incorporate the technologies and principles of Web 2.0 into its strategies and practices. In addition, Downs is an active member of RWJF's Pioneer portfolio team, where his work focuses on opportunities to improve health through emerging consumer-facing technologies. Since coming to RWJF, Downs has served as assistant vice president of the foundation's health group and founding team leader of the Pioneer portfolio.

■ **Deborah Drysdale** recently "retired" from a 30-year San Francisco psychotherapy practice to rekindle her 1960s activism. She works at the intersection of networks, social and racial

justice and technology. Drysdale is currently focusing on building an innovative network of criminal justice funders and activists, collaborating to amplify the scale and reach of efforts in this often invisible sector. She was an advisor to the Criminal Justice Funder and Activist Network's report *Transcending Boundaries: Strengthening Impact: The Full Potential of a Justice Network.* In addition to CJFAN, she is a member of the Women Donors Network and the Race Gender Human Rights Fund of the Women's Foundation of California.

■ **Kathleen P. Enright** is president and CEO of Grantmakers for Effective Organizations. Previously, she served as group director, marketing and communications, for BoardSource. Prior to joining BoardSource, Enright was a project manager for the National Association of Development Organizations Research Foundation, where she directed a Ford Foundation–funded project to encourage collaboration between nonprofits and local governments. Enright serves as chair of the board of Fieldstone Alliance and sits on the advisory board of the Center for Effective Philanthropy. She holds a bachelor's degree in English from the University of Illinois at Urbana-Champaign and a master's degree in public administration from The George Washington University.

■ **John Esterle** is executive director and a trustee of The Whitman Institute. TWI is a private foundation whose mission is to promote a more peaceful and sustainable world through respectful dialogue, critical thinking and vibrant citizen engagement. TWI is explicitly process-oriented, rather than issue oriented, and this orientation is the thread that links its funding in various areas and contexts. As President Emeritus, Esterle serves on the board of Philanthropy for Active Civic Engagement, which he chaired from 2008 through 2010. He also co-chairs Northern California Grantmaker's Orga-

nizational Effectiveness and Professional Development Committee.

■ **Katherine Fulton** is president of Monitor Institute and a partner at the Monitor Group. With more than 30 years of experience as a leader, strategist, editor, writer, speaker and advisor, Fulton is focused on how philanthropy and social investing must adapt to a rapidly evolving context or risk growing irrelevant. She has advised many of this generation's leading philanthropists and foundations, given dozens of major speeches about the future of philanthropy and co-authored several noted publications, including *What's Next for Philanthropy, Investing for Social and Environmental Impact* and *Looking Out for the Future: An Orientation for 21st Century Philanthropists.*

■ **Lisa Gansky** is an entrepreneur and environmentalist focused on building companies and supporting social ventures where there is an opportunity for well-timed disruption and a resounding impact. Gansky was CEO, co-founder and chair of Ofoto. Prior to that, she was co-founder and CEO of the Global Network Navigator, the first commercial website. After GNN was acquired by AOL in 1995, Gansky directed Internet services for AOL through 1997. She currently serves as a director and co-founder of Dos Margaritas, an environmental foundation with programs focused in Latin America, and as an advisor to and investor in such social ventures as New Resource Bank, Convio, Squidoo, Taste-Book, MePlease and GreenBiz. Gansky is also author of the 2010 best-selling book *The Mesh: Why the Future of Business Is Sharing.*

■ **Sue Gardner** is executive director of the Wikimedia Foundation, the nonprofit organization behind Wikipedia. Wikipedia is the world's largest and most popular encyclopedia, containing more than 16 million collaboratively created articles in 270 languages. It is used by more than 400 million people every month. In her first year with the Wikimedia Foundation Gardner more than doubled donations, and a 2010 Charity Navigator analysis named the foundation the fastest-growing U.S.-based nonprofit, as measured by revenue increase. Since Gardner joined the foundation in 2007, Wikipedia and its sister projects have doubled their global readership, making them now the world's fifth-most-popular Web property.

■ **Heather McLeod Grant** is a senior consultant at Monitor Institute, with more than 20 years of experience in the social sector. Her practice focuses on network approaches to social change, scaling social innovations and impact, and transforming large organizations. She is co-author of the best-selling *Forces for Good: The Six Practices of High-Impact Nonprofits,* the *Stanford Social Innovation Review* article "Working Wikily: Social Change with a Network Mindset," and the case study "Transformer: How to Build a Network to Change a System." She holds a master's degree in business administration from Stanford University and a bachelor's degree from Harvard University, and she resides in the Bay Area with her husband and daughter.

■ **Sarita Gupta** is executive director of Jobs with Justice, an organization

Social Media Guide f t in

We encourage you to tweet about the conference, post comments and questions on GEO's Facebook page or the Working Wikily blog, and share information on networks or links to related resources with the GEO community. Here's how you can get connected:

- Tweet about the conference using the official hashtag — #netfunders

- Find responses to some of the most frequently asked questions about catalyzing networks plus other related resources — networksguide.wikispaces.com

- Visit the conference website — www.geofunders.org/networksconference.aspx

- View networks-related blog posts and share your comments — http://workingwikily.com/ and www.bethkanter.org

- Follow GEO on Twitter — @geofunders

- Add Funder Netty to your LinkedIn network. Netty is a fictitious character created on LinkedIn to help us visualize connections among participants — www.linkedin.com/pub/funder-netty/31/204/3b5

- Share your conference pictures, highlights, stories and ideas with the GEO community — send to yates@geofunders.org

- Visit GEO's or Monitor's websites for more resources and learning opportunities — www.geofunders.org or www.monitorinstitute.com

For additional ways to participate, become more involved and get the most out of your GEO membership, contact Jason Twiss, GEO's manager of member engagement, at twiss@geofunders.org or 202.898.1841.

Not yet a member? Join GEO today.
Contact our membership department at membership@geofunders.org or visit our website for more information, www.geofunders.org.

that builds coalitions of community, faith, and student groups to work toward economic and social justice. Gupta began organizing when she was a student at Mount Holyoke College, during which time she was elected president of the U.S. Student Association and helped develop the Student Labor Action Project. She serves on the International Labor Rights Forum, the National Organizers Forum, the National Planning Committee of the U.S. Social Forum, the Inter-Alliance Dialogue, the Grassroots Global Justice Alliance, the Other Worlds Are Possible Giving Circle, and the Discount Foundation's board of trustees.

■ **David Haskell** has woven international development networks for more than two decades and now strengthens indigenous social entrepreneurs as CEO of Dreams InDeed International. Formerly founding director of Habitat for Humanity Middle East and East Africa, Haskell has launched six start-ups and directed four turnarounds. Haskell holds a master's degree in public administration with specialization in leadership and negotiation from Harvard University, a master's degree in applied linguistics from the University of California, Los Angeles, and a bachelor's degree in communications, magna cum laude, from Wheaton College. A Harvard Pforzheimer fellow and University of Jordan Fulbright scholar, Haskell received a UCLA Outstanding Teaching Award and has presented at Adelphi University.

■ **Annie Hernandez** is program officer, organization and leadership development, for The Lumpkin Family Foundation in Mattoon, Ill. She provides leadership for the foundation's creation, growth and maintenance of goodWORKSconnect.org, a nonprofit network and online resource center. She also supports the foundation's local and regional grantmaking programs and next-generation philanthropic development, and serves as the lead for all evaluation efforts. Hernandez came from a management support organization in Indianapolis. Prior to that, she served in a variety of

public and nonprofit capacities. As well as being an active local and Grantmakers for Effective Organizations volunteer, Hernandez is pursuing a doctorate in leadership and change management from Antioch University.

■ **June Holley** provides consulting, training and coaching to organizations around the world who are interested in creating healthier networks through a better understanding of self-organization, collaboration, innovation and learning. She has developed face-to-face and virtual training programs and communities of practice for network weavers, pioneering in the use of the social Web to support network efforts. She is now working with others to organize an international network of consultants and leadership development organizations to more effectively support network weavers around the world. Her *Network Weaver Handbook,* with 300 pages of simple activities for network weavers, will be available this summer.

■ **Lyle Hurst** spent 22 years at Hewlett-Packard Company in a variety of finance, marketing and general management positions in numerous global businesses. A few years after leaving HP, he was invited to participate as a fellow in the 2009 pilot of the Silicon Valley Encore Fellows program. For about 18 months, he and Leslye Louie worked at Partners in School Innovation, a San Francisco–based nonprofit focused on improving literacy in high-need urban school districts. Since then, Hurst has served on Civic Ventures' Encore Fellowships Network team, helping to design and implement the network model and associated tools.

■ **Audrey Jordan** is a loaned executive of the Annie E. Casey Foundation, who works as director of partnerships, innovation and evaluation at Lawrence CommunityWorks and as an advisor to Boston Rising's community impact initiative. At AECF, Jordan began in the evaluation unit, moved into the community change initiative unit and then led the foundation's portfolio of work on resident

engagement, with a focus on strengthening families' positive social networks. Her previous 15 years of work experience was in participatory evaluation research. She holds a master's degree in social psychology from the University of Virginia and is a graduate of both the Virginia Commonwealth University's master of social work program and its doctoral program.

■ **Beth Kanter** is author of *Beth's Blog: How Networked Nonprofits Are Using Social Media to Power Change*, one of the longest-running and most popular blogs for nonprofits. She co-authored the book *The Networked Nonprofit* with Allison Fine. In 2009, she was named by *Fast Company* magazine as one of the most influential women in technology and by *BusinessWeek* as a voice of innovation for social media. Beth has worked for more than 30 years in the nonprofit sector in technology, training, capacity building, evaluation, fundraising and marketing.

■ **Gabriel Kasper** is a consultant at Monitor Institute, working with funders to help them understand emerging patterns of innovation and adapt to the changing context for their efforts. Before joining Monitor in 2004, he was a program officer at The David and Lucile Packard Foundation, where he developed the foundation's strategy for increasing the effectiveness of philanthropy as a field and managed its grantmaking in that area. Kasper has spent more than 15 years as a consultant and is co-author of the Monitor publications *What's Next for Philanthropy, On the Brink of New Promise, Intentional Innovation* and *Working Wikily 2.0.*

■ **Robin Katcher** is managing director of Management Assistance Group, spearheading the organization's new focus on building long-term progressive political strength by supporting and transforming social justice efforts at not just the organizational level but also the leadership and network levels. Bringing her deep experience in movements as an organizer, trainer, educator, legislative advocate and board member, she has strengthened hundreds

of organizations, leaders and networks through organizational development assistance, leadership coaching and capacity-building programs. Katcher also published a *Nonprofit Quarterly* article on networks' roles in building strong movements, based on her experience and research.

■ **Martin Kearns** is an innovator in the field of campaigns and advocacy. He has pioneered integration of network-centric principles in organizing and social change work. He co-founded Green Media Toolshed as well as MobileActive.org, a global network of activists who use cell phones for civic action. He has authored chapters in *Mobilizing Generation 2.0* and *Rebooting America* and published in *The Huffington Post, Daily Kos* and *Personal Democracy Forum*. Previously, Kearns also successfully founded the Georgia River Network and worked on many political campaigns. Kearns holds a bachelor's degree from LeMoyne College and a master's degree in environmental science from Yale University.

■ **Tom Kelly** joined the Annie E. Casey Foundation in 1999 and became evaluation manager in 2002. He provides evaluation support to foundation staff and grantees and has managed evaluations of foundation initiatives, including the jobs initiative and the 10-year community change initiative Making Connections. AECF's evaluation investments prioritize the building of sustained evaluation and data capacity in grantees, communities, partner organizations and communities. Kelly's recent work at AECF includes evaluation of policy advocacy and civic engagement, evaluation of community capacity, evaluating networks and building internal foundation performance measurement capacity. Kelly also has provided technical assistance and advice to other foundations and philanthropic groups on evaluation and performance measurement. Before joining the foundation, Kelly was an evaluation consultant in Washington, D.C., for 10 years for state and federal multisite demonstration programs in child welfare, substance abuse, youth development, public health, employment, early education and Head Start. He is a graduate of Harvard College and The George Washington University School of Public Health.

■ **Eugene Eric Kim** is co-founder and principal of Blue Oxen Associates. He has developed collaborative strategies for a number of organizations, focusing especially on interorganizational collaboration and collaborative learning. Past clients include NASA, Institute of International Education, Socialtext and the Wikimedia Foundation. Kim's research centers around identifying patterns of high-performance collaboration across different domains and catalyzing collaboration in large networks. He is also a thought leader in the collaborative tool space, focusing especially on Wikis, digital identity and usability. He holds a bachelor's degree in history and science from Harvard University.

■ **Rafael López** is the associate director for talent management and leadership development of the Annie E. Casey Foundation. Prior to joining the foundation, López served as the President and CEO of The Family League of Baltimore City, Inc. where he also served as a member of the Baltimore City Mayor's Cabinet. He has worked closely with community based organizations and received a scholarship from the Packard Foundation to serve as a fellow at Stanford University's Center for Social Innovation. López is an alumnus of Vassar College, the University of California Santa Cruz and Harvard University's Kennedy School of Government, where he earned a master's degree in public administration and was named a Lucius N. Littauer Fellow.

■ **Leslye Louie** was a general manager and vice president at Hewlett-Packard Company. During her 20-year career, Louie held senior sales, marketing, operations and finance positions in the United States and Europe. In 2009 she participated in the Silicon Valley Encore Fellows pilot, working at Partners in School Innovation, where she and Lyle Hurst implemented a performance management system and revamped human resource policies and practices. In 2010, Civic Ventures hired Louie to become national director of its Encore Fellowships Network, responsible for scaling up the Encore Fellows program nationally.

■ **Chris Lynch** is chief operating officer at SquashBusters, a sports-based youth development program in Boston that uses squash to help urban Boston youth. Prior to SquashBusters, Lynch spent seven years directing the Boston Youth Sports Initiative, a network-building effort that increased the quality, scale and sustainability of all urban youth sports programs in the city. He previously worked in direct youth service at MetroLacrosse and SquashBusters, and before that he was a teacher and coach for more than 10 years. He holds a bachelor's degree from Bates College and a master's degree in education from Lesley University.

■ **Mary Manuel** is the managing director of the McKay Foundation, which supports the development of civic engagement infrastructure in the Western region. Before becoming Managing Director, Mary was the Foundation's program officer overseeing the community-organizing portfolio in California. She is also currently a certified Action Learning coach from the World Institute for Action Learning, and a coach for the Cámbio Program, which trains leaders to manage change in themselves, their organization and their networks. Mary resides in San Francisco, where she enjoys hiking, volleyball and seeing live music.

■ **Carole Martin** is an independent consultant with significant experience involving networks for social change, collaborations and strategic alliances. By working in a highly collaborative fashion with clients, Martin seeks to increase understanding and application of systems thinking in undertaking collective change. Her experience includes working with funders, nonprofit organizations, government entities and individual contributors in various stages of network design, formation and functioning. She advises local, state, regional, multistate, sectoral and cross-sector networks and serves as coordinator for one cross-sector network of funders and capacity-building organizations. Martin's approach emphasizes solid business analysis and strong working relationships based on trust.

■ **Stephanie McAuliffe** is director of human resources and organizational effectiveness at The David and Lucile Packard Foundation in Los Altos, Calif. She joined the foundation after a career of human resources work, mostly at Wells Fargo. In addition to managing HR, her work at the foundation for the last nine years has included leading Organizational Effectiveness, Philanthropy and President's grantmaking funds. She is on two nonprofit boards — Island Conservation and the Pacifica Education Foundation. She is happy to be at an organization that works to support the capacity of the non-profits it works with, and she is obsessed with understanding network effectiveness. The Organizational Effectiveness team is learning in public at its online Wiki.

■ **Deborah Meehan** is founder and executive director of Leadership Learning Community. LLC seeks to change the ways that we learn and lead by linking the inquiry, practice and resources of those committed to developing leadership that can address a range of significant social issues. Meehan has created a consulting services arm of LLC and conducted evaluations for national and international leadership programs. She has also produced leadership scans, written literature reviews and made program recommendations on behalf of 30 foundations that include a broad range of small, large, regional, state and prominent national foundations.

■ **Ify Mora** currently works at the Barr Foundation as the senior aide to the executive director. In this position, Ify works closely with Barr's executive director on organizational development and strategic projects across the foundation's portfolios and manages Barr's involvement in external initiatives such as the Opportunity Agenda, a local funder collaborative committed to strengthening Boston's education pipeline. Ify graduated from the Harvard Kennedy School with a master's degree in public policy and a concentration on the nonprofit sector. She received a bachelor's degree in quantitative economics and spanish from Tufts University.

■ **Mayur Patel** is vice president of strategy and assessment for the John S. and James L. Knight Foundation, where he is responsible for aiding ongoing strategy development and assessing the impact of the foundation's efforts. Patel was previously a project associate with the Global Economic Governance Programme at Oxford University, involved in research on international institutions and economic affairs, and was a fellow with the World Trade Organization. He served as a trade policy advisor to Oxfam's offices in the UK and Kenya. A Rhodes Scholar, Patel holds a doctorate in international development from Oxford University. In 2011, he was selected as an Independent Sector American Express NGen Fellow.

■ **Rick Reed** is a senior advisor to the Garfield Foundation. He is credited with imagining and co-weaving RE-AMP, an innovative network of clean energy advocates and foundations working in an eight-state region of the upper Midwest. Reed began experimenting with network building in 1999, when he imagined and co-created the Lighthouse Farm Network, an enterprise focused on transferring knowledge from organic farmers to conventional farmers motivated to reduce their chemical use. He agrees with those who say that when it comes to social change, networks are the language of the 21st century.

■ **Kathy Reich** is program officer for organizational effectiveness and philanthropy at The David and Lucile Packard Foundation, working with grantees to improve their management, leadership and impact. She has been with the foundation since 2001, previously having held the positions of program officer for preschool grantmaking, and policy analyst and editor for the journal *The Future of Children*. Before that, Reich was policy director at a Washington, D.C.–based nonprofit and worked as legislative assistant to U.S. Senator Dianne Feinstein, focusing on welfare and children's and environmental issues. Reich holds a bachelor's degree from Yale University and a master's degree from Harvard University's John F. Kennedy School of Government.

■ **Adene Sacks** joined the Jim Joseph Foundation as its founding program officer in 2006. Sacks represents the foundation in the area of Jewish Service Learning and promotes the foundation's learning about networks, organizational growth strategies and peer educators. Prior to her work at the foundation, Sacks was founding executive director of the Israel Venture Network, a venture philanthropy network of high-tech entrepreneurs, venture capitalists and philanthropists in the United States and Israel. Sacks was the 2011 recipient of the J.J. Greenberg Memorial Award for leadership in Jewish philanthropy. Over the last year, she has also participated in Monitor Institute's Network of Network Funders and serves as a member of the Grantmakers for Effective Organizations planning committee for the conference.

■ **Marie Sauter** is a program officer with the Bill & Melinda Gates Foundation Pacific Northwest initiative, managing investments aiming to reduce family homelessness and to improve educational outcomes for low-income students. Marie's projects include supporting a network of domestic violence agencies working to improve housing stability and a network of community foundations focused on increasing nonprofit capacity. Prior to joining the foundation in 2006, she worked in philanthropy with Social Venture Partners, Medina Foundation and Washington Women's Foundation, and in nonprofit program management. She's a graduate of Pomona College, and of Seattle University's Nonprofit Leadership Program.

■ **Diana Scearce** is a senior consultant with Monitor Institute, where she works primarily with networks and multi-stakeholder groups. Her work combines strategy, facilitation, research, scenario thinking and learning design. She has written multiple articles and reports, including the *Stanford Social Innovation Review* article "Working Wikily: Social Change with a Network Mindset" and the white paper "Connected Citizens: The Power, Peril and Potential of Networks." Prior to joining Monitor Institute, Scearce was a scenario practitioner at the Global Business Network. She holds a master's degree in public administration from Harvard University's John F. Kennedy

School of Government and resides in San Francisco with her husband and two sons.

■ **Scott Spann** of Innate Strategies is working to create deep, lasting impact in complex, multi-stakeholder issues and opportunities. His work includes designing and launching RE-AMP, a Midwest climate change collaboration that has grown to include eight states and 128 organizations, becoming one of the most successful models of collaboration in the United States. He also designed a society-wide conversation in Guatemala as the country strove to reverse a 40-year history of poverty and social injustice. Through Roots of Change, Spann integrated the perspectives of the California secretary of agriculture, the president of Whole Foods, the United Farm Workers and others as they designed a sustainable food and agricultural system for the state.

■ **Madeleine Beaubien Taylor** is a social anthropologist who advises public and nonprofit organizations and national foundations on network strategy, network management, network research and network evaluation. She has designed and implemented network assessments that incorporate social network approaches and tools for the W.K. Kellogg Foundation, the Barr Foundation, the Jim Joseph Foundation, the Commonwealth of Massachusetts and the state of Bahia, Brazil. Dr. Taylor is the lead partner of Network Impact, Inc., and co-author with Peter Plastrik of *Net Gains: A Handbook for Network Builders Seeking Social Change.*

■ **Bill Traynor** is a strategic advisor to Lawrence CommunityWorks. During his 11-year term as executive director, Traynor leveraged more than $40 million in public and private project investments for LCW. Through his work at LCW and in communities around the United States, Traynor has developed an innovative approach to place making and community building called "network-centric organizing." Traynor has 30 years of experience in community development and organizing, and holds degrees from University of Massachusetts at Lowell and the Heller School at Brandeis University. In 1998, Traynor

was awarded a Loeb fellowship from the Harvard University Graduate School of Design. He is also working with partner Frankie Blackburn on a new venture called NeighborUp America.

■ **Christine van Bergeijk** has been with the Hawaii Community Foundation since 2000. As vice president of programs for HCF, she helped design and implement a variety of programs aimed at strengthening organizational capacity of Hawaii's nonprofit sector and at building effective funding partnerships to address critical community issues. Van Bergeijk has overseen and managed HCF's $20 million in annual competitive grantmaking each year. In addition to its grantmaking, HCF has expanded its commitment to the nonprofit sector through several new leadership programs and training workshops, and through the creation of communities of practice by enhancing networks in Hawaii.

■ **Jane Wei-Skillern** is an associate adjunct professor at the Haas School of Business, University of California, Berkeley, and a lecturer in organizational behavior at the Stanford Graduate School of Business. She has conducted research on nonprofit networks, growth and multisite structures. Her network research examines how leaders can dramatically increase mission impact by focusing less on building their own institutions and more on catalyzing external networks. Wei-Skillern is author and co-author of dozens of Harvard Business School case studies, book chapters and journal articles, as well as lead author of the casebook *Entrepreneurship in the Social Sector.*

■ **Kate Wing** is a program officer in the Gordon and Betty Moore Foundation's Marine Conservation Initiative. Prior to joining the foundation in 2008, she was an independent policy and communications consultant. During her eight years with the San Francisco office of the Natural Resources Defense Council, she worked with coalitions of fishermen and nongovernmental organizations on a wide range of ocean issues. She holds a master's degree from the University of Washington and served as a fellow on the U.S. Senate Commerce Committee. When not online, she enjoys old-fashioned pursuits like typesetting and baking.

GEO's 2012 National Conference

Seattle ■ March 12 – 14, 2012

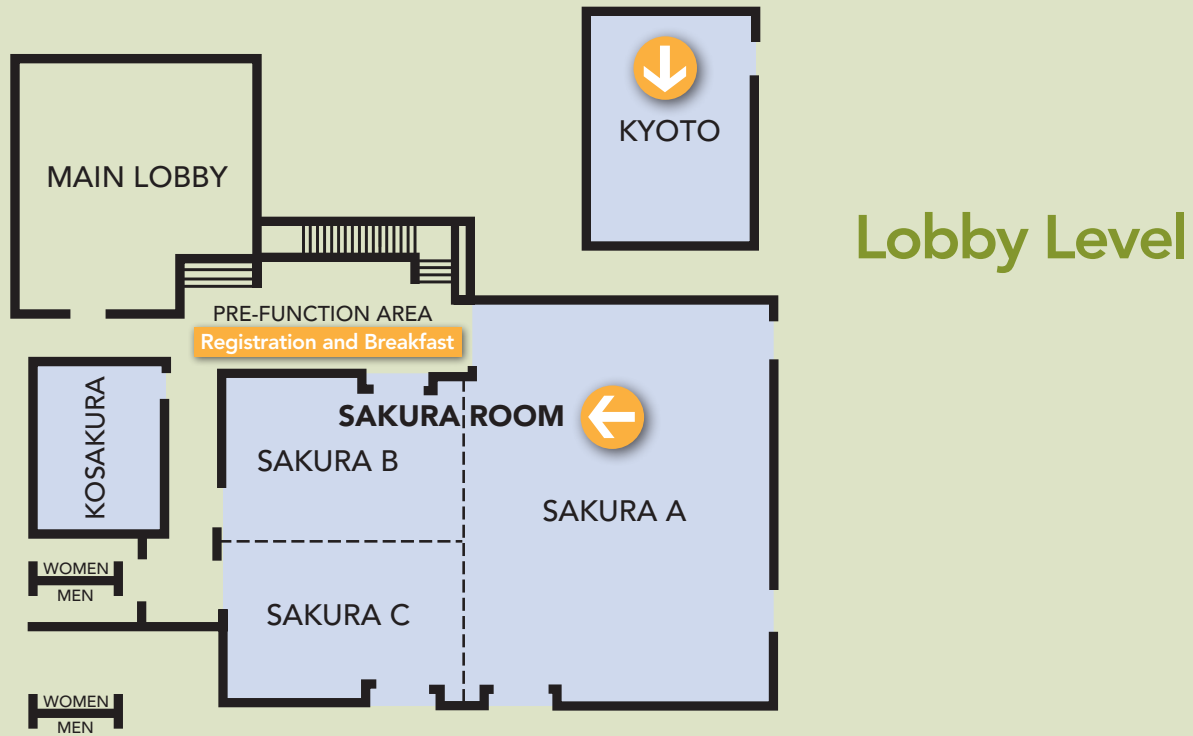*Held in partnership with Philanthropy Northwest*
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2012 GEO
NATIONAL
CONFERENCE

Hotel Floor Plan

Lobby Level

MAIN LOBBY

KYOTO

PRE-FUNCTION AREA
Registration and Breakfast

KOSAKURA

SAKURA ROOM

SAKURA B

SAKURA A

SAKURA C

WOMEN
MEN

WOMEN
MEN

Garden Level

FITNESS CENTER

WOMEN
MEN
ELEVATORS

GARDEN B

GARDEN A

PRE-FUNCTION AREA

BUSINESS

SPRING ROOM

SPRING C

SPRING A

SPRING B

WOMEN
MEN

IMPERIAL ROOM

OSAKA

WOMEN
MEN

IMPERIAL A

IMPERIAL B
Lunch

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