



THINK.
LEARN.
SHARE.
(REPEAT)

Fall 2011 Communications Network Conference

Boston, September 21-23

Dear Friends,

Welcome to Boston for the Fall 2011 Communications Network Conference.

We're committed to doing our best to make this a memorable event. We invite you to take a moment and look through the program to see what's in store for you.

Highlights of the conference include:

- + Six plenary sessions featuring a group of stellar speakers drawn from the worlds of communications, the media, philanthropy and social change.
- + Twelve "Group Therapy" breakouts, where we'll get a chance to solve problems, brainstorm and talk with our colleagues about how to be most effective in our jobs.
- + Two offsite receptions.
- + Many opportunities to meet new people and connect with old friends.

As in past years, a lot of people contributed to helping put this year's conference together:

They include our local host committee: Stefan Lanfer, Knowledge Officer, Barr Foundation; Gail Pinkham, Director of Communications, Associated Grant Makers; Danielle Shuckra, Communications Associate, Nellie Mae Education Foundation; Helene Solomon, CEO, Solomon McCown & Company Inc.; and David Trueblood, Vice President, Communications and Programming, The Center for Effective Philanthropy.

We're also grateful for the generous support from our foundation and communication consulting firm sponsors: The W.K. Kellogg Foundation, The David and Lucile Packard Foundation, John S. and James L. Knight Foundation, The Rasmuson Foundation, Fenton, Hattaway Communications, Lipman Hearne, Spitfire Strategies, Weber Shandwick and Widmeyer Communications.

A tip of the hat also goes to the designers and leaders of our "Group Therapy" sessions.

Of course, thanks to all of you who chose to come to Boston.

Finally a word of gratitude to the Communications Network board and Minna Jung, Communications Director, The David and Lucile Packard Foundation, who – for the sixth year in a row – has served as the conference chair.

Again, welcome.

Sincerely,
Eric Brown
Chair

Bruce Trachtenberg
Executive Director

AGENDA

Fall 2011 Communications Network Conference, September 21-23

All events, with the exception of the two evening receptions, take place at the *Boston Renaissance Hotel, 606 Congress Street*. All plenaries will be in the Pacific Ballroom and breakouts will be in meeting rooms on opposite sides of the ballroom.

Wednesday / **SEPTEMBER 21**

3pm - 5pm / Registration

6pm - 8pm / Evening reception: New England Aquarium

Shuttle buses will be available from the Boston Renaissance Hotel for a short ride to the Aquarium, beginning at 5:15 pm.

Dinner on your own

Thursday / **SEPTEMBER 22**

8am - 8:45am / Continental breakfast

8:45am - 9am / Opening remarks, Eric Brown, Board Chair, and Bruce Trachtenberg, Executive Director

9am - 10am / Plenary speaker: Eli Pariser

Eli Pariser is founder of MoveOn.org, and more recently author of *The Filter Bubble: What the Internet is Hiding from You*

10:15am - 11:15am / Group Therapy sessions (Concurrent)

1. What are we talking about when we talk about communications? / **Pacific A**

Session leaders: David Adler, The Robert Wood Johnson Foundation; and Maureen Cozine, The New York State Health Foundation

2. Prozac for websites: How to better manage the overhaul and maintenance of your website / **Pacific B**

Session leaders: Jennifer Humke, The MacArthur Foundation; and Akilah Williams, Crown Family Philanthropies

3. Achieving Kumbaya: How to more effectively and less painfully link communications and program within foundations / **Pacific C**

Session leader: Christie McElhinney, The Colorado Trust

4. Measuring our reach in a digital world / **Pacific F**

Session leader: Julee Newberger, The Annie E. Casey Foundation

11:30am - 12:30pm / Plenary speaker: America Ferrera.

America Ferrera is best known for her fearless portrayal of “Betty Suarez” on ABC television’s hit comedy *Ugly Betty*, a role that earned her an Emmy, a Golden Globe, and a Screen Actors Guild Award, as well as ALMA and Imagen awards. She is also an activist committed to issues surrounding education and children, having served as an artist ambassador for the global humanitarian organization Save the Children

12:30pm - 1:30pm / Lunch

1:45pm – 3pm / Group Therapy sessions (Concurrent)

1. It's not you, it's me. (No, it's really you. No, it's really me): Foundations and consultants dish on how to work with each other / **Pacific A**
Session leader: Minna Jung, The David and Lucile Packard Foundation
2. Plugging into the digital era / **Pacific B**
Session leaders: Laura Brahm, The Open Society Foundations; and Jeff Stanger, Center for Digital Information
3. Building communications into a foundation's DNA: Walking the walk / **Pacific C**
Session leader: Sylvia Burgos Toftness, Northwest Area Foundation
4. Culture Shift – Learning to act as a network / **Pacific F**
Session leader: Dan Brady, Forum of Regional Associations of Grantmakers

3:15pm – 4:15pm / Plenary speakers: David Fanning and Charles M. Sennott

David Fanning is Executive Producer, FRONTLINE, and Charles M. Sennott is Executive Editor, Vice President and Co-founder of GlobalPost.

4:30pm – 5:30pm / Group Therapy Sessions (Concurrent)

1. Winning over your boss with Marketing Ju-Jitsu / **Pacific A**
Session leader: Katya Andresen, Network for Good
2. Winning Words: Changing hearts & minds begins with the right message / **Pacific B**
Session leaders: Doug Hattaway, Hattaway Communications; and Daniel Silverman, The James Irvine Foundation
3. Letting others do the talking: tactics for decentralizing communication without inviting chaos / **Pacific C**
Session leader: Marc Fest, John S. and James L. Knight Foundation
4. Harnessing the social media monster / **Pacific F**
Session leaders: Margaret Figley, The New York State Health Foundation, and Nancy Schwartz, Nancy Schwartz & Company

6pm – 8pm / Evening reception: Institute of Contemporary Art/Boston. See page 13 for a map and walking directions. Dinner on your own.

Friday / **SEPTEMBER 23**

8am – 8:45am / Continental breakfast, individual breakfast roundtables

8:45am – 9am / Opening Remarks, Eric Brown and Rebecca Arno

9am – 10am / Plenary Speaker: Ambassador Swanee Hunt

Ambassador Swanee Hunt is President of Hunt Alternatives Fund and founder of the Women and Public Policy Program at Harvard.

10am – 11am / Plenary Speaker: Jelly Helm

Jelly Helm is principal of a communication arts studio in Portland, Oregon, and before that, Executive Creative Director of Wieden+Kennedy, also in Portland.

11am – 11:15am / Break

11:15am – 12:15pm / Plenary Speaker: Van Jones

Van Jones is an award-winning pioneer in human rights and the clean-energy economy, and served as the green jobs advisor in the Obama White House in 2009.

12:15pm / Final remarks and announcement of next year's location

SPEAKERS



Eli Pariser is founder of MoveOn.org, and more recently author of *The Filter Bubble: What the Internet is Hiding from You*, a book that looks at how the hidden rise of personalization on the Internet is controlling – and limiting – the information we consume.



America Ferrera is best known for her fearless portrayal of “Betty Suarez” on ABC television’s hit comedy *Ugly Betty*, a role that earned her an Emmy, a Golden Globe, and a Screen Actors Guild Award, as well as ALMA and Imagen awards. Ferrera is also an activist committed to issues surrounding education and children, having served as an artist ambassador for the global humanitarian organization Save the Children. She was the 2010 recipient of the Hispanic Heritage Foundation’s Inspira Award, and the recipient of the 2011 Global Action Award for Childhood Development and Education for her work with Save the Children in Mali. In March 2011, Ferrera was named the 2011 national recipient of the Cesar E. Chavez Legacy Award for her commitment to helping lead underprivileged families and youth to a better life and education.



David Fanning has served as Executive Producer of the PBS series FRONTLINE since its first season in 1983.

Charles M. Sennott is Executive Editor, Vice President and co-founder of GlobalPost. Fanning and Sennott both worked together on the FRONTLINE show *Revolution in Cairo* that, among other things, looked at how the youth movement used social media to “light the fire on the streets.”



Ambassador Swanee Hunt is President of Hunt Alternatives Fund and founder of the Women and Public Policy Program, a research center concerned with domestic and foreign policy at Harvard's Kennedy School of Government. She also served as U.S. Ambassador to Austria from 1993-1997.



Jelly Helm is principal of a communication arts studio in Portland, Oregon. Before that, he was executive creative director of Wieden+Kennedy in Portland, where he worked on campaigns for Nike and other well-known consumer brands.



Van Jones is a globally recognized, award-winning pioneer in human rights and the clean-energy economy. Jones is a co-founder of three successful non-profit organizations: the Ella Baker Center for Human Rights, Color of Change and Green For All. He is the best-selling author of the definitive book on green jobs: *The Green-Collar Economy*. He served as the green jobs advisor in the Obama White House in 2009. Jones is currently a senior fellow at the Center For American Progress. Additionally, he is a senior policy advisor at Green For All

GROUP THERAPY: Thursday

Solutions for your everyday problems

There are many things that can make it hard to do your job. But that doesn't have to be the case any longer. During our Group Therapy sessions you'll have ample opportunities to explore solutions to problems with colleagues who are grappling with the same things you are. Each session has been designed to be engaging, interactive and to give everyone a chance to contribute.

Look over the list, find the things you need help with the most and show up prepared to kick around solutions. You'll be better for it. Following are the session descriptions, when they take place, and who's leading them.

10:15AM – 11:15AM

What Are We Talking About When We Talk About Communications?

Session leaders: David Adler, Communications Officer, The Robert Wood Johnson Foundation; and Maureen Cozine, Director of Communications, The New York State Health Foundation.

One of the greatest ironies about communications, and communications professionals, is that sometimes the hardest thing to articulate is what we actually mean by communications.

We've all walked into meetings and been told, "We need a press release! Let's build a new website! We need to make sure people know about this!" Often, we know that the tactics and goals aren't lining up, but we can't always explain why.

In this session, we will present a framework for thinking about different types of communications activities that foundations might engage in — public affairs, communications interventions and grantee capacity building — and the appropriate goals and tactics for each.

The session leaders will also discuss how these three types of communications overlap. Participants will be asked to contribute ideas about where their activities fit in this framework and whether there are other ways of organizing different types of communications activities.

The overall goal is to help session participants better explain to colleagues at their institutions what types of communications activities they can engage in, what appropriate goals for different activities are, and how those activities should be carried out and paid for.

Prozac for websites: How to better manage the overhaul and maintenance of your website

Session leaders: Jennifer Humke, Deputy Director, Public Affairs, The MacArthur Foundation; and Akilah Williams, Communications Officer, Crown Family Philanthropies

Are you feeling anxious or overwhelmed by the overhaul of your website and the never-ending maintenance it requires once it is launched? Does the thought of creating and editing content make you feel listless and tired? Do you need to wind yourself up simply to get on the phone with your website designers? If so, this session can help you.

In this day and age, having a website is no longer optional. The web has become the front door to most organizations. But the process of building or overhauling a website and maintaining it once it is launched can be difficult to plan for and manage. In this session we will discuss strategies for planning a website build, selecting and working well with vendors, evaluating content management systems and technology platforms, involving non-communications staff and stakeholders, and approaches to mining and repackaging content to keep your site current once it is launched. We'll get this conversation started by sharing successes, failures and lessons learned from session leaders' recent experiences overhauling and managing their organizations' websites.

After that, it's your turn. Come prepared to share your horror stories, lessons learned, things you wished you'd done differently as well as questions you'd like others to answer. The session is intended to be a conversation about developing best practices for building and maintaining foundation websites, and one that we hope continues after we're back at our offices.

Achieving Kumbaya: How to more effectively and less painfully link communications and program within foundations

Session leader: Christie McElhinney, Vice President of Communications & Public Affairs, The Colorado Trust

Is your program staff from Mars, while your communications staff is from Venus? Or have you cracked the code in figuring out how to effectively link the work of communications and program within your foundation?

Communications can help to achieve key grantmaking goals within foundations if it is understood, valued and considered up-front, as grant strategies are being developed. Obviously, communications is less effective when used in a responsive, tactical manner late in the game.

In this session, everyone will have the opportunity to air and compare their own challenges. Importantly, we will also share strategies, processes and structures that are helping foundations to move the needle on integrating – and more fully utilizing – communications.

Please join us and share your thoughts and experiences – from small tweaks to major restructurings – on what works, and doesn't, in linking these two functions.

Measuring Our Reach in a Digital World

Session leader: Julee Newberger, Online Communications Associate, The Annie E. Casey Foundation

Back in the day, we figured we knew how to measure the results of our media outreach. We had a pretty good idea of who was reading the *Washington Post* vs. the *Washington Times*, and who was listening to NPR — and we pitched our stories accordingly. Then we tracked and analyzed our coverage with our audiences in mind.

Now we find ourselves wondering: How do I measure our reach in a landscape of cryptic Tweets and whimsical Facebook posts? How many blogs on the *Huffington Post* are equal to one front-page story in the *New York Times*? Who is @yellowtractor and is it good that s/he's re-tweeting me? And how do I tell our executive leadership that our print coverage is going down — but on Facebook, we are very well “liked?”

In this session, we will identify the most pressing challenges in measuring our organization's reach in a digital landscape. The discussion will include how we link communications and social media strategy to an organization's overall goals. Questions will be asked. Lives will be changed.

The audience will break up into small groups that work through challenges submitted by participants. Together we will tackle real-life problems, but instead of doing our own work, we will do each other's work. Then we will go back to the office and take all the credit.

1:45PM – 3PM

It's Not You, It's Me. (No, It's Really You. No, It's Really Me): Foundations and Consultants Dish on How to Work With Each Other

Session leader: Minna Jung, Communications Director, The David and Lucile Packard Foundation

Communications staff at foundations and nonprofit organizations regularly work with communications firms and consultants. Foundations can have pretty specific communications dreams and ambitions, but we often don't have the staff bandwidth to execute these strategies ourselves. So foundations hire for any number of purposes — message development, the design and execution of campaigns, media relations, website building, communications training for grantees. As with most things in life, sometimes the relationship works, and sometimes it doesn't. Sometimes foundations feel as if they've met the communications consultant or firm of their dreams; sometimes they feel like they've run into a buzz saw of endless billing and missed deadlines with no actual results. Communications firms and consultants, on the other hand, may care the most about the type of communications work foundations sponsor, because they are motivated by mission-driven work. But then they get frustrated by foundations with good intentions but lack an overall clarity of goals and strategy.

This session will feature a lively conversation moderated by Minna Jung of the David and Lucile Packard Foundation, Kristen Grimm from Spitfire Strategies, and Patrick McCabe from GYMR LLC. Participants will come away from the session with ideas and suggestions on how to successfully manage the relationships between foundations and consultants (and will also feel somewhat lighter, if some past demons were successfully exorcised). People will be asked to share candid, constructive stories and feedback about the opportunities and challenges inherent in the relationship between foundation (client) and consultant (contractor). One caveat: we ask that people refrain from specific attribution when the feedback is negative (e.g., “I’ve worked with X Firm, and BOY, do they suck”). The goal of the session is to help foundations and communications consultants, yes, understand each other a little better, and work together more productively in the future.

Plugging into the digital era

Session leaders: Laura Brahm, Senior Content Strategist, The Open Society Foundations; and Jeff Stanger, Director, Center for Digital Information

What should a 21st-century communications team look like?

Foundations no longer simply pitch stories to journalists or fund media projects; we are increasingly becoming the media ourselves — communicating directly with audiences through the web and social media. And communications staff are located at “ground zero” for these activities. At the same time, responsibilities are expanding as program staff increasingly get involved with social media. Consequently, communications staff roles are in flux, and skill sets can vary widely: some colleagues are experienced in traditional media outreach, some in digital advocacy, some in print publications. The offline staff need to be thinking digitally, and the online staff need to coordinate with offline products and actions. How do we rethink and reorganize our communications team in the digital era? What might our job descriptions, organizational charts, and workflow look like? How do we create structure, consistency, and coherence in a radically decentralized age?

As a group, we’ll discuss/brainstorm the following questions:

- + What are our current priorities as foundations communications staff? What do we do? Who does what?
- + What about 5 years from now? Where are the trends going?
- + What tasks and responsibilities do we get rid of? What will disappear? How do you replace those actions and roles?
- + Where can we find new models?
- + How do we convince foundations to evolve along with us?

We’ll then break into groups to design an ideal org chart. If you were to start with a clean slate, what would you do?

The goal of this session is to come away with fresh ideas for:

- + Clarity about what the essential communications roles are today and how they should be structured within your organization
- + Greater alignment of roles, tools, and larger goals and priorities
- + A more harmonious and effective workflow
- + How to start making the above a reality

Building communications into a foundation's DNA: Walking the walk

Session leaders: Sylvia Burgos Toftness, Communications Lead, Northwest Area Foundation; and Eric Brown, Communications Director, The William and Flora Hewlett Foundation

I'm stuck. My foundation is fully committed to bringing communications into the organization's strategic framework. My president has even made this a 2012 high-level goal. I feel appreciated and respected by management and colleagues. I've been privileged to participate in nearly every large initiative. Yet, I feel as if I'm operating at 70 percent. I can see that we're not harnessing the full value of strategic communications.

Maybe you've experienced some of this: you're pressed to gather up the strings of disjointed projects — *expensive*. You get late notice on events, speeches and sponsorships — *lost opportunities*. You see a convening being designed as a stand-alone event — not leveraging and integrating it into the longer-term foundation/programmatic objectives.

Familiar? Why does this happen? How do we help move our organizations to the next level? What strategies and steps can we take to move from theory and intention to day-to-day practice?

Please pull up a chair and join us in this session. What are your challenges, experiences, ideas and successful approaches? Eric Brown will serve as our Jungian facilitator. It'll be professional, open, honest. What's said in Boston, stays in Boston.

Culture Shift – Learning to act as a network

Session leader: Dan Brady, Communications Manager, Forum of Regional Associations of Grantmakers

The principles of crowd sourcing and networked activity all sound well and good but, as with any collaboration, the implementation can be messy, complicated, and even uncomfortable. The greatest challenge of learning to work in new ways is the inevitable resistance to culture change. Why should we do this differently? Who will participate? How much will they contribute? What is the motivation to work together? Who is responsible for the work? What's in it for me?

Connected Citizens: The Power, Peril, and Potential of Networks, a recent study by the Knight Foundation and the Monitor Institute, offers a thorough examination of how networks work today, how they might in the future, and what role philanthropy can play in building and strengthening networks among both grantees and foundations.

In this session, we'll break into groups to identify common barriers to network participation and look for solutions as to how these hindrances might be overcome. Using the tips and tools for network-centric grant making laid out in the report, we'll examine the real world application of network action within philanthropy, including examples from the Communications Network, the Forum of Regional Associations of Grantmakers, and others.

4:30PM – 5:30PM

Winning over your boss with Marketing Ju-Jitsu

Session leader: Katya Andresen, COO, Network for Good

It's the question we all ask: How do I convince my boss to (fill in the blank)?

Get a black belt in boss persuasion in this interactive session. Stop trying to change set minds and start using your boss's values and psychology to advance your communications agenda — whether it's investing in social media or divesting from ineffective programs.

The session will begin with a brief overview of the psychological, behavioral economics and cultural cognition principles that are critical to effective persuasion (each illustrated by true stories). Then we'll dive into the heart of the matter: solving your problems.

Participants will anonymously share what ONE thing they wish they could convince their boss to do. We'll then work together in groups to address some of the top challenges with marketing savvy and keen political instincts. Participants will leave with two great resources co-created during the session: solutions to common office conundrums and a set of solid gold operating principles for successful internal marketing.

Winning Words: Changing hearts & minds begins with the right message

Session leaders: Doug Hattaway, Hattaway Communications; and Daniel Silverman, Communications Director, The James Irvine Foundation

Many non-profits that conduct advocacy around complex or controversial issues have difficulty developing messages that will persuade policymakers and the public. In this session, we'll discuss challenges faced by foundations and our grantees in developing winning messages on our issues — and we'll explore tools, techniques and ways to think about tackling common message challenges.

To kick off the discussion, we'll present a method for crafting messages that speak to people's hopes and values, while employing a narrative structure to communicate at multiple levels. Participants will apply this "aspirational narrative" approach to a vexing message challenge.

We'll brainstorm around one issue with the group, then divide into breakout teams to puzzle through other issues and brainstorm approaches, drawing on the tools and techniques we've discussed. In the report-back, we'll discuss common challenges, identify promising solutions, and share best practices for devising a compelling message and delivering it consistently.

Letting others do the talking: tactics for decentralizing communication without inviting chaos.

Session sponsor: Marc Fest, Vice President Communications, John S. and James L. Knight Foundation

How can you motivate colleagues outside the communications department to share stories that illustrate the impact of your organization's work? "Coordinated decentralization of communications" promises enhanced communications capacity, more visibility, and, generally, a more effective organization.

But decentralizing has its risks. Think of recent examples of corporate employees who got fired because of tweets. Also, persuading your colleagues to contribute information and stories can be difficult. So can getting everyone to adhere to the same script when it matters.

Join a session to learn about and rehearse strategies and tactics that you can use to meet the challenges of coordinated, decentralized communications for a highly visible and high-performing organization.

Harnessing the social media monster

Session leaders: Margaret Figley, Communications Officer, The New York State Health Foundation; and Nancy Schwartz, President/Publisher, Nancy Schwartz & Company

These days, one can't attend a communications conference without hearing about the importance of having a presence in social media. However, foundations struggle with determining what distinguishes useful information from just contributing to the noise. In trying to harness the social media monster, foundations face four major issues:

- + Developing a clear strategy for posting information on social media sites
- + Questioning how—or whether—to keep up with the Joneses (i.e., trying to gauge which social media sites they should join and which are passing novelties)
- + Finding opportunities to shine the spotlight on staff members other than the CEO on social media sites
- + Determining who their audience should be and how to target them

In this session, participants will take part in a discussion about their social media trials and tribulations. They'll be asked to share their experiences with the four issues listed above, and to discuss additional challenges they've experienced. Once participants have aired their grievances, Nancy Schwartz will help them to develop social media strategies tailored for the unique problems foundations face. This will include tips on creating a social media policy for members' respective organizations, a list of useful resources, and a social media checklist to help members select which social media tools are right for their organizations and how to manage the various social media voices in their organizations.



2011 Gorilla Engagement Squad

THE GORILLA ENGAGEMENT SQUAD WANTS YOU!

What began three years ago as an experiment has now become a Communications Network tradition: our Gorilla Engagement Squad.

Once again, a committed group of volunteer tweeters, bloggers and videographers will be hard at work over the course of the Fall 2011 conference to make sure everyone who has something to say, or wants to offer a comment about the event, will have a chance to be heard.

Under the leadership of Susan Herr, President of Philanthromedia, and regular contributor to the Communications Network website, and Catherine Michel of Solomon McCown, one of our local host committee members, our merry band will, among other things, be wandering the hallways and going in and out of meeting rooms armed with handheld video cameras. Over the course of the conference, they will attempt to “capture” more than 100 interviews with attendees. If a Squad member comes up to you and asks to share your experience and insight on video, please say yes! Once we have “captured” your perspective in a painless 2-minute interview, you will be tagged with a Gorilla Sticker that frees you from further inquiry.

You can also be an honorary Squad member by tweeting frequently about the conference, using the **#comnetwork11** hashtag.

Finally, if you're motivated to post a blog about the conference to the Network website during or after the event, email info@comnetwork.org.

LET'S NETWORK!

There's always time to network at Communications Network conferences. On Wednesday evening, we kick off festivities at the New England Aquarium. Buses leave from outside the hotel, beginning at 5:15 pm. On Thursday, after a jam-packed day, we'll all unwind at the Institute of Contemporary Art/Boston.

Founded in 1969, **THE NEW ENGLAND AQUARIUM** is a global leader in ocean exploration and marine conservation. The Aquarium is one of the premier visitor attractions in Boston, with over 1.3 million visitors a year, and a major public education resource.

Located in a breathtaking waterfront building, the **INSTITUTE OF CONTEMPORARY ART/BOSTON** is the destination for exciting new art, film, performance and more.

WALKING DIRECTIONS TO INSTITUTE OF CONTEMPORARY ART

From 606 Congress St to 100 Northern Avenue

1. Head west on Congress St / 161 ft
2. Slight right to stay on Congress St / 190 ft
3. Turn right onto D St / 430 ft
4. Turn left onto Seaport Blvd / 0.3 mi
5. Turn right onto Northern Ave / 443 ft

ICA/Boston will be on the right



SPONSORS

The Communications Network is grateful to the following for their generous support of the Fall 2011 Conference:



NOTES

ABOUT THE COMMUNICATIONS NETWORK

Formed nearly 20 years ago as a membership association, the Communications Network today is a stand-alone nonprofit organization that promotes the use of consistent, strategic communications as an integral part of effective philanthropy. The Network connects communications professionals working in philanthropy and the nonprofit sector to each other for guidance and mentoring and regularly sponsors learning and networking opportunities through webinars and the annual conference. Today, the Network's membership represents a wide range of foundation communications leaders and consultants who work to advance communications strategies and practices in all mediums.

For more information, email brucet@comnetwork.org or phone (212) 731-2268
comnetwork.org

