

Nonprofit Solutions Associates

**Consultation and Training
for Nonprofit and Public Organizations**

JUDY FREIWIRTH, Psy.D. Principal

Judy Freiwirth, Senior Consultant, Trainer, and Speaker, works with both nonprofit and public organizations and coalitions. For thirty years she has consulted to -- and provided training for -- a variety of local and national organizations and coalitions whose missions focus on social justice, advocacy, community development, human service, environmental issues, the arts, and health care. She works with community-based advocacy, educational, service, political, public, charitable, philanthropic, and professional organizations.

Dr. Freiwirth has held Executive Director and a variety of staff positions with nonprofits. Her "hands-on" experience and knowledge in organization development, planning, management, whole system change processes, community organizing, anti-racism/diversity work, fundraising, collaborations and strategic alliances, program planning and evaluation, and coalition building bring a unique perspective to her consulting and training.

Education

Massachusetts School of Professional Psychology, Boston, MA
Psy.D. Doctorate in Psychology, specializing in Organization Development

Clark University, Worcester, MA
Bachelor of Arts in Sociology and Psychology

Post-Doctoral Training

Alliance for Nonprofit Management Cultural Competency Institute

Participated in *training for trainers'* intensive program, 2007.

CommonGround Project

Received over 350 hours of advanced organization development training through the Common Ground Project, a three-year organizational change initiative to strengthen and build capacity for seventeen community-based organizations, sponsored by the United Way of Massachusetts, the Department of Public Health, and the Boston Foundation. Intensive training included: Variety of large group change interventions, including Future Search methodology, Whole Scale and Open Space Change

**111 Puritan Lane • Sudbury MA • Phone 978 443-7201 • Fax 978 443-7414
E-mail Judy@NonprofitSA.com**

Processes; Appreciative Inquiry; Community Asset Mapping, Systems Assessment; Building Learning Organizations; Building High Performance Teams, and Situation Decision-Making.

Program in Organization Development and Consultation at the Kantor Family Institute, Cambridge MA

Completed Program: Training in Advanced Organization Development

OPTions for Change, Reading MA

Completed Program: Training in Advanced Systems Intervention

Specialized training in Advanced Systems Theory and Change Intervention, and in Group Dynamics

Consulting and Development of the Nonprofit Field

Dr. Freiwirth helps nonprofit organizations, public agencies, and coalitions build capacity and leadership, enhance their management capabilities, perform strategic long-term planning, develop fundraising capacity, and evaluate their programs. She has assisted a variety of groups in becoming highly participatory, well functioning, creative, and productive.

She is a leader in the national efforts to develop new governance models for the nonprofit sector. She is the Founder and Coordinator of a national network of consultants, researchers and board members through the National Alliance for Nonprofit Management, focused on developing and experimenting with new models and approaches to nonprofit board governance and development. Through her work with this network, she has recently published two articles in The Nonprofit Quarterly about new governance models. (See list of her publications in this bio). (The Alliance for Nonprofit Management is the leading national organization for nonprofit capacity builders.)

She is also affiliated with the Alliance for Nonprofit Management's Cultural Competency Initiative; a national project that helps develop the cultural competency of capacity builders.

For three years, she served as a Lead Consultant with the cutting-edge, Hyams Foundation's Immigrant and Refugee Leadership Initiative; its goal was to build constituent leadership within organizations led by immigrants and refugees in order to build community power among immigrant and refugee groups in Boston. As part of this Initiative she worked with two of the prominent Latino organizations in Boston, Centro Presente and La Alianza Hispana, assisting them with a comprehensive constituent leadership development initiative. Recently she was selected as the Lead Evaluator of the third phase of the Initiative, in which she will lead a team of consultants for evaluating and documenting learnings during the next 3 years of the Initiative.

She is an affiliated consultant for the Third Sector New England's Executive Transitions Program, a New-England-wide consultation and training program that offers support to nonprofits undergoing executive transition. Through her work with this program, she helps organizations assess and plan for the pending transition, helps them set strategic directions, conducts executive search processes and assists with selection, and helps support the new ED in their new position. She is currently assisting the Socio-economic Center for Southeast Asians in Providence in their transition and recently completed a successful comprehensive executive transition process for Sojourner House, a multi-cultural domestic violence organization based in Rhode Island.

For over four years, she served as the Lead Consultant/Advisor for the United Way of Massachusetts Bay's Outcome Measurement Program. In this capacity, she helped develop their outcome measurement training curriculum for their 150 affiliates and helped design their group consultation model for these affiliates. She trained and supervised a team of twenty-five consultants who, in turn, trained and now consult to a group of organizations. In addition, she consulted to a group of organizations focused on community organizing, in a peer-learning outcome measurement project.

Dr. Freiwirth was also one of the lead consultants for the Common Ground Project, a comprehensive, three-year organizational change initiative to strengthen and build capacity for seventeen community-based organizations. She was selected as the Lead Consultant to work with the Management Consultant Services to design and plan for a Second CommonGround Project initiative. In this capacity, she played a leading role in designing the training curriculum, consulting model, outcome measurement system and structure of the project.

Dr. Freiwirth was a lead consultant with the Human Capital Development Initiative; a project of the Neighborhood Development Support Collaborative focused on anti-racism/ diversity issues within community development corporations. On large projects and with diversity work, Dr. Freiwirth often works with other consultants in a team-consultant approach.

Dr. Freiwirth also served as the Senior Consultant for the Management Assistance Program, a joint program of the Justice Resource Institute and the Department of Public Health's AIDS Bureau, providing organization development consulting assistance to many community-based AIDS organizations and multi-service agencies.

Dr. Freiwirth is currently an affiliate consultant with the Management Consultant Services program. She was a consultant for Patton Consultant Services, a national training and consulting agency and worked with nonprofits through the Decker Associates, a Boston-based organization development training and consulting firm.

Training and Speaking

Considered one of the leading national speakers and trainers in the area of new thinking in the field of nonprofit governance, she has been a keynote speaker at many national

and regional conferences. She recently conducted a national Webinar on new models of governance for the Alliance for Nonprofit Management, the leading national nonprofit professional organization focused on improving the management and governance capacity of nonprofits. (www.allianceonline.org) This past November, she was a Keynote Speaker at the statewide governance conference held in Tacoma, Washington, focused on new governance models. Last spring she was also the Keynote Speaker at a regional governance conference in Louisiana focused on alternative model and at the Maine Association of Nonprofit Annual Conference, focused on new thinking and models of board governance. In addition, she was a Keynote Speaker at the Alliance for Nonprofit Management's 2005 national conference, for a panel entitled, *"Breakthrough Thinking in Board Governance"* for some 700 consultants, management support organizations, and nonprofit state associations. For the past few years, she has led cutting-edge day-long working sessions with key experts in the governance field, entitled, *"Moving the Board Governance Field Forward: A Working Session for Developing New Approaches and Models"*.

In addition to governance and board development, she also presents and conducts workshops on executive transition; cultural competency, anti-racism and diversity initiatives; strategic planning; outcome measurement and program evaluation; constituent leadership development; large scale change processes, and team development. For the past 10 years, she has been a lead workshop presenter at Third Sector New England's Nonprofit Leadership Conferences. At the 2007 conference, she presented two workshops, including: Executive Transition and Cultural Competency and another on System-Wide Governance.

Since 1989, she has been teaching strategic planning and board governance workshops several times a year for the Massachusetts Nonprofit Management Training Institute. Her teaching also includes the two-day strategic planning and board development workshops for the Tuft University Lincoln Filenes Management and Community Development Institute. She has also taught frequent workshops and seminars for the Center for Nonprofit Management and the Massachusetts Department of Public Health AIDS Bureau Management Assistance Program. She recently designed and conducted a six-month training and consulting project on nonprofit board governance and development for small community-based nonprofits, sponsored by the Department of Public Health's Management Assistance Program.

In addition, as the Lead Consultant for the United Way's Outcome Measurement Program, she trained over 100 affiliated organizations, other consultants, and funders in program evaluation and outcome measurement.

She also serves on the faculty of the Nonprofit Academy at the Institute for Neighborhood Leadership, an institute created to help activists of color develop skills in nonprofit management and organizational development. She teaches courses on board governance, meeting facilitation, and program evaluation. Dr. Freiwirth also has conducted trainings for a number of other on national and local annual conventions and conferences, including the Center for Nonprofit Management in Boston, Massachusetts

Council of Human Service Providers, the National United Cerebral Palsy, the Massachusetts Council on Aging, and the Massachusetts Association for Training and Development. Dr. Freiwirth has presented workshops on new models of strategic planning at the National Minority AIDS Council's National Skills-Building Conference in Washington, DC. She also was selected as a lead trainer for the Common Ground Curriculum Series, for which she taught a two-day experiential team-building workshop.

Background in Community and National Organizing

For over twenty years, Dr. Freiwirth has been active as an Executive Director, a board member, an officer, community organizer, and as a committee member in a wide variety of international, national, and community nonprofit organizations and coalitions for progressive social change.

Additionally, Dr. Freiwirth has an organizing background that includes experience in building grassroots local, national, and international progressive coalitions around specific educational, advocacy, community empowerment and social change campaigns. She served as the Executive Director and National Field Organizer of a national social justice organization. Specifically, Dr. Freiwirth's community organizing experience includes community leadership development, the building of multicultural organizations, campaign development, coalition building, and membership campaign development.

Special Expertise

Because she has held Executive Director and staff positions with several national, local, regional, and community nonprofit social change/advocacy organizations and coalitions, she has firsthand knowledge of all aspects of organizational functionality, management, fundraising, administration, evaluation, and planning.

Dr. Freiwirth has extensive doctoral-level training and experience in group and team process and development, organizational systems and change, organizational evaluation, program evaluation, outcome measurement, program development, conflict resolution, group, interviewing skills, systems theory, communications theory, questionnaire development, needs assessment, data analysis, research design, human resources, staff training, supervision, and management.

Publications

Freiwirth, Judy. “**Engagement Governance for System-Wide Decision Making**”, **The Nonprofit Quarterly**. Summer, 2007.

Freiwirth, Judy and Maria Elena Letona. “**System-Wide Governance for Community Empowerment**”, **The Nonprofit Quarterly**. , Volume 13, No. 4, Winter, 2006.

Freiwirth, Judy. “**Transforming the Work of the Board: Moving Toward Community Driven Governance: Part I**”. **Nonprofit Boards and Governance Review**. December,

2005 Edition.

Freiwirth, Judy. ***“Transforming the Work of the Board: Moving Toward Community Driven Governance: Part II: Strategies for Shifting from a Traditional to a Community-Driven Model”***. Nonprofit Boards and Governance Review. February, 2006 Edition.

Freiwirth, Judy; Buchholtz, Don; and Sussman, C. **Measuring Outcomes: How to Improve Your Programs and Meet Your Mission: A Training and Consulting Curriculum for Nonprofit Organizations**-- adapted from the United Way Outcome Measurement Model. This includes a training curriculum, participant workbook, and funder’s guide, funded by Polaroid Foundation. January 2001, Second Edition: 2004. The training guide and workbook are now available in three languages, including Spanish and Mandarin.

Freiwirth, Judy. and Letona, Maria Elena. **The CommonGround Project: An Innovative Approach to Nonprofit Capacity Building** (a publication documenting the 3 year project)– published by Management Consulting Services and the Department of Public Health, June 2000.

Freiwirth, Judy. and Letona, Maria Elena. ***“Improving the Work We Do for the Benefit of Our Constituencies and Communities: Considering the United Way Outcome Measurement Model”***, The Nonprofit Quarterly, Fall/Winter 1999.
This article is focused on program evaluation for community-based nonprofit organizations.

Faculty Appointments

Faculty. Center for Nonprofit Management, Nonprofit Certificate Program, Boston, MA (2004-present)

Faculty. Massachusetts Nonprofit Management Training Institute, Boston, MA (1989 to present)

Faculty. Tufts University. Lincoln Filenes Center's Management and Community Development Institute, Medford, MA

Adjunct Faculty Member: Massachusetts School of Professional Psychology, Boston, MA (1990-1996)

Professional Affiliations

Alliance for Nonprofit Management

Consultants Network for Excellence in Nonprofits

Massachusetts Nonprofit Network, statewide association (founding member)

Greater Boston Organization Development Network

Association of Fundraising Professionals, National and Massachusetts Chapter
National Association for Quality and Participation
Association for Research on Nonprofit Organizations and Voluntary Action
National Organizational Development Network
Society for Organizational Psychology
Society for Nonprofit Organizations
Massachusetts Association for Quality and Participation
American Evaluation Association
Associated Grant Makers
BoardSource: National Center for Nonprofit Boards
Leader to Leader Institute
Future Search Network
American Psychological Association
Massachusetts Psychological Association

Dr. Judy Freiwirth

Consulting and Training Services

Specializing in organizational development, through:

Board Governance and Development

Helps organizations develop an effective board model and practices specifically tailored to their mission, constituency, programs, and stage of development. Based on that model, helps boards to build capacity, practices and skills to become more effective and strategic. Builds productive and positive relationships among board, Board leadership, Executive Director, and staff. Develops effective committees, facilitates improved meeting outcomes, and helps to define recruitment, board composition, and fundraising strategies consistent with organizational philosophy.

Strategic Planning

Develops a participatory planning process to define future directions and develops shared visions. Evaluates organizational strengths and weaknesses, researches and assesses external opportunities and trends, facilitates the development of key long- and short-term strategies, strategic alliances and collaborations. Develops realistic work plans and business plans for strategic implementation. Builds capacity for on-going strategic thinking, planning, and evaluation within the organization.

Executive Transitions/Executive Search

Assists organizations with the challenges that arise with leadership transition. Using a comprehensive, participatory model for managing the entire transition process, helps assess and plan for the pending transition, conducts the executive search and recruitment process, assists organizations with the selection process, helps the organization prepare for the new executive, and supports the new executive director in their new position.

Organizational and Community Assessment

Identifies new opportunities for growth and change. Determines general and program-specific strengths and weaknesses, and guides individuals and groups toward creating and implementing practical action plans.

Community Leadership Development, Constituent and Community Involvement/Community Building

Helps staff and boards identify and develop new leaders from their constituency and community and develop an organizational culture that trains and supports them as effective leaders. Assists nonprofits in involving their constituents in creative and meaningful ways within their organizational processes. Assists in effective coalition-building and community-wide initiatives

Diversity Initiatives

Uses a multicultural consulting team approach to design and conduct cultural audits and

assessments. Develops diversity trainings and organizational strategies to bring about a greater awareness of the values, perceptions, attitudes, and behaviors related to building -- and maintaining -- a multicultural organization, and for fostering change.

Program Evaluation/Outcome Measurement

Helps organizations design and implement effective outcome measurement systems for their programs, including designing measurable outcomes and indicators, instrument design, data collection, data analysis, and utilization of findings to improve programs.

Large Scale Planning Events

Assists individual organizations or communities in bringing multiple stakeholders together around an issue of common interest, planning strategic directions, organizational improvement issues, community actions plans, or to develop a community-wide initiative. These processes often establish stakeholder and staff ownership of the change processes.

Executive Coaching

Assists and supports Executive Directors in enhancing and development leadership and management skills as well as in professional development, learning and growth. Through a dynamic learning partnership, assists Executive Directors with their specific learning goals, needs and organizational priorities.

Organizational Redesign/Effective Decision-making Structures and Processes

Helps redesign organizational structures and division of job responsibilities, depending upon assessment, strategic directions and organizational needs. Assists in evaluating and implementing more effective decision-making structures and processes.

Human Resource Practices/ Management Development and Training

Defines and implements human resource services, including developing management, supervisory, coaching and mentoring skills and assisting with clarifying roles and responsibilities, designing staff and Executive Director evaluations, and job descriptions. Uses a variety of methods, including team building, to develop positive working relationships between management and staff. Works with individuals to enhance their management and coaching skills.

Team-Development and Team Building

Promotes a team-based management model, and builds team competency. Facilitates the creation of self-managed teams that increase employee empowerment, participation, and accountability. Fosters team problem-solving skills and works with "stuck" teams to resolve conflict and implement solutions.

Fundraising Consultation

Evaluates current fundraising capacity and assists with developing fundraising plans and in developing comprehensive and program-specific fundraising strategies. Works with boards to define their role in fundraising and assists them in implementing appropriate strategies. Helps strengthen internal development capacity and coaches

development staff in on-going work. Assists in developing major donor campaigns

Strategic Alliances

Helps identify outside groups that share common interests and goals, and strengthens working relationships with them. Builds coalitions between the organization and its constituency. Develops a variety of affiliations that will enhance the level of services and programming for clients and/or members.

Building "Learning Organizations"

Promotes highly participatory, well-functioning, creative, and productive work environments. Develops self-directed teams who are accountable and responsible for their work, and builds "learning organizations," characterized by positive, consistent, and durable partnerships among staff, board, constituencies, and stakeholders.

Retreat and Meeting Facilitation

Uses a collaborative approach to determine organizational goals and desired outcomes. Custom-designs effective agenda for -- and facilitates effective -- retreats and meetings. Also works closely with staff to train in-house facilitators.

Membership and Volunteer Development

Works with staff to design and expand membership and volunteer campaigns, and assist with strategies to integrate members and volunteers in meaningful ways within the organization. Helps in building effective management structures.

Conflict Management

Helps resolve organizational, team, and individual conflicts, and develop productive strategies for self-managed conflict resolution.

Program Development

Works closely with board and staff to evaluate, develop, and enhance current programs, and to implement new, high-quality programs.