



# ONLINE BULLETIN

The National Executive Service Corps

*"Help us go farther"*

## MOBILIZING BUSINESS EXPERTS TO HELP HEALTH CARE GROUPS

"It's a plea we hear frequently from wonderful nonprofit groups: 'Help us. We're facing a number of issues where NESc's expertise could be useful in enabling us to go farther.'"

That's how Jerry Schiller, long president of NESc's healthcare services sector, describes his typical initial contact with NESc clients. And helping more than 200 community healthcare providers go farther - in some cases much farther - is what Schiller has been doing for the past decade. He and his NESc consultant teams have assisted a broad range of healthcare groups, including hospitals, long-term care facilities, community clinics, professional associations, medical schools, government agencies and disease-related organizations.



**Jerry Schiller**

**Full range of services.** Organizations have used the full range of NESc services: Strategic planning, marketing, organization and operation audits, fundraising guidance, evaluating Boards and running retreats for them, space planning, logistics and materials management processes.

Some of the past decade's clients have been unquestionably small, such as the one-person Cancer Support Services, which received ongoing advice from NESc and the Icla da Silva Foundation, which finds bone marrow donors for leukemia patients, whose fundraising strategy was designed and executed by NESc. Others are as large as New York City Health and Hospitals Corporation, amFAR, which supports AIDS research, the American Foundation for Suicide Prevention and the Hospital for Special Surgery.

A third of NESc health care assignments come from repeat clients. In fact, with the New Jersey Hospital Association, NESc has worked on 16 projects since 1986, including designing an incentive compensation plan, marketing and analyzing the feasibility of creating an HMO. "These organizations," Schiller explains, "come to us not because we're health care experts, but because we're business experts with knowledge of the health-

care environment. And we deliver high value at affordable prices."

**The payoff.** Schiller describes the typical NESc project process: "Working with the client team, we define the problems confronting the organization; we collect relevant information and analyze it; we scan the environment in which the group operates; we identify the issues it faces; we determine strengths and weaknesses and then - the payoff - we develop strategies and tactics and determine the resources needed to execute them; a plan, usually involving several iterations, is developed jointly with the client and presented to management; after approval NESc can and has assisted in the implementation."

Healthcare projects underway include the Jewish Home and Hospital Lifecare System, the Helene Fuld College of Nursing and the Animal Medical Center.

## PROJECTS UNDERWAY

**Stamford, CT.** NESc is working with the Senior Services of Stamford on a thorough review of the services the organization offers and on ways to boost its funding. In the process, NESc organized and led a retreat for the group's Board.

**Manhattan.** The Animal Medical Center, world-renowned for its veterinary healthcare delivery, education and research, has engaged NESc to design a plan to expand and improve the Center's programs and operations.

**Long Island.** The Five Towns Community Center on Long Island, a social service agency with 14,000 clients on the south shore, has asked NESc to assess how the Center's Board can improve its effectiveness and governance.

**The Bronx.** NESc is proposing how Mind-Builders Creative Arts Center, which uses arts instruction to build self-confidence in inner-city residents, can strengthen its Board; NESc is also overseeing the group's fiscal management.

**Old Wethersfield, CT.** For the Webb-Deane-Stevens Museum, NESc is designing a marketing strategy and a plan to increase earned income.

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Alan Kopit

“NESC’s model for helping non-profit organizations find top quality consulting help is one way that seniors are staying active.”

At the NESC Gala

## KOPIT: “YOU ARE REDEFINING RETIREMENT”

*Kicking off NESC’s Gala Dinner last month was Alan Kopit, a Cleveland-based lawyer who is nationally-known as the Legal Editor of [www.lawyers.com](http://www.lawyers.com). His remarks were particularly appropriate for a gathering celebrating the valuable contributions made by accomplished executives in second careers. Excerpts:*

I’m here to talk to you about a topic that every person in this room has faced or will in the future: how people turn to community service and volunteering opportunities in retirement. The idea of a “second career of service” is creating new opportunities to shift gears while finding fulfilling work.

The nature of retirement has changed. In the past, retirement meant a gold watch, a handshake and the chance to play golf every day. Today’s retirees, however, are finding that

there’s more to retirement than improving your handicap – many are finding fulfillment in transitioning to work in new areas, using existing skills and honing new ones.

Today’s retirees are redefining retirement from a time of leisure to a time of renewed vigor and purpose. Indeed, AARP research shows that 79% of boomers plan to work full or part time during “retirement.”

Like NESC consultants, lawyers who are getting ready for retirement have held highly responsible positions and now are reaching a turning point in their careers. NESC refers to this as the “give-back” phase of life. NESC’s model for helping non-profit organizations find top quality consulting help is just one way that seniors are staying active in retirement.

There are several organizations that focus on helping

lawyers approaching retirement find fulfilling volunteer and paid experiences. These include --

- International Senior Lawyers Project ([www.islp.org](http://www.islp.org)) – creates a way in which senior lawyers promote the rule of law and human rights.
- Senior Lawyer’s Project of the NYC Bar Association ([www.abcnyc.org/seniorlawyers](http://www.abcnyc.org/seniorlawyers)) uses the services and experience of senior lawyers.
- NYC Bar Justice Center’s Public Service Network links lawyers to public service groups.
- LWOB – Lawyers without Borders ([www.lwob.org](http://www.lwob.org)) is a group of volunteer lawyers offering pro bono services to Rule of Law initiatives, human rights work and non-governmental organizations.

### Case Study

## A MEMBERSHIP PLAN FOR THE MUNICIPAL ARTS SOCIETY

For more than a century, The Municipal Arts Society has enriched the culture and physical design of New York City. Its notable successes include saving Grand Central Terminal and Radio City Music Hall. Clearly, the Society has been one of the city’s great non-profit success stories.

**Turning to NESC.** Still, the Society has had problems it has wanted to address. One of them was to increase its membership, which had declined considerably from its peak. For help in this, the Society in 2002 turned to NESC.

For this project, NESC senior-vice president for culture and the arts Betty Lefferts recruited three experienced consultants – John Fontaine, Alvin Hampel and Sergio Sedita. They probed the underlying issues through extensive discussions with key Society executives and staffers and conducted a focus group to clarify internal and external perceptions. They also surveyed the environment in which the Society operates. From these findings, the NESC team crafted a marketing plan. Its goal: To more than double the Society’s membership.

**Gathering No Dust.** Recalls Jean Tatge, the Society’s VP Development & External Affairs: “It was wonderful having these high-powered professionals help us develop a membership strategy. They really opened our eyes to new ways of growing our base. Their final report does not gather dust on a shelf – we refer to it constantly.”

*From the Regions*

## HELP WITH FEES IN CT & AN UJIMA COMMUNITY CENTER IN NJ

### Going Half & Half

NESC's fees are famously affordable. Even so, a number of worthy but cash-strapped groups can't afford them. Helping these groups obtain NESC services is the aim of NESC Southwest Connecticut Region's year-old "go half-and-half" Community Assistance Fund.

With money from its own volunteers and from the St. John's Community Foundation of Stamford, NESC can subsidize half of its already low fee for qualifying groups.

Beneficiaries this year include:

**The Connecticut Ballet**, a dance school as well as a dance company, for which

NESC's Barbara Taylor is crafting a strategy to boost the organization's fundraising.

**St. John's Episcopal Church**, with which NESC facilities and cost-management expert Harvey Rose is working to find an affordable way to refurbish the church's 260-year-old cemetery.

**The Stamford, CT, chapter of the National Alliance for the Mentally Ill**, for which NESC Consultants Mitch Dickey and Domenico Loschiavo are devising a plan for the chapter to improve its communications with the state-wide and national NAMI.

### Forming an Advisory Council

NESC in NJ apparently is taking very much to heart the Swahili word "Ujima," meaning people working together and taking responsibility for each other.

In Trenton, NESC Consultant Richard Burns has been working with Pastor John Norwood of Ujima Ministries, Inc., to form an Advisory Council of community leaders, which advises Norwood and Ujima's Board and helps them raise funds.

The first big project resulting from NESC's collaboration with Ujima Ministries is the addition of a community center, now nearing completion, to the ministry's 52-unit housing development.

NESC finds ways to help cash-strapped groups afford already low fees

Advising a ministries' board and helping raise more money

## NESC PRODUCTS & SERVICES

**Business & Strategic Plans** – helping nonprofits reach new goals by honing vision, resolving conflicts over priorities, allocating resources and identifying new opportunities.

**Marketing Blueprints** – analyzing a nonprofit's services and designing a blueprint to market them dynamically.

**Feasibility Studies** – assessing feasibility of plans for new programs or even new spin-off organizations.

**Budgeting Assistance** – assigning former chief financial officers to help craft realistic multi-year budgets.

**Fund-Raising Strategies** – crafting fund-raising operations and identifying new sources of contributions.

**Recruiting Top Executives** – industry-standard executive searches that tap into new universes to fill top slots.

**Leadership Training** – workshops and drills to hone skills of senior execs.

**Board Development** – identifying new ways boards can help a nonprofit and then recruiting new board members.

**Facilities Assessment** – surveying space uses and suggesting changes to save money and boost productivity.

**Project Management** – suggesting changes in how nonprofits manage projects to raise efficiency and cut costs.

**Media Relations** – designing operations for earning more media coverage and raising a nonprofit's public profile.

**Human Resources** – conducting organizational audits to identify more effective staff uses

**Executive Advice** – working one-on-one with CEOs on a broad range of organizational and operational issues.

**Financial Management** – designing bookkeeping and payroll systems and supervising their operations.

## Images from the NESC Nov 14 Gala



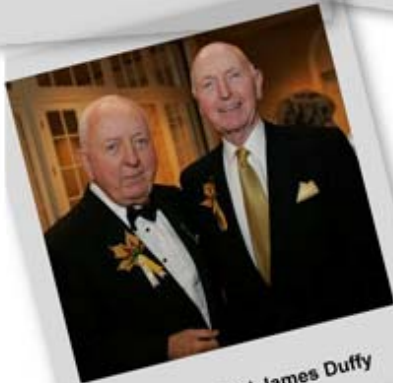
The NESC Team



The Intermezzo Chorus



A. Wright Elliot



Lou Duffy and James Duffy



John Klein and Marv Berenblum



Gerald Levy



June and Jerry Shiller



Andy Prozes



Richard Blumenthal



Danielle and George Schneider



Gerald Levy and Paula Pace



John and Susan Goldfarb



*Last Word*

**“WE’RE SATISFACTION BILLIONAIRES”**

Yearend means taking stock. We’re proud to do that here at NESC. We often say that our informal slogan is: “Profit from Our Experience.” Looking over our past year’s activities, I can report proudly that this slogan accurately reflects our reality.

We galvanized our most valuable asset – the experience of hundreds of second career senior executives and seasoned managers and entrepreneurs – to help dozens of cultural, health, educational, art, government and other not-for-profit organizations in New York City, New Jersey, Long Island, Connecticut and New York State to become more effective in serving their communities.

Some groups needed a marketing plan; so we assigned former marketing hotshots to work with them.



**NESC Chairman & CEO  
Marv Berenblum**

had lived through (and survived) scores of strategic plan exercises and

Other groups sought something as complex as a strategic growth plan, while still others something as simple as a detailed floor-chart to determine whether their operations could fit into new quarters; for the former we recruited ex-CEOs who

for the latter skilled architects and space planners. We helped other organizations become more successful at raising money, at recruiting first rate leaders, at improving the roles of their Boards, at raising their profiles and developing their “brands” and at telling their compelling stories to the media.

By these activities, NESC not only served its not-for-profit clients directly, but through them indirectly enriched the lives of their constituencies. We don’t yet have a systematic way of measuring this broader impact (though by next year we will), but surely hundreds of thousands of women, men, children and families in our region have been helped, in some way, by NESC. Immodestly, I think I can say: All in all, not bad; not bad at all.

It’s especially not bad for a year in which NESC extensively restructured itself, tightened its belt, trimmed its administrative staff, ambitiously added nine new members to its Board and even moved into new midtown Manhattan quarters. In some ways, NESC was one of the major recipients of its own consulting services.

To those who made our year’s achievements possible – our more than 400 volunteer consultants, our staff and our donors – I thank you deeply. And to the not-for-profit

groups who gave us the opportunity and thus the privilege (truly, a privilege) to help them, I thank you for your enduring determination to improve our society. All of us in the non-profit world know that our greatest personal dividends are the psychic satisfaction of giving back something to our communities. Well, in terms of those dividends, I feel like a satisfaction billionaire.

To all, I wish buoyant and merry holiday celebrations and a new year full of promise and accomplishment.

Cordially,

Marvin Berenblum

**National Executive Service Corps**

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