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YEAR IN REVIEW

DECEMBER 2017



SUPPORT CENTER YEAR IN REVIEW

As 2017 draws to a close, we celebrate a successful year in which we worked, partnered, and collaborated with many individuals and organizations to strengthen the sector and the communities in which we work. As we reflect on the year, our work with organizations addressing strategy questions or navigating an executive transition stands out. All told, there were 80 organizations with which we worked on a one-on-one basis as well as nearly 1,000 organizations that we engaged in some way, through a workshop or convening, as part of our effort to connect people and organizations to new knowledge and resources.

In addition are the numerous peer organization we engaged as partners in large-scale events and conferences. This year we continued our commitment to encouraging sector-wide collaboration through our involvement in the Ahead of the Curve working group (www.aheadofthecurve.nyc), a collaborative of 17 peer organizations dedicated to strengthening other nonprofits. We are also proud to have supported national efforts through the Alliance for Nonprofit Management (www.allianceonline.org).

This past year also saw the creation of multiple communities of practice, with individual leaders and across organizations, focusing on HR issues, governance and social enterprise development. We are also building out a strategy to support long-term organizational change, drawing upon the concept of an organizational "navigator" as a way to provide ongoing assistance to organizations and improve their effectiveness over several years.

This year Support Center forged a new relationship with the Foundation Center by co-locating in their beautiful space at 32 Old Slip in the Financial District of New York City. We are beginning to partner with the Foundation Center on a number of fronts to leverage our shared expertise and similar missions to strengthen the nonprofit sector. We have also relocated our Newark, NJ office to One Gateway Plaza (Suite 2600), which is easily accessible to Newark Penn Station.

While 2017 saw many expanded initiatives and exciting changes, the bedrock of our organization remained largely the same. Our engaged Board of Directors and Leadership Council continued to provide valuable advice and connections. A hardworking staff and group of committed program partners - plus many enthusiastic clients - ensured that we continued to accelerate positive social change throughout the year.

Our success is grounded in our ability to harness the people and power of our community, and there are countless staff, consultants, board members and volunteers who help to make our work possible. Our thanks go out to all of these many friends and family who make our work possible. We look forward to continuing this work in 2018.



NONPROFIT PARTNERS AND CONSULTANTS NETWORK DURING THE 2017 SUPPORT CENTER FRIENDRAISER EVENT

2017 BY THE NUMBERS

926: The number of unique organizations in the region that we reached this year;

1,238: The number of registrations across 65 workshops and webinars.

23: Afterschool organizations in New York City that we are helping through a Department of Youth and Community Development program;

8: Business improvement districts that the Support Center is currently supporting to make their neighborhood downtowns more vibrant;

9: Community organizations in Newark, NJ that can better serve the community as a result of our one-on-one consulting projects;

11 and 15: Executive searches and interim executive placements, respectively, that are helping organizations to thrive over the long-term;

48: Newly trained interim executive directors after a June 2016 training;

14: New Jersey-based social enterprises that participated in impact economy gatherings.

OUR FUNDER PARTNERSHIPS AT A GLANCE

Over the course of 2017, we were fortunate to work with a number of funding partners to accelerate positive social change for their grantees. The following are highlights of those partnerships demonstrating the range of ways in which we develop integrated approaches to working with organizations that combine training, coaching, consulting, and convenings.

CON EDISON

In 2017, we delivered a workshop series focused on managing growth for nonprofits including sessions on Creative Placemaking, Strategic Planning, Diversifying Fundraising, Risk Management, and Developing Talent.

HORIZON FOUNDATION FOR NEW JERSEY

In 2017, we completed the fourth year of a partnership with Horizon Foundation for New Jersey with a series of customized trainings and one-on-one consulting work with six NJ nonprofits.

JOHNSON & JOHNSON

A grant from Johnson & Johnson supported strategic planning and facilitation with the New Brunswick Community Food Alliance (NBCFA), a grassroots coalition of community, academic, nonprofit, and government leaders focused on increasing food security in the city of New Brunswick, as well as Feeding New Brunswick Network, a working group of NBCFA.

NJ OFFICE OF FAITH BASED INITIATIVES (OFBI)

2017 marked our third year of support from the Office of Faith Based Initiatives (NJ) to provide workshops, targeted training and coaching to burgeoning social enterprises. OFBI also supported our NJ Impact Economy gatherings focused on helping local social enterprises attract additional support and investment.



CRAIG DRINKARD, ASSOCIATE DIRECTOR OF OPERATIONS AT THE VICTORIA FOUNDATION, MODERATES THE 2017 NEW STRATEGIES IN GRANTMAKING PANEL

NYC DEPARTMENT OF YOUTH & COMMUNITY DEVELOPMENT (DYCD)

Early in 2017, Support Center was selected to provide a range of governance support to DYCD-funded organizations including trainings, one-on-one consulting, facilitation of a peer-to-peer network focused on governance issues, and additional governance programming focused on diversity, equity and inclusion and collaboration. Support Center will provide \$100,000 a year in services to local organizations over the next three years.

PSEG

We continued to serve as a governance and management resource to PSEG employees and the company's grantees.

NYC SMALL BUSINESS SERVICES (NYC SBS)

NYC SBS recently awarded Support Center a three-year contract to provide training and technical assistance to Business Improvement Districts and community-based organizations in the five boroughs. The partnership includes workshops for all SBS grantees, one-on-one coaching and consulting for five organizations (including an organizational assessment to set priorities) and a pool of technical assistance hours allocated on an as-needed basis.

VICTORIA FOUNDATION

In 2017, we worked with a number of Victoria Foundation grantees including Emmanuel Church of Christ, NJ Environmental Justice Alliance, Lincoln Park Coast Cultural District, and the Unified Vailsburg Services Organization.



ATTENDEES PARTICIPATE IN A SCENARIO PLANNING EXERCISE DURING THE 2017 AHEAD OF THE CURVE SYMPOSIUM

New York Office

32 OLD SLIP, 24TH FLOOR
NEW YORK, NY 10005

Newark Office

ONE GATEWAY PLAZA, 26TH FLOOR
NEWARK, NEW JERSEY 07102



IMAGES COURTESY OF UPTOWN GRAND CENTRAL

UPTOWN GRAND CENTRAL

BOARD DEVELOPMENT SPOTLIGHT

Support Center affiliate consultant Melba Butler worked with Uptown Grand Central's board and staff to build out a board structure that can support the organization's vision for the future. This work was done in partnership with NYC Small Business Services as part of its Avenue NYC nonprofit management coaching program. Uptown Grand Central is a 501(c)(3) organization that works with merchants and neighbors along the east side of 125th Street to enrich the area through collaboration, research, and creative community projects. Carey King, Director, offered the following reflections of her work with Support Center.

WHAT WAS THE IMPACT OR BENEFIT OF THE WORK? Working with consultants can be hit or miss... sometimes you learn things and sometimes you don't. Our work with the Support Center and Melba Butler has been transformative. We're a young organization and many of our board members have never served on a board before, so Melba's work has been to facilitate and educate and move us toward an understanding of board member roles, work and expectations. She's been on-call as a sounding board as our board members began to work together and [ask] questions. She's also helped me grow more fully into my role as executive director.

WHAT ADVICE DO YOU HAVE FOR OTHER GROUPS? When you're running a nonprofit organization and completely focused on delivering programming and getting through the day-to-day, sometimes it can feel like you are inventing the wheel. By working with the Support Center... we have had access to the whole body of work on nonprofit governance and operations that have gone before us. My advice to other nonprofits would be: You are not alone! There are resources, and the Support Center will connect you.



IMAGE COURTESY OF UPTOWN GRAND CENTRAL

WHY WAS THIS IMPORTANT? Our work in the community brings together a diverse group of stakeholders -- small business owners, property owners, nonprofit organizations, and residents -- all of who want to see our neighborhood grow and thrive, and all of who have different understandings of how to make that goal happen. Our work with the Support Center has been timely this year, since Melba has helped us move toward a shared vision, a vision that will guide our work into the future.

Carey King, Director
Uptown Grand Central



IMAGE COURTESY OF THE UNION COUNTY CHOSEN FREEHOLDERS

THE NON-PROFIT LEADERSHIP CONSORTIUM FELLOWS INSTITUTE AND UNION COUNTY, NJ

CUSTOMIZED TRAINING SPOTLIGHT

In 2017 we were excited to launch two leadership programs in Union County, NJ in conjunction with the Center for Nonprofits (NJ). The Non-Profit Leadership Consortium Fellows Institute represents the first focused investment that Union County government has made to support skills and training for the next generation of nonprofit executive leaders. The program builds on the Freeholder Board's workforce development initiatives, aimed at ensuring that important economic sectors can draw from a rich pool of talent. The Union County Non-Profit Leadership Consortium Fellows Institute is a public-private partnership made possible by a commitment of \$5,000 in seed money from County government, \$500 contributions made by the nonprofits for each candidate attending the Institute, and the generosity of private-sector sponsors. A second cohort was established with Community Access Unlimited to support a group of 26 leaders within their organization.

"What excited me about the program was knowing that I would be among other professionals who are growing in the field. Having the opportunity to share experiences and exchange ideas is something that I look forward to. The program also reinforces skills that I've acquired during everyday life on the job as well as those I've learned from during my graduate studies. This also allows me the opportunity to network with other organizations in the community."

Jatasha Shariff, Hospitality House Coordinator,
Elizabeth Coalition on the Non-Profit Leadership Consortium Fellows Institute



CTC ACADEMY

STRATEGIC PLANNING SPOTLIGHT



CTC Academy provides education and therapeutic services for students ages 18 months to 21 years with an array of developmental disabilities, including cerebral palsy, genetic and neurological disorders and autism spectrum disorders. Operating on two campuses in Bergen County, NJ, CTC aims to maximize the life potential of its students while supporting their families along the way.

In recent years CTC has experienced rapid growth – in number of students served, budget size, faculty and staff, and physical space. This significant growth has created both exciting opportunities for the organization and

challenges as it scales up. Support Center began working with CTC in July 2017 to support the development of its first strategic plan, which will guide and advance CTC's goals over the next three years.

Ken Berger, CTC's Executive Director, pointed to the importance of outside perspective and support for this type of work: "CTC has attempted, on a number of occasions, to conduct strategic planning on its own - so engaging a consultant was a new concept for the Board. Board members have mentioned how helpful and useful the process has been so far. We all appreciate that the Support Center has been able to move us forward in a way that we couldn't have done on our own."

BOARD RETREAT VIDEO SPOTLIGHT

The Heritage of Pride (HOP) staff and Executive Board convened for their annual planning retreat from Friday, October 20 – Sunday October 22 in Beach Lake PA. Heritage of Pride works toward a future without discrimination where all people have equal rights under the law. They do this by producing LGBT Pride events that inspire, educate, commemorate and celebrate our diverse community. In 2020 they are responsible for producing the largest LGBT Pride event in NYC history.



ASSOCIATE EXECUTIVE DIRECTOR CAROLYN
CHAMP AT THE ALLIANCE CONFERENCE IN
GRAND RAPIDS, MI.

SUPPORTING THE FIELD WITH THE ALLIANCE FOR NONPROFIT MANAGEMENT

Support Center played a key role in supporting the work of the National Alliance for Nonprofit Management (an offshoot of a merger between Support Centers of America and Nonprofit Management Association in 1997). The Alliance is a membership organization of nonprofit consultants, academics, funders, and professionals actively strengthening their capacity building practices in key areas such as governance, HR and strategy, and the field as a whole. Keith Timko served as the Conference Chair of the November conference in Grand Rapids, MI which was held in conjunction with

ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action). Carolyn Champ served on the selection committee for the Terry McAdams Book Award.

In 2017, Support Center also supported the work of the “Capacity Building Organization” affinity group. A total of 92 capacity building organizations across 27 states participated in surveys and virtual meetings around policy, organizational assessments, and the depth, breadth, and impact of nonprofit capacity building efforts.



MAP OF THE STATES ACTIVELY PARTICIPATING IN THE CAPACITY BUILDING AFFINITY GROUP THROUGH THE ALLIANCE.

2017 SUPPORT CENTER PUBLICATIONS

PRODUCED IN COLLABORATION WITH
PENN FLOOD CONSULTING AND THE
AOTC STEERING COMMITTEE

- AHEAD OF THE CURVE RESOURCE GUIDE
- COMMUNITIES OF PRACTICE ARTICLE



IMAGE COURTESY OF WWW.SEAMENSSOCIETY.ORG

SEAMEN'S SOCIETY FOR CHILDREN AND FAMILIES

EXECUTIVE SEARCH AND TRANSITION MANAGEMENT SPOTLIGHT

Seamen's Society for Children and Families engaged the Support Center for a search for both an interim as well as a permanent CEO. We were more than happy with the process of both searches as well as the results. The Support Center's approach is extremely comprehensive. Our search for a permanent CEO was focused by a thorough assessment of the agency's strengths and opportunities. Once the new CEO was engaged our consultant helped the CEO and the Board clarify expectations.

The expertise of our consultant was evident. She was readily available for questions and concerns. All meetings were well organized with documents on hand for review and discussion. As noted before the entire process was comprehensive with the right amount of handholding given to the search committee.

Barbara O'Connor, Executive Chair
Board of Trustees Seamen's Society for Children

CARE FOR THE HOMELESS

INTERIM EXECUTIVE DIRECTOR PLACEMENT SPOTLIGHT

"The selection of a highly qualified interim executive director was extremely important for CFH. The person we chose wound up doing the job for eight months, and this is not atypical for non-profits; the recruitment of a [long-term executive director] is often a lengthy process. We needed to select an interim [executive director] as expeditiously as possible, to lead us during the transitional period, but of course, we had to be prudent and judicious at the same time. Support Center provided deft and astute guidance, developing a realistic timetable, assisting our search committee in preparing the all-important job description, presenting us with a group of well-qualified candidates, and sitting in on interviews and providing feedback. The entire process, from our retention of [Support Center] through the start date for our Interim [Executive Director] took only six weeks, which was well within our time frame, enabling our long-time [Executive Director] to spend

a week, before his departure, on the orientation of the selected candidate.

Service as interim [executive director] of a non-profit is a unique position. To do the job well, a candidate must have the ability to grasp the essentials of the organization's operations in short order, and to quickly gain the confidence of the board and staff. The [interim executive director] must also possess the high level of emotional intelligence necessary for leading an organization during a transition period. [Support Center], as a specialist in training and recruiting interim [executive directors], is acutely sensitive to these requirements and was a key asset to CFH in the selection process. "

Daniel Baldwin, Board Chair
Care for the Homeless



IMAGES COURTESY OF WWW.CAREFORTHETHEHOMELESS.ORG

FROM TRANSACTIONAL TO TRANSFORMATIONAL: INTRODUCING THE ORGANIZATIONAL NAVIGATOR INTO SUPPORT CENTER'S PORTFOLIO

One of the pillars of Support Center's 2017-2021 strategic plan is the inclusion of an organizational navigator alongside Support Center's portfolio of change consulting, coaching, and executive transition programming. This new model seeks to shift the discussion with our nonprofit partners from transactional consulting work to longer-term transformational work.

After a review of Support Center's impact--particularly with small organizations or organizations in the midst of longer-term transition--we realized that typical consulting approaches--organizational assessments or strategic planning or board development initiatives--wouldn't deliver all of the results we wanted. We understood that success lies in what organizations do over the longer-term and what social change takes place over time. What if we could partner with organizations over a longer period of time to support those changes, highlighting resources, creating connections, and serving as a sounding board to senior leaders and the board along the way?

SUPPORT CENTER'S PROFESSIONAL DEVELOPMENT OFFERINGS

In 2017, Support Center provided over 60 public workshops and 25 customized trainings throughout the tri-state area. This year we partnered with the Center for Nonprofits (CNPO), the only umbrella organization in New Jersey that provides trainings for nonprofits throughout the state of New Jersey. Special thanks to Hyacinth AIDS Foundation Inc., Center for Independent Living of South Jersey, and Ladacin Network for serving as space partners for the New Jersey workshop series. We also partnered with CNPO on the development and delivery of two 12-month cohort-based leadership institutes designed to build leadership capacity and sustainability in the nonprofit human services community in Union County.



IMAGE COURTESY OF WWW.GOOGLE.COM

In 2017, we began incorporating the organizational navigator model into the first year of support to newly hired executive directors through our executive transition work. In 2018, we have plans to significantly expand the program through partnerships with funders as well as groups seeking to secure this kind of organizational support directly. More information about the organizational navigator program is available [here](#).



DON CROCKER, SENIOR FELLOW, FACILITATING A WORKSHOP

Overall, staff and leadership development workshops continued to be the highest attended workshop at Support Center. Supervisory Essentials serves as the foundation for Support Center's certificate program in Leadership and Supervision and is our most popular public workshop.

NEW ADDITIONS TO THE COURSE CATALOG:

Carine Jocelyn, Chief Executive Officer of Diaspora Community Services facilitated a new workshop entitled ***"You're a New Executive Director, Now What?"*** for executive directors who have been in their positions for less than three years. The workshop focused on the importance of building a network of individuals and resources, leading with purpose while maintaining a work-life balance, and implementing strategic plans to be successful in their new role.

Proactively navigating risk, opportunity, and uncertainty is on the minds of New York City nonprofit leaders every day. In response, we offered the workshop ***Managing Risk at Your Nonprofit: Building Staff and Board Capacity***, presented by Wendy Seligson, an affiliate consultant at Support Center. The workshop gave nonprofit leaders the opportunity to craft and discuss a step-by-step process for identifying, evaluating, prioritizing and responding to risk that they can use to engage staff and board members within their own organizations.

Support Center boasts an extraordinary pool of workshop facilitators with a range of content expertise, but we would like to highlight one of our newest workshop facilitators: ***Diana Breen***. Diana leveraged her background as a nonprofit leader and her experience in building

relationships and writing grant proposals that led to six-figure government and foundation grants to deliver ***"Inspiring Donors and Donor Prospects to Give"***. She also recently completed the Interim Executive Director training at Support Center.

Personality, Work Styles and Their Impact on Workplace Culture was the most requested customized training in 2017. The workshop incorporates the DiSC assessment, a non-judgmental tool that measures behavior tendencies and provides a common language that people can use to better understand themselves so that they can adapt their behaviors to others. The DiSC assessment is designed to improve work productivity, teamwork, and communications, and has been used as a focal point for staff retreats with small and large teams alike. DiSC is an acronym for dominance, influence, steadiness, and conscientiousness.

Customized trainings can be an effective way to build consensus among teams, as employees who learn together can support one another in problem-solving and decision making. Our facilitators and consultants work with each organization to understand the context and working environment and to develop content that addresses the most pressing issues of a team, organization, or cohort.

PROFESSIONAL DEVELOPMENT FEEDBACK SURVEY

PUBLIC WORKSHOPS SPOTLIGHT

WHAT ADVICE DO YOU HAVE FOR OTHER GROUPS? Attend these workshops. The topics are thoughtful and intentionally designed to help any person at any level think about their role and the impact of their organization on those they serve.

WHAT WAS THE IMPACT OR BENEFIT OF THE WORK? The instructors come with wisdom and real life experience that translates well to the topics being presented. Workshops are interactive and thought provoking. They challenge the current systems and status quo and I have left workshops feeling empowered and energized to commit to sustainable changes within my work.

WHY WAS THIS IMPORTANT? This work and the workshop topics are important for long lasting, sustainable changes in the workplace. I think every organization should have some type of ongoing exposure to what is offered at the Support Center since it can only offer strengthening remedies to the challenges of workplace dynamics.

Jules Perkel, LCSW
Program Director, DV Counselor/Psychotherapist
Secret Garden

THANK YOU 2017 FUNDING AND PROGRAMMATIC PARTNERS



THE CLARK FOUNDATION



The Hyde and Watson Foundation



JPMORGAN CHASE & CO.



THE NEW JERSEY
OFFICE OF FAITH BASED
INITIATIVES



SPECIAL THANK YOU TO OUR AFFILIATE CONSULTANTS, BOARD MEMBERS, FACILITATORS, AND LEADERSHIP COUNCIL FOR MAKING THIS YEAR POSSIBLE!

