

ELLEN G. BASS

74 Lawn Street • Roxbury, MA 02120 • (617) 290-4308

WORK EXPERIENCE:

September 2010
to present

Founding Director, Capacity Institute, Black Ministerial Alliance of Greater Boston, Roxbury, MA. Accomplishments include:

- Create and refine two-year Capacity Institute initiative to help nonprofits design and implement 17 practices necessary for their performance management system, leading to 391% improved long-term participant outcomes success rate.
- Recruited and engaged 27 nonprofits in two two-year cohorts to build and successfully implement their systems, including raising \$30,000 per agency fee and match funding.
- Designed and implemented the Benchmark Assessment Tool, to assess agencies on the 17 practices at the beginning of the initiative, at the end of the initiative, and three years later, on a scale of 1 to 4.
- Helped agencies sustain culture change: Preliminary long-term results from the first cohort 2010-2012 indicate that they generally keep improving.
- Launched the Nonprofit Performance Management Consultant Network to establish a shared framework of effective consultation and peer learning opportunities, with 60 members.
- Member of the Leap Ambassadors Community, a national network which has published [The Performance Imperative: A framework for social-sector excellence](#) (PI), as a common definition of “high performance.”

March 2003
to September 2010

Director, Boston Capacity Tank, Black Ministerial Alliance of Greater Boston, Roxbury, MA. Accomplishments include:

- Convene 18-member Oversight Committee, including foundation and public officials and clergy, to provide strategic guidance on policy, budget, resources, partnership, and strategic direction.
- Design, launch as start-up, and deliver portfolio of capacity-building services to strengthen youth agencies in Boston, to help them become more sustainable and effective: capacity workshop series, individualized technical assistance, grants to build capacity of partnerships, and two networks.
- Oversee delivery of quality services to 200 youth agencies by 6 staff, 3 partner agencies, and pool of 40 independent consultants.
- Successfully competed for six consecutive federal capacity-building grants totaling \$10 million. Manage relationships with and report to 20 funding partners, including federal, state, city, corporate, and foundation agencies.
- Hire, train, supervise, develop, and assess performance of six professional staff.
- Develop and strengthen organizational compliance and accountability systems at BMA to ensure quality and sustainability of services.
- Oversee volunteer-driven grant selection process.
- Work with foundation and youth agency partners to create and coordinate two networks, the Girls' Initiative and the High Risk Youth Network, which have published numerous research and service products and have implemented successful advocacy campaigns (see list below).
- Lead BCT internal evaluation efforts, including capacity building outcomes measurement and data analysis. Provide training in logic models and outcomes measurement to youth agencies; provide periodic train-the-trainer sessions.

Boston Capacity Tank Publications 2003-2010:

High Risk Youth Needs Assessment Report
Promising Practices for Hiring Youth at High Risk
Boston Youth Survival Guide (editions 1 – 3)
Boston Youth Outcomes Report
Boston Youth Funding Scan
Girls' Initiative Gender Responsive Practices Report
Girls Initiative Phase II Report

August 2000
to March 2003

Coordinator of Program Development and Evaluation, Boston TenPoint Coalition,
Jamaica Plain, MA.

- Designed and delivered logic model and outcome measurement training and technical assistance to 18 grantees of the Faith-in-Action Initiative of the United Way of Massachusetts Bay; developed curriculum and trained new trainers.
- Provided technical assistance as consultant to member churches and organizations, in development, outcomes measurement, and strategic planning.
- Supervised all program coordinators, including hiring, program development, budgeting, implementation, and evaluation.
- Achieved 300% growth in one year in volunteers and participants.
- Created development procedures, reporting, and record keeping systems; prepared and submitted proposals and reports; prepared monthly Board reports; coordinated communication with funders, managed public contracts.

January 1994
to August 2000

Federated Dorchester Neighborhood Houses, Inc., Dorchester, MA.

- Verifications Coordinator, Federated. Designed, raised funds for, and implemented an agency-wide self-evaluation initiative for 65 programs, including training and providing technical assistance for program directors; supervising data collection; and training 50 other United Way of Massachusetts Bay affiliate staff in Outcomes Measurement.
- Arts Programming Grantswriter, Federated. Raised \$1 million to support youth and family programs.
- Small business management instructor, This Neighborhood Means Business!, Dorchester Center for Adult Education. Prepared curricula and taught class of small business owners marketing, management, and planning skills; and coached students to complete a business plan.
- Evaluator, At Home in Codman Square, a 4-year federally-funded demonstration program designed to prevent homelessness among residents of scattered-site public housing.
- Revenue Contracts Manager, Federated. Contract reporting, compliance, invoicing, and accounts receivable for 39 government contracts, totaling \$3 million.
- Budget Intern, Federated. Compiled and analyzed program and financial data for \$11 million agency budget including 50 cost centers. Created a linked system of multiple 3-D budget spreadsheets.

EDUCATION:

Boston University, Graduate School of Management
Masters in Business Administration, GPA 3.8
Certificate in Public and Nonprofit Management

Marketing term project for Director of Massachusetts WIC Program
Full business plan for start-up nonprofit service organization

Princeton University, A.B.

Major: Politics

Senior Thesis: Increasing Equity in New Jersey Public School Finance

VOLUNTEER WORK:

River of Life Church, Jamaica Plain, MA:

2012 to present Leadership trainer and coach

2009 to 2016 Discipleship / Fellowship Ministry Team Director

2008 to 2009 Women's Ministry Leader

2004 to 2007 Leadership Team Co-Chair

1989 to 2004 Founder and Chair, Children's Programs.

1998 to 2001 Founder and Chair, Missions Committee

1986 to present Co-founder and Coordinator, Lawn Street Neighborhood Watch Group, Mission Hill

1992 to 2000 Coordinator, Jamaica Plain Youth Soccer League, Jamaica Plain, MA

1983 to 1985 Founder and Director, Ruggles Baptist Church/Tobin School Tutoring Program

SKILLS: Functional spoken and written Spanish

REFERENCES: Available upon request