

Nonprofit Leaders: Today's Difficult Decisions = Tomorrow's Stronger Future

Moderated by Andrea Thomas and Featuring Speakers:



Lisa Eccles
President and COO of the
George S. and Dolores Doré
Eccles Foundation



Lisa Sewell
Executive Director
Utah Arts Festival



Bill Crim
President & CEO
United Way



Mike Washburn
President & CEO
Thanksgiving Point



LeAnn Saldivar
President & CEO
Boys & Girls Clubs of
Greater Salt Lake



Frank Mack
Executive Producer
Utah Shakespeare Festival



Taylor Randall

Dean, David Eccles School of Business
University of Utah



Mike Leavitt

Former Secretary of Health and
Human Services

Former Governor of Utah

Summary of Key Action Items

1. Start thinking about COVID-19 as a long-term risk that needs to be managed, not a short-term issue that can be solved
2. Our social distancing strategies are working. We are out-performing the models. We can't stop social distancing too early or too late.
3. Act promptly, even if not perfect – iterate as required
4. Utilize the resources available – CARES Act, Credit Partner
5. Communicate frequently with key stakeholders
6. Look for ways to adapt your business as you prepare for a new normal



Agenda

Description	Presenter
Welcome	Taylor Randall
Summary of Key Action Items	Mike Leavitt
Utah's Nonprofits: A Donor's Perspective	Lisa Eccles George S. and Dolores Doré Eccles Foundation
Strategies for Nonprofits in Facing COVID-19 Challenges	Paul Brown David Eccles School of Business
Panel Discussion: How is your organization adapting to the changes brought on by this pandemic? Bill Crim, United Way of Salt Lake Lisa Sewell, Utah Arts Festival LeAnn Saldivar, Boys & Girls Club of Greater Salt Lake Frank Mack, Utah Shakespeare Festival Mike Washburn, Thanksgiving Point	Moderator: Andrea Thomas David Eccles School of Business
Audience Q&A	Andrea Thomas
Conclusion	Taylor Randall

Audience: Ask Questions Using Chat





Lisa Eccles

President & COO

George S. and Dolores Doré

Eccles Foundation

Utah's Nonprofits: A Donor's Perspective

- 1 Make a Plan: Efficient, Effective, Sustainable**
- 2 Use your Board!**
- 3 Communicate with your Donors**
- 4 Engage the Broader Community in your Mission**
- 5 Think Outside the Box**





Paul Brown

James Lee Sorenson Presidential Chair
Professor of Entrepreneurship & Strategy
Senior Director, Sorenson Impact Center
David Eccles School of Business
University of Utah

Strategic Moves for Nonprofits

- **“Micro” moves:** layoffs and furloughs, lease(s), payables, receivables, professional services spend, government assistance, line of credit, fundraising, grants, greater access to endowment funds
- **“Macro” moves:**
 - Strategic partnerships – how could you work together?
 - Management agreements – remain separate but share management and other resources
 - Full-scale merger or acquisition with another nonprofit – two become one
 - Needs to be strategic
 - Funders can help
- How do we best sustainably fulfill our long-term mission, and is M&A better than the alternatives?
- Resource:
http://chicagonpmergerstudy.org/sites/default/files/pdfs/2016_Metro_Chicago_NPMerger_Research_Project_Report.pdf



Andrea Thomas

Professor of Marketing, Assistant
Dean of Undergraduate Studies
David Eccles School of Business
University of Utah



Bill Crim

President & CEO

United Way of Salt Lake

Rising to the Challenge: Weathering the Short and Long Term

STABILIZE

Assess and address
operational challenges

How are our team members?

- Personnel policy change
- Tools/support for telework

How is our cash flow?

- Expense reductions
- Hiring freeze
- PPP Loan
- Events postponed/adapted

Are our board members and donors engaged?

- Bi-weekly finance meetings
- Frequent communication

PIVOT

Clarify and adapt our purpose
relative to the moment



What is needed in this moment?

- Shifting staff resources
- Data to assess needs
- Emergency fund for partners



What is needed in this moment?

- Child care / early learning
- Support for distance learning
- Assess system failures

ALIGN

Set stage for the future by
finding shared purpose

What does the future require?

- Strategy to protect vulnerable
- More equitable systems
- Better alignment of effort & better results

Who can we work with to shape that future?

- Everyone: Partnership comes in many forms

How will we sustain our work?

- Another opportunity to pivot...





Lisa Sewell

Executive Director
Utah Arts Festival

A wide-angle, high-angle photograph of the Utah Arts Festival. The scene is set in a city square with a large, ornate, multi-story building featuring a prominent clock tower in the background. To the right, a modern building with a curved glass facade reflects the surrounding scene. In the foreground and middle ground, a large crowd of people is walking along a paved path. To the left of the path, there are several white tents and green trees. The overall atmosphere is bright and festive, with sunlight filtering through the trees and buildings.

utah arts festival





LeAnn Saldivar

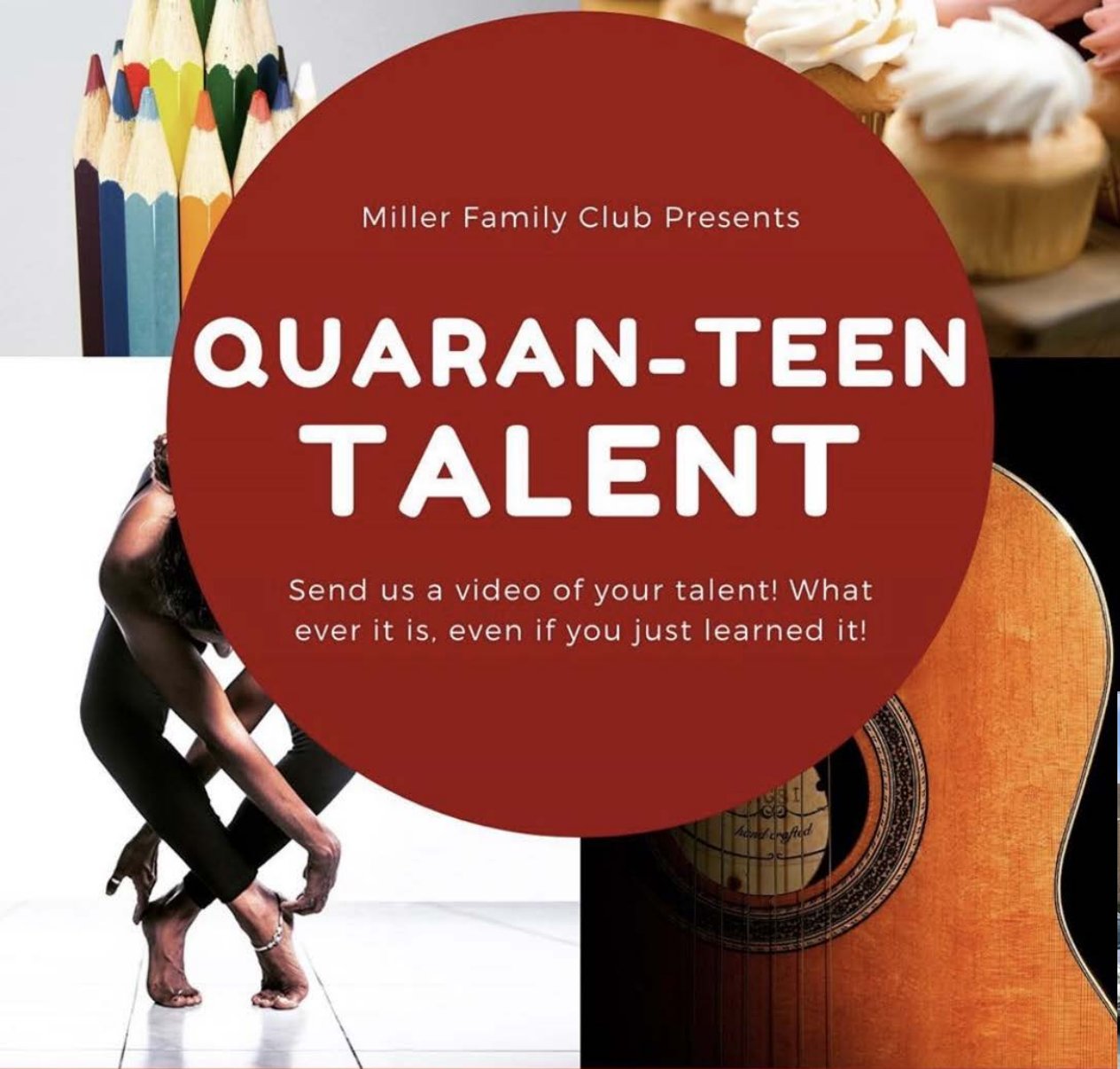
President/CEO

Boys & Girls Clubs of Greater
Salt Lake

Maintaining our Mission in New Ways

- Organizational Context – Boys & Girls Clubs of Greater Salt Lake
- Evolving Service Model
 - Food Distribution
 - Emergency Care Centers
 - Virtual Programming & Outreach
- The Good News – We Are Essential!





Miller Family Club Presents

QUARAN-TEEN TALENT

Send us a video of your talent! What
ever it is, even if you just learned it!

QUARAN-TEEN TALENT

Send us a video of your talent! What ever it is, even if you just learned it!

**EMAIL OR SEND A DM ON INSTAGRAM
OF YOUR 60 SECOND OR LESS VIDEO**

Prizes will be givem for the top 3 videos!





Frank Mack

Executive Producer
Utah Shakespeare Festival



UTAH SHAKESPEARE FESTIVAL

AT THE BEVERLEY CENTER FOR THE ARTS

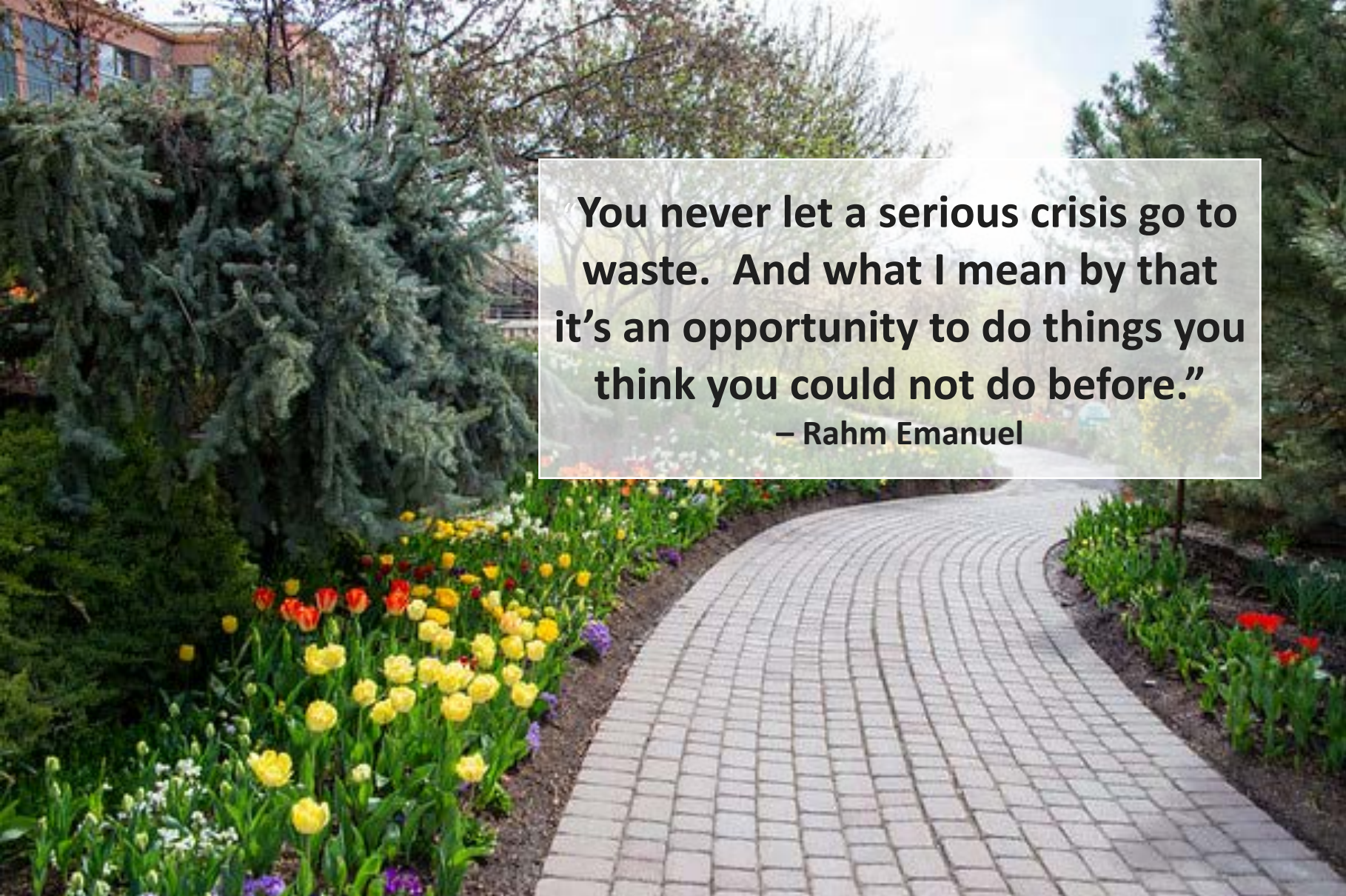




Mike Washburn

President & CEO

Thanksgiving Point



You never let a serious crisis go to waste. And what I mean by that it's an opportunity to do things you think you could not do before."

– Rahm Emanuel



Learning, Listening and Doing

- Plan closure – emergency board meeting
- PPP loan – no layoffs | no furloughs
- Pivot to online social media engagement and focus on mission
- Projects | Community | Members | Donors
- Pivot to reopening plans, processes and procedures
- What's the new sustainable business model?



Audience: Ask Questions Using Chat





STUDENTS LIFTING UTAH

OUR MISSION:
*Assist and lift the
businesses,
non-profits and
people of Utah*

Eccles.link/HopeCorps

Future Workshops:

Navigating COVID-19: How to Rebuild Your Business and Reactivate Our Community

Friday, May 1 from 11-12pm

The COVID-19 Economic Tsunami: A Business Forecast You Can Use
Featuring Mike Leavitt and Moody's Chief Economist Mark Zandi

Tuesday, May 5 from 11-12:30 pm

The Construction Industry – How to Build Your Way Back

To Register: [Eccles.Link/MikeLeavitt](https://eccles.link/mikeleavitt)

For More Info: [navigatingcovid@Eccles.Utah.edu](mailto:navigatingcovid@eccles.utah.edu)

For More Information:

University of Utah Executive Education

Online Classes Available:

- Growing in Uncertain Times
- Lean Six Sigma Green Belt Online
- Competitive Strategy
- Developing a Digital Marketing Plan

Download the At-A-Glance Calendar and Register:

- UtahLeaders.com
- 801-587-7273

Leavitt Partners

Driving strategy to advance value:

- Strategic planning
- Bridging health care and public health
- Federal policy intelligence and advocacy
- Problem-solving convening

Visit LeavittPartners.com or email Bo Nemelka at Bo.Nemelka@leavittpartners.com for more information.