



Finding a Balance: Sustaining your Mission in Uncertain Financial Times

with Marya Besharov

Tuesday, June 6, 2017

9:00 am - 12:00 pm

Fee \$70 includes nutritious snacks and drinks

REGISTER ONLINE at www.hsctc.org/workshops

**Borg Warner Conference Room, Tompkins County Public Library,
E. Green St. at S. Cayuga St., Ithaca ([driving and access directions below](#))**

Presented by the Human Services Coalition

Co-sponsored by the Tompkins County Public Library

A WORKSHOP FOR SENIOR LEADERS AND OTHER NONPROFIT PROFESSIONALS INTERESTED IN LEARNING PRACTICAL STRATEGIES FOR BALANCING THE SEEMINGLY COMPETING DEMANDS OF MISSION AND MARGIN.

Nonprofits face increasing challenges to sustain their mission and remain financially viable. Government, foundation, and individual support are increasingly hard to secure. Yet societal challenges nonprofits work to address continue to mount. These twin conditions make it all the more imperative that leaders continue the vital work of delivering on their organization's mission, yet do so in a way that is financially sustainable given the new economic realities.

This workshop will explore strategies and practices for managing these seemingly competing demands of mission and margin. We will:

- Consider the value of being a pluralist leader who turns potential conflicts between mission and margin into productive tensions that fuel creative solutions to improve both social outcomes and financial health.
- Learn techniques leaders can use to manage interpersonal tensions between staff and/or board members how prioritize mission and those who primarily emphasize financial viability.
- Discuss how leaders can enlist external stakeholders to serve as "guardrails" helping organizations stay true to their mission on the one hand, and remain financially viable on the other.
- Explore how leaders can develop new, more sustainable approaches to pursuing their organization's mission through low-cost experiments in the form of pilot programs and partnerships, and how dedicated measures of social and financial outcomes can provide feedback to identify those experiments that merit further investment.

Throughout, the workshop will emphasize "both/and" approaches that help nonprofit leaders sustain their organization's mission and assure its financial viability, rather than "either/or" approaches that sacrifice one for the other.

About the Presenter:

Marya Besharov is an Associate Professor of Organizational Behavior at the ILR School at Cornell University. An organizational theorist with a background in organizational sociology, she studies how organizations and their leaders navigate competing goals. Much of her research focuses on social-business hybrid organizations such as social enterprises and mission-driven businesses that combine social and commercial goals. Marya's work has been published in journals such as *Academy of Management Journal*, *Academy of Management Review*, *Business Ethics Quarterly*, *Academy of Management Learning and Education*, and others. She currently serves on the editorial boards of the *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, and *Organization Science*. In addition to her academic roles, Marya is actively involved in the nonprofit community in Ithaca, NY, where she currently serves as Board Chair of the Women's Opportunity Center. She received a BA in Social Studies, an MA in Sociology, and a PhD in Organizational Behavior from Harvard University. She also holds an MBA from Stanford. Prior to her academic career, Marya worked as a researcher and consultant in the health care field.

Registration and Payment

Register online at www.hsctc.org/workshops. If you are unable to register and pay online please call 607-273-8686 or email registration@hsctc.org.

Cancellation Policy

All registration sales are final. At times a workshop may be cancelled due to inclement weather or other issues. If this occurs, we will post the cancellation on our website: www.hsctc.org/workshops, email all registered participants, and refund any prepaid fees. If you plan to walk-in, please check our website for the most up-to-date information prior to attending.

Scholarships

Limited scholarships are available to agencies whose non-profit board and staff members cannot attend without one. To request a scholarship, email: registration@hsctc.org in advance of the workshop.

Snacks

Coffee, other drinks, and snacks are provided at all workshops; lunch is not provided. Attendees at sessions in the Borg Warner Room may leave and eat lunch on the beautiful Ithaca Commons.

Special Needs

Please notify us if you have any special needs; the Coalition wishes to make its workshops accessible to everyone.

For the comfort of everyone, HSC workshops are fragrance free. We appreciate your cooperation.

Driving and access

The Library is located in downtown Ithaca on the corner of East Green and South Cayuga Streets.

Directions for accessing the Library

The Library does not open its Main door until 9:30 am, so walk to the northeast corner of the building opposite the TCAT Green Street Station, turn right and enter at the door on the right under the green canopy. The Borg Warner room is immediately on your right.

Driving Directions

From North or South on Rt. 13 or 34: Proceed to Green Street in downtown Ithaca. Turn East (toward Cornell and downtown) on Green Street. Proceed approximately six blocks to Cayuga St, take a right turn and proceed as below.

From South on Rt. 96b: Proceed down hill on Aurora Street to East Clinton Street.

Turn left and proceed to Cayuga Street. Turn right on Cayuga Street and proceed as below.

From East on Rt. 79 or 366: Proceed to downtown on State St hill and veer right onto Seneca St at the bottom of the hill. Stay in the left lane of Seneca St until you come to Cayuga St. Turn left on Cayuga St and proceed as below.

From West on Rt. 79, 96 or 89: Proceed east to Fulton St. Turn right on Fulton St and stay in the left lane. Turn left on Green St and proceed about seven blocks to Cayuga Street. Turn right and proceed as below.

From all directions: Park in the Cayuga St. parking garage behind the Library and across from the Holiday Inn, or in the Green St. garage (entrance is past the "Pay and Display" and after the Cinemapolis sign on the left) diagonally across from the Library. Please note that "Pay and Display" parking is an option but the cost is twice that of the Green St. or Cayuga St. garages. The Library does not open the main door until 9:30 am, so go to the northeast corner of the Library building next to the TCAT Green Street Station, turn right and enter at the door on the right under the green canopy. The Borg Warner room is immediately on your right.

Accessible Parking

We recommend parking on the first floor (it's actually the second floor of the structure) of the Green Street parking garage near the lime green wall labeled "Green Street." There is an elevator that will take you down to the ground floor which outlets at the crosswalk on Green Street. Cross the street, turn right and it's a short distance to the northeast corner of the library, next TCAT's Green Street Station. Enter at the door under the green canopy. The Borg Warner room is immediately on your right. If the accessible parking spots are taken near the elevator you can also go one floor up and there are more spaces next to the elevator on the roof.

The Coalition is a United Way agency.