



## **Success Stories of Nonprofit Mergers and Collaborations**

Welcoming Remarks, Panel Moderator, and Panel

### Welcoming Remarks

**Amy K. Gudgeon**, is a Manager with Fiscal Management Associates, LLC. She leads FMAs Chicago office and is responsible for recommending and implementing improvements to organizations' financial management infrastructure, facilitating management decision making on strategic financial issues.

Prior to joining FMA, she worked as both Project Manager and Director of Grants Management with the City of Chicago's Office of Emergency Management and Communications, where she managed all Homeland Security grant programs and served as the Contracts Director, coordinating all of OEMC's contracts, including negotiation, compliance, and legal oversight. Her experience with charter schools includes leadership with Perspectives Charter School of Chicago where she held the roles of Associate Director of Development and Deputy Director of External Affairs. While there, she oversaw the fundraising of all grant and individual requests to support an annual operating budget of over \$3 million, and managed all educational policy initiatives surrounding the Perspectives Replication initiative in collaboration with the Bill & Melinda Gates Foundation, Renaissance 2010 and Chicago Public Schools. She also co-authored the Perspectives Replication proposal/business plan to establish additional effective charter schools in Chicago. An artist herself and supporter of the arts, Amy worked on the start-up team to build the first Children's Museum in downtown Atlanta as Director of Special Projects. She is President of the Friends of Newton Bateman Elementary School, serves as a Community Volunteer with Waters Elementary School and is an Associate Board Member of the American Theater Company.

**Hilda H. Polanco, CPA, CCSA®**, is Managing Director and founder of Fiscal Management Associates, LLC (FMA). Hilda provides practical, hands-on financial management and consulting services to organizations in the not-for-profit sector. Over the last nineteen years, Hilda has built a specialized consulting practice focused on helping not-for-profit agencies across the country create and maintain effective fiscal systems and policies, cost-efficient technology systems, and a human resource infrastructure that supports their program, fiscal and operating demands. Hilda spearheaded the creation and launch of the FMA Institute in order to address a critical need for the professional development of leaders in the nonprofit sector.

A recognized expert in the independent sector, Hilda served as the keynote speaker at Chicago's 2010 Donor's Forum and Citi Foundation Nonprofit Day and continues as faculty with the Donor's Forum. She was also an invited presenter at the City of Chicago's Delegate Agency annual Fiscal Conference.



Hilda currently serves on the Board of Directors for the New York Better Business Bureau Foundation and chairs the Foundation's Hispanic Advisory Committee. Hilda also serves on the Advisory Board for Acelero Learning, an organization that partners with local communities to support high quality Head Start programs. She has also served on the Board of Governance Matters. Other memberships include the American Institute of CPAs, New York State Society of CPAs and its Not-for-Profit Organizations Committee. In 2008, she was honored with the Social Entrepreneur Award from the National Association of Women Business Owners-New York City, which recognizes the successful impact made by a woman who uses business methods to find practical ways to solve social problems or needs related to the not-for-profit sector. Her previous honors include an award from WHEDCO in 2004 for outstanding leadership in the field of nonprofit finance and the 2003 Latina Excellence Award in Community Service from *HISPANIC Magazine*.

Hilda graduated from New York University with a B.A. in Accounting. She is a CPA and holds the Certification in Control Self-Assessment, conferred by the Institute of Internal Auditors to practitioners who have proven their knowledge and are able to provide guidance on risk, controls, and business objectives.

## Panel Moderator

**Gretchen Dykstra**, Senior Advisor to FMA in strategic communications, program development and resource development, has extensive management experience in both nonprofits and government agencies. Founding President and CEO of the World Trade Center Memorial Foundation from April 2005 until May 2006, Gretchen had served under Mayor Bloomberg as Commissioner of the New York City Department of Consumer Affairs, the City's regulatory agency for small business.

Founding President of the Times Square Alliance (formerly the BID) she was one of the leaders of the dramatic reclamation of that area in the 1990s. Gretchen has held senior positions at the Rockefeller Foundation, the New York City Charter Revision Commission, and the Edna McConnell Clark Foundation.

She has been a freelance writer and a teacher including two years (1979-81) at a teacher's college in Wuhan, China. Gretchen received her Bachelor of Arts at the University of Wisconsin at Madison and a Masters in Education and later an Honorary Doctorate from the Bank Street College of Education. She currently serves on the Board of Save the Children where she began its HIV/AIDS Leadership Council.



## Panel Members



**Wendy DuBoe** is chief operating officer for the United Way of Metropolitan Chicago, the largest private funder of health and human services in the Chicago region. In this capacity, Ms. DuBoe plays a leadership role in working with staff, volunteers, donors, and community partners to maximize the impact of United Way's \$43 million in community investment across the territory. She is responsible for overseeing the organization's funding commitments, community partnerships, local offices as well as government affairs, labor relations and public policy work.

Since joining United Way in 2003, Ms. DuBoe has led the effort to target United Way's community investment (700 programs region-wide) to greater impact in three critical areas: Financial Stability, Health and Education. She has also spearheaded initiatives to evaluate regional health and human service needs, convert investment systems to track measurable results, built community collaborations and developed public policy partnerships. She played a significant leadership role in bringing together United Way's regional merger of 54 local offices into one metropolitan organization and the integration of investment and operating systems across the territory.

Wendy DuBoe has worked for more than two decades in the private and not-for-profit sectors and promoted resource sharing between the two. Her background spans research and planning, program development, business development, community relations, government affairs and the management of local offices.

Ms. DuBoe began her career in 1988 as program officer with The Chicago Council on Foreign Relations, where she directed corporate programming for the largest international affairs organization in the Midwest. In 1992, she joined Ameritech International as manager of research, and was later named director of business development. In these roles, she helped to analyze and position the corporation's international investments in overseas markets. In 2000, Ms. DuBoe joined the Chicago office of Fleishman-Hillard as vice president of investor relations and provided counsel to companies developing their investment strategies.

In 2001, Wendy returned to the non-profit sector. She joined the Aspen Institute to launch a new programming initiative and was later named vice president of the Seminars Program - the internationally acclaimed leadership program that fosters understanding of global policy implications in corporate decision making. In that role, she oversaw the creation of program content and ran the department's day-to-day operations in Aspen, Chicago and Washington DC.

Ms. DuBoe graduated *cum laude* from the University of Michigan with a B.A. in Economics and Psychology. She earned her M.A. in International Economics and International Relations from the Johns Hopkins University School of Advanced International Studies (SAIS). She also received a General Course Degree in Economics from the



London School of Economics and Political Science (LSE).

Wendy serves as a member of the Board of Directors of the Executive Service Corps in Chicago and chairs the board of FEMA's Emergency Food and Shelter Program for Chicago and Cook County. She sits on the Illinois Governing Board for 211. She has collaborated on health and human service publications and authored telecommunications and development policy statements. She is a member of the International MENSA Society.



**John MacIntosh** leads the program team at SeaChange and also manages the SeaChange-Lodestar Fund for Nonprofit Collaboration. Before joining SeaChange, he was a Partner and Managing Director at Warburg Pincus in the firm's New York, Tokyo, and London offices.

During his 13 years at Warburg Pincus, he was responsible for overseeing the firm's expansion into several new international markets and industry segments, and he served as a director of 16 companies, public and private. He is a graduate of Princeton University and of the London School of Economics. He serves as equity investment advisor to MicroVest Capital Management and also serves on the board of the New York Junior Tennis League.

John lives in Brooklyn with his wife and four daughters.



**Stephan Russo** is an expert in the management and delivery of human services in New York City, and a leader in the settlement house field. He has been the Executive Director of Goddard Riverside Community Center since 1998. His roots run deep at the agency, a highly regarded New York City settlement house. In the summer of 1976, he began working at Goddard Riverside as a youth outreach worker. Except for a brief stint in New York City government and as a consultant in the housing field, Russo has held positions of increasing responsibility at Goddard Riverside, serving as a project supervisor, Youth Services Director, Associate Director for Homeless and Housing programs, and Deputy Director.

From 1993-1996, he served as Assistant Commissioner in the newly created New York City Department of Homeless Services. He has worked as a consultant to organizations operating supportive housing and helped found the SRO Providers Group in 1989, which later became the Supportive Housing Network of New York, a



leading advocacy organization for the development of affordable, supportive housing for special needs populations. He has also been a Lecturer and Adjunct Assistant Professor at the Columbia University Graduate School of Social Work, where he completed his Master of Science degree in 1980.

From his days as a youth worker, Russo's philosophy has been consistently focused on the value of community-based approaches to addressing some of our toughest social problems. Russo says, "Everything at Goddard Riverside is accomplished with the idea of building community by connecting ourselves to each other, and reducing barriers that usually separate people. We want every participant in our programs to feel uplifted and enriched by their experiences at Goddard Riverside."

A remarkable history of developing groundbreaking programs to meet community needs has been a hallmark of the organization under Russo's leadership. In order to create new programming, Goddard Riverside's budget has increased from \$12 million to \$30 million in the last 10 years. Among the achievements during his tenure are the construction of a fifth residential facility providing permanent housing for formerly homeless mentally ill adults; completion of an extensive renovation and innovative refinancing of Phelps House, a residence for older adults; the merger of Goddard Riverside with St. Matthew's and St. Timothy's Neighborhood Center; the creation of the College Access Professional Development Institute (CAPDI), the training arm of the highly regarded OPTIONS Center, a college counseling program for low-income and disconnected youth that has been replicated widely; and a successful bid to become the lead agency delivering outreach services and making housing placements for homeless people in the borough of Manhattan.

Prior to accepting his first job at Goddard Riverside, Russo completed a two-year Peace Corps assignment in Colombia, South America. Russo holds a Bachelor of Arts in Political Science/Polycymaking from Brown University where he was an All-American lacrosse player, and inducted into the Brown Athletic Hall of Fame in 1982. He is married with two children and lives on the Upper West Side.



**Maria E. Wynne** is CEO (chief executive officer) for Girl Scouts of Greater Chicago and Northwest Indiana, the largest Girl Scout council in the country. She is the first CEO to lead the council following an unprecedented merger of seven independent Girl Scout 501(c)(3) corporations on July 1, 2008. The council brings together vast resources that expand opportunities for nearly 86,000 girls and 23,000 volunteers in 245 communities in six Illinois counties (Cook, DuPage, Grundy, Kankakee, Lake and Will) and four Indiana counties (Jasper, Lake, Newton, and Porter).



Under Ms. Wynne's leadership, the council defied a national trend of decreased membership for first-year merged Girl Scout councils. One year after its merger, Girl Scouts of Greater Chicago and Northwest Indiana experienced a +1 percent increase in girl members. The council also launched a new staffing structure, a new delegate system, and a restructured service delivery system that is designed to connect volunteers with each other and to the professional staff who support them.

In her leadership position, Ms. Wynne oversees all council operations with the goal of making the Girl Scout Leadership Experience accessible to all girls. She is focused on expanding learning and leadership opportunities for girls, as well as creating an experiential environment that will prepare girls and young women to become well-equipped 21<sup>st</sup> century global citizens.

Ms. Wynne's vision of increasing leadership development opportunities for young people became a reality with the grand opening of Journey World, the Girl Scout Center for Leadership and Innovation, an experiential learning center that encourages students to learn about science, technology, engineering and math, in addition to environmental sciences, commerce, entrepreneurship, financial literacy, and career exploration.

Maria Wynne is a local, regional and national leader, known for her ability to reverse lingering and outdated public stereotypes; to reposition mission and values with new specificity to illustrate nonprofit relevancy in today's global world; introducing new curriculum that challenges established ways of thinking; and reenergizing its relationship with millions of alumna to engage new models of volunteerism.

Maria brings her extensive experience, expertise, and resources to the council's mission to build girls of courage, confidence and character, who make the world a better place. These include, but are not limited to, expertise in:

- Excellence in nonprofit merger and integration strategies and tactics
- Fiscal best practices in scaling up a nonprofit organization's resources while achieving efficiencies and economies of scale in programming, revenue development and asset management
- Thought leadership and results in the reduction of the digital divide for youth and communities
- Innovation through traditional and nontraditional alliances and partnerships
- Proven social enterprise development and sustainable operations
- Youth leadership development best practices in outcome development for out-of-school time programs, diversity initiatives, and career and workforce development with a focus on science, technology, engineering and math; and
- Adult volunteer leadership development best practices and outcomes in democratic process, working with youth, and creating movements for change.

As a result of Ms. Wynne's leadership during its first two years, Girl Scouts of Greater Chicago and Northwest Indiana was awarded the inaugural ATHENA Organizational Leadership Award, the United Way of Metropolitan Chicago's Highly Innovative Project Award for GirlSpace, the Community Memorial Foundation Achievement Award, and the Woman Road Warrior – Future Division Award.

Prior to joining the Girl Scouts, Ms. Wynne was senior director for the Office of Citizenship and Innovation



for the U.S. Public Sector for Microsoft Corporation. In that role she worked primarily with mayors and mayoral staffs across the country to develop programs that conquered the "digital divide." She was also general manager for the U.S. State and Local Government sales organization where she had full P&L responsibility.

Ms. Wynne's successes include accomplishments in technology, sales, marketing, business development and operations management for technology leaders Xerox, Microsoft, Ameritech (now AT&T), and Moore Corporation (now RR Donnelley). As a senior executive leader, she has held vice president and general manager roles leading sizable sales organizations serving both public and private sectors.

Ms. Wynne earned her Bachelor of Arts degree at North Central College in Naperville, Illinois, and her Master of Business Administration from Northern Illinois University. She has continued her executive development through the Center for Creative Leadership and through Northwestern University's Kellogg School of Management.

She is co-author of "A Road Map Toward Digital Inclusion: New Imperatives Offer Municipalities Social and Economic Opportunities" and "Innovating for Inclusion: A Digital Inclusion Guide for Those Leading the Way," groundbreaking whitepapers in the area of digital inclusion and digital literacy planning for state and local governments.

A lifelong supporter of the arts, Ms. Wynne serves on the board of the Goodman Theatre in Chicago. She is on the Board of Trustees of North Central College, the Donors Forum, and serves on the advisory board for the Chicago Children's Advocacy Center. She is a member of the Economic Club of Chicago and The Chicago Network, a prestigious organization of the top 400 professional women in Chicago.

Ms. Wynne, born in the United States, was raised in Bogota, Colombia, South America, until age 15. She credits her school in Colombia, led by Franciscan Nuns from Minnesota, for having encouraged girls to think broadly and develop leadership skills. She recognizes the importance of early exposure to freeing young minds and spirits in order for children to develop a desire to pursue their full potential. Ms. Wynne shares her personal mission with that of the Girl Scouts, bringing a true commitment to her desire to nurture today's girls so they become the next generation of future women leaders.