



ONLINE BULLETIN

National Executive Service Corps

Space Utilization

Squeezing New Value Out of Tight Space

- A non-profit health treatment organization in New York City wanted to consolidate its 7th and 8th floor operations onto a single floor.
- A Staten Island museum wanted to reconfigure its space to create classrooms, a lecture hall and more galleries.
- A Manhattan church wanted a system for allocating costs to its various programs based on the square-footage occupied by them
- A number of historic buildings had to adapt to the requirements mandated by the federal Americans with Disabilities Act.
- A Connecticut primary school wanted to upgrade its main office and principal's office.

Boosting effectiveness. These organizations and nearly two dozen others in the past decade turned to NESc for help. They correctly recognized that squeezing the most use and value out of the space they occupy is one of the best and most overlooked ways for a nonprofit to cut costs, boost effectiveness and even improve staff working conditions. For any nonprofit, a periodic space utilization assessment pays dividends.

This is the reason that assessing space utilization and crafting space feasibility plans have become a signature NESc service, under the direction of NESc



Bill Evans

Architect-in-Residence Bill Evans. A graduate of Princeton and longtime member of the American Institute of Architects, Evans has designed, among other projects, public schools and colleges in the New

York Tri-state area and, for many years, was Consulting Architect to Vassar College and St. Lawrence University.

At his initial meeting with an NESc client, Evans picks up a general sense of what the client wants done. Then, his 20 ft. tape measure in hand, he roams the facility to measure it, gauges how the space is being used

and makes rough sketches. Says Evans: "I listen and talk and find out what they want. I end up knowing more about the place than they do."

Gems for clients. Back at his NESc drafting board, perched on his high stool, Evans painstakingly creates what architects call an "as-built" drawing, depicting the facilities in detail. He later will draft a second drawing proposing his changes. Often this contains gems that surprise the client, such as extra space and unanticipated use of space.

Once his proposal is okayed, Evans advises the client to retain a licensed architect to produce the documents and specifications ultimately to be used by contractors. What he and NESc have done is to give the nonprofit client the assessment, direction and confidence it needs to move ahead with major – or minor – structural changes.

WEBER NAMED NESc PRESIDENT

The NESc Board of Directors has named Elizabeth J. Weber president of the organization. The veteran international economic development consultant, who has extensive nonprofit experience, succeeds Marv Berenblum who remains NESc Chairman and CEO. **See Story Page 2.**

PROJECTS UNDERWAY

The Bronx. Mind Builders creative Arts Center is working with NESc Consultant Ken Gordon to develop a stronger board of directors. In addition, NESc's Frank Naime and Galina Vilkina are designing a new financial recording and reporting system for the group.

Manhattan. A feasibility study by NESc consultants is assessing if a market exists for a day care center featuring, in addition to typical infant and child care, a strong religious environment.

Upstate NY. NESc will be evaluating the function, relevance and future role of camps for underprivileged children.

Leadership Training. See page 2.

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NESC's New President

Betsy Weber to Spread the NESC Message



Betsy Weber
New NESC Pres

“My goal is to ensure that nonprofits increasingly look to NESC for help.”

With a nine-point agenda for growing NESC and making it more effective in helping ever more nonprofits, Betsy Weber took over as NESC's new president on January 9. “My most important goal,” she says, “is to ensure that nonprofits in the Tri-State area increasingly look to NESC for help. We must get our name and message out to them that NESC can recruit our experienced and skilled consultants, at modest fees, to help them solve key management and operational problems.”

“**Uncommon record.**” As NESC president, Weber will be responsible for NESC's day-to-day operations and future development. In this position, she succeeds Marv Berenblum who remains NESC Chairman and CEO. Announcing Weber's appointment by the NESC Board, Berenblum said that Weber “has established an uncommon

record of accomplishment in global consulting, having worked with top executives at major corporations and top government officials.”

Weber's three decades in consulting, for example, have included government clients and corporations in the Arabian Gulf region, Europe and South America. And as a key executive of the Ridgefield, Connecticut-based Edge Development Group since 1984, she has led the firm's important economic development practice. Says Weber: “I've been leading projects in all kinds of cultures.”

No stranger to the nonprofit world, Weber has been an officer of the Junior League of Stamford-Norwalk, Connecticut, president of the Art Society of Dubai and president of the Connecticut Chapter of the National Association of Women Business Owners (NAWBO); she now chairs the national NAWBO's

International Forum and serves on a prestigious international task force to promote women's entrepreneurship in 16 Mideast and African nations. “I've always had a passion for nonprofits,” says Weber. “And now here at NESC, I can marry that passion with my decades in consulting.”

Nine points. Weber stresses that her immediate goals are insuring that NESC's structure and processes can support significant growth. She then ticks off the nine points on her agenda: Review consultant recruitment, training and assignments; set client report standards; track assignments; standardize internal systems; upgrade internal databases; assess the needs and support for NESC's satellite offices; create internal training opportunities and succession planning; review financial standards and reporting; and assess Board strengths.

LEADERSHIP & MANAGEMENT TRAINING

The NESC Leadership Development Institute announces

Two 5-Session Programs Beginning

Tuesday, Feb 21

9:30am—12:30pm

For Executive Directors

Thursday, Feb 23

9:30am—12:30pm

For Other Senior Managers

Topics include: Managing successful change and transition. Resolving conflicts. Building collaboration. Effective motivation and team-building. The nature of leadership — power, authority and empowerment. Race, ethnicity and social class.

For an application: kbeltran@nesc.org

For questions: James Williams. 212-269-1234; x.108

From New Jersey

High Dividends from Proven Board Development Tools

An impressive 288% increase in the performance of the Executive Board of New Jersey's Child Placement Advisory Council – generally known as CPAC. That was the striking result



Margean Gladysz

of the N E S C N e w J e r s e y regional office's t e n - m o n t h c o n s u l t a n c y w i t h t h e g r o u p, w h i c h e n d e d last November. The improvement was based on measuring board effectiveness in five critical areas: Clear and shared mission; openness to new ideas and

adaptability; effective and engaged leadership; effective collaboration and communication practices; and high standards and expectations. As it has done for other New Jersey state agencies, NESC suggested ways that the dozen-person CPAC board could become more effective.

Proven tools. The NESC team, headed by NJ Regional Director Margean Gladysz along with Consultants Midge Golin and Ed Kessler, used proven board development tools, such as mentoring the leadership, assessing the board's performance, instituting timed agendas and a code of conduct, prioritizing board efforts to make sure they were aligned with strategic goals and relying more on

committee work to accomplish the organization's goals. Written reports, meanwhile, replaced verbal reports so that the Executive Board meetings could focus more on strategic issues.

The results speak for themselves, with the stunning near-threefold jump in the Board's effectiveness. Indeed, CPAC was reluctant to see the project end. Said CPAC Board Chair Lila Bernstein in a note sent to Gladysz: "I only wish you could stay forever."

Most popular. The payoff to nonprofits from projects like this is so great that Board Development is one of NESC's most popular services across the entire Tri-State Area.

Five critical measurements for NJ's Child Placement Advisory Council

To NESC: "I only wish you could stay forever."

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.



Nivedita Bajaj

Welcoming

NEW ON THE NESC TEAM

Recently joining NESC as Consultants are:

Nivedita Bajaj. Extensive experience in healthcare analysis and management, including serving as Director of Client Delivery Services at Performance Logic, Inc., a Program Analyst at NYC’s Bureau of TB Control and as an Associate at William M. Mercer, Inc, where she developed models for physician productivity. Graduate of Lady Shriram College at Delhi University (BA), Virginia Polytechnic Institute (MA in Economics) and Columbia University (MA in Public Health).

Frank Ficazzola. An expert in customer-relationship management, sales and marketing data base analysis and quality and productivity improvement. More than two decades at Alliance Capital Management (now AllianceBernstein Investment Research and Management), most recently as vp for Marketing and Sales Support and earlier as vp for Quality Control. Among other responsibilities, headed the very prestigious and extremely demanding Malcolm Baldrige Award application process. Graduate of City University of NY (BS) and New York University Stern School of Business (MBA).

Barbara A. Goldenberg. A skilled marketing entrepreneur who has headed marketing for Meta Health Technology and Rogers Medical Intelligence Solutions and, most recently, has been designing a marketing strategy for the Saints Medical Center. In the dotcom boom, crafted marketing plans for MapQuest.com, WinStar New Media and IFusion.com and, before that, was a marketing executive at such U.S. marketing pioneers as RJR/Nabisco and Colgate-Palmolive. Graduate of State University of NY at Buffalo (BA) and Columbia Graduate School of Business (MBA).

Henry Johansson. As a Coopers & Lybrand partner and then PricewaterhouseCooper senior partner, advised Global 500 manufacturing, telecommunications and media firms on productivity, cost cutting, restructuring and reengineering. Co-author of several books, including *Best Practices in Reengineering* (McGraw-Hill, 1994) and, most recently, *Reinventing the CFO* (McGraw-Hill, 1997). Graduate of Manhattan College (BS in Chemistry and Physics) and Temple University (MBA).

Case Study—Connecticut

Strategic Plan for Broad-Park



It was widely respected for its skill in purchasing, renovating and managing low-cost housing in Hartford, Connecticut’s, diverse communities. Still, the Broad-Park Development Corporation of Hartford was troubled. Its executives wanted more clarity for its mission and a better sense of priority for its goals. For this it turned to NESC which, after initial discussions, suggested strongly that Broad-Park needed a Strategic Plan.

Intense dissection. The first step was an NESC-led planning retreat with Broad-Park’s dozen-member Board and four key staffers. To prepare for the retreat, NESC analyzed all committee minutes and background on staff and financial matters.

At the retreat, NESC consultants reviewed the strengths, weaknesses, opportunities and threats facing Broad-Park and then triggered an intense dis-

section of Broad-Park’s existing Mission Statement. The resulting discussions exposed differing views and revealed new insights about what exactly Broad-Park is and what should be the driving force as it moves forward.

Members left the retreat with a clear understanding of what just what had to be resolved at future meetings to set 3 to 5 year goals. *(Continued on next page)*

Case Study... Continued from Page 4

“Tune our mission.” A second retreat continued the process, taking the broadly defined goals through lively discussions about priorities. Said Broad-Park Executive Director Romulo E. Samaniego later: “It was an enlightening experience for everyone, because it allowed us to develop a vision statement and fine tune our mission.” Ultimately, the retreat distilled three primary goals, from a list of dozens.

From the retreats, its study of Broad-Park documents and discussions with Broad-Park staffers, NESC produced seven specific recommendations, giving Broad-Park a map for sorting objectives and a precise process for reaching its goals.

Last Word

**A Worthy New Year’s Resolution:
Get Serious about Senior Staff Recruitment**

Senior staff is almost always a non-profit organization’s most valuable resource. Nothing contributes more to a group’s growth and innovation than the right kind of ceo or chief development officer or top marketing director.

Thus I’ve long been puzzled that so many nonprofits, impressively successful in pursuing their missions in their communities, fail so badly when recruiting top staffers. They cut corners. They are impatient. They try to do it by what they assume will be “on the cheap” – placing ads in newspapers and journals, hoping to find someone through word-of-mouth or just interviewing prospects that they or their board members may know.

Piles of resumes. That’s a recipe for disappointment. No private sector company would survive for long if it recruited top staff this way. For one thing, ads can be costly. Worse, they



**NESC Chairman & CEO
Marv Berenblum**

too often produce piles of unvetted resumes whose review frustratingly wastes great time and effort. And the hard and sad truth in many cases is that candidates identified through personal acquaintance are usually far from the

most qualified available.

So what should nonprofits do? Non-

profits serious about hiring top-quality staff should do what commercial firms do: Use an executive search service. It is precisely to meet the need for systematic, thorough and professional searches for nonprofit senior staff that NESC 17 years ago launched its Executive Search service. Since then, we have placed scores of executive directors, chief financial officers, board members, marketing directors and development officers.

30,000 names. We at NESC scour for the most qualified leaders the same way that commercial executive search firms do. We have a network of contacts in our area and across the country; we tap into a database of over 30,000 names and resumes; and we conduct original research to identify the most qualified candidates. Our staff holds in-depth interviews, conducts reference checks with former bosses, peers and subordinates and then represents our client in compensation negotiations.

We appeal to nonprofits for several reasons. First, as a nonprofit ourselves, we understand and relate to our clients’ special needs. Then, because more than half of our revenues come from donations, we can charge very low fees – actually just a fraction of what a commercial firm would charge.

What’s more, we are staffed by experienced professional recruiters with extensive corporate experience. Leading our team is NESC svp Paul Barrett who headed the NYC office of a multiple-office

search firm. Working with him is NESC Consultant Bill Willis, who ran his own international executive search firm for more than 30 years. And I even manage to get involved deeply in the searches, drawing on my 14 years as a senior executive in the New York office of Heidrick & Struggles, one of the world’s largest executive search firms.

Big dividends. We have learned that executive searches pay big dividends for nonprofits. For this reason, in this season of making resolutions, I urge nonprofits to resolve to get serious when they recruit senior staff.

Marv Berenblum

National Executive Service Corps

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