



SUPPORT  
CENTER

ACCELERATING POSITIVE SOCIAL CHANGE

20  
21

YEAR IN REVIEW



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## DEAR FRIENDS,

As we look back on the last 12 months at Support Center, it's difficult to summarize the mix of emotions, which range from sadness and frustration to gratitude and hopefulness. And yet, our work has continued stabilizing organizations through leadership transitions, charting a future course amidst uncertainty, navigating the ongoing pandemic, and building the leadership and management capacity of teams through retreats and trainings.

Reflecting on this year, it's clear that we are still in the midst of a transition period. For those who know our work, you know our deep appreciation for the work of William Bridges on transitions. The whole world, it seems, remains solidly in the neutral zone, holding onto elements of the past while embracing a new beginning. Grappling with that place in between — the neutral zone — is our collective challenge.

In the pages that follow, you'll see glimpses of the past year at Support Center that reflect our historic values — partnerships with clients, building community, vulnerability — and elements of that new beginning through revised commitments around equity and inclusion and the commencement of a new strategic plan. You'll also see where and how we grappled with that neutral zone with mostly virtual meetings punctuated with small in-person gatherings.

Whether you showed up for one of those virtual meetings or joined in person, thank you. Thank you to the staff, board, advisors, affiliate consultants, navigators, and facilitators who anchor the work of Support Center. Thank you to our new funders and to our long-standing supporters for your continued partnership. As we look ahead to 2022 and finalizing our strategic direction for the next few years, we look forward to continued opportunities to work together.

Warm regards,  
Support Center Board and Staff



**1313**  
**PARTICIPANTS**

registered for

**32**  
**WORKSHOPS**  
**AND WEBINARS**

facilitated by Support Center on topics including leadership and management during a pandemic; wellness at work; and diversity, equity, and inclusion.

We partnered with organizations on

**55**  
**STRATEGY AND**  
**MANAGEMENT**  
**PROJECTS**

in 2021, including strategic planning; executive coaching; board development; and diversity, equity, and inclusion planning.

We reached **120 ORGANIZATIONS**

across our strategy and management, executive transition, professional and leadership development and organizational navigator work, primarily in New York, New Jersey, and Connecticut.



**25**  
**NEW EXECUTIVE**  
**DIRECTORS**

participated in our New Executive Director Institute and connected with

**14**  
**ADVANCING**  
**LEADERS**

in our Leadership Collaborative.

We supported  
**6 EXECUTIVE SEARCHES**  
(new placements and ongoing onboarding)

and engaged in  
**14 INTERIM EXECUTIVE**  
**DIRECTOR PLACEMENTS,**

helping organizations through a leadership transition.

**13 ORGANIZATIONS PARTICIPATED**

in Support Center's navigator program in partnership with the NYC Department of Youth and Community Development and the NJ Office of Faith Based Initiatives.



## STRATEGY SPOTLIGHT

# WESTCHESTER COMMUNITY FOUNDATION

In early 2021, Support Center launched a cohort-based strategy and planning program, in partnership with the Westchester Community Foundation, for small and medium-sized nonprofit arts organizations that wanted to refresh and reframe their strategic priorities amid Covid-related economic and cultural disruption.

The program brought together EDs, staff, and board members from six organizations to form a “community of practice,” centered around five monthly virtual peer learning sessions and fortified by office hours where individual organizations could get feedback on their plans. Participants (below) included two public libraries that serve as arts hubs in their communities.

- Clay Art Center
- Hendrick Hudson Free Library
- Pelham Art Center
- Magic Box Productions, Inc.
- Mamaroneck Public Library
- The Picture House Regional Film Center

“While we always hope these kinds of programs have a significant impact on every participant, we know that’s unlikely. But when one nonprofit executive director writes not once but twice about how much the sessions helped her, I am beyond gratified,” shared Robin Melén, Program Officer at Westchester Community Foundation.

Ultimately, every organization ended up with written work outlining their strategic direction, priorities, and desired outcomes over the next 3-5 years. Several drafted strategic plans for the first time in the history of their organization.

Nelle Stokes, Executive Director of Magic Box Productions, Inc., said, “Thank you all so much for making this such a wonderful experience. The organization, program design and expertise was greatly appreciated. We listened, learned, and now can't wait to share with our organization as we develop our plans moving forward.”



“[THE PROGRAM] HAS LED US TO A PICTURE HOUSE RE-ORG (A BIG WORD FOR A SMALL STAFF, BUT STILL) AND I FEEL WE ARE WELL ON OUR WAY TO AN ACTIONABLE STRATEGIC PLAN THAT WILL INFORM EVERYTHING WE DO. I AM FULL OF ENERGY AND EXCITEMENT MOVING FORWARD ON THIS - AND THAT IS NOT ALWAYS THE WAY ONE FEELS WHEN FACING STRATEGIC PLANNING.”

— Laura deBuys, President,  
The Picture House  
Regional Film Center





# SUSTAINABLE WESTCHESTER

AN INNOVATIVE NONPROFIT WHOSE MEMBERS  
ARE THE MUNICIPALITIES OF WESTCHESTER COUNTY.

Sustainable Westchester develops and implements programs to accelerate progress in clean energy adoption and other sustainable practices to achieve the New York State climate goals. The organization's programs include New York's first Community Choice Aggregation program, Westchester Power, which currently serves over 110,000 households and small businesses.

In mid-April 2019, the board co-chairs of Sustainable Westchester, Laura Rossi and Nancy Seligson, reached out to Support Center about help with an executive search. At that time, the board intended to search for a new ED as part of an organizational restructuring due to rapid growth in the three preceding years. The initial restructuring plan called for the current ED to assume a novel staff position focused on strategy and a new ED to step in and lead the organization.

Support Center's early discussions with board leadership about this approach highlighted the challenges of leadership transitions where the leader departing the ED role is retained and asked to report to the new leader taking on the ED role. Often the changing power dynamics create friction that can lead to dysfunction amongst the staff and destabilize the organization overall. The idea of hiring an Interim ED to lead the restructuring process and explore whether that shift in roles could be successful was suggested by Support Center, and the board ultimately pursued that option.

The Interim ED position description was distributed to Support Center's pool of trained, professional interim candidates in late May, and a number of strong candidates applied. The board narrowed

the slate of candidates and invited a small number to interview, ultimately landing on their preferred candidate, Steve Rosenthal. Steve had previously founded and led an international volunteer organization for over 20 years, and he had participated in Support Center's Interim ED Training just under two months before.

Upon starting his tenure as Interim ED at Sustainable Westchester on June 24, 2019, Steve immediately started working with the board to assess the viability of their initial staff restructuring plan. It was decided that the ideal course of action would be to initiate an amicable separation from the previous ED and proceed with restructuring the existing organizational staff hierarchy. The bulk of Steve's efforts then focused on building up and improving internal structures, practices, and policies - the overall thrust being to professionalize and systematize Sustainable Westchester's organizational functions. The board leadership later characterized Steve's work as demonstrating to the board how a nonprofit is supposed to work. Nina Orville, Sustainable Westchester's current ED, said, "Steve did very important work, focusing on the structures and processes of the organization, and ensuring the guidance and policies were in the right places."

As Steve embedded himself in the organization and gained the staff and board's trust, the board gradually shifted its attention to the larger leadership transition underway. In mid-February 2020, the board engaged Support Center to lead the executive search for the organization's next long-term leader. Affiliate Consultant Gilles Mesrobian was staffed to the project and quickly began the first phase, which

is a pre-search assessment designed to illuminate the organization's top strategic priorities and the key capacities of the next ED. The onset of the COVID-19 pandemic produced a number of challenges to the launch of the search process, but Gilles started to work through document review and research, interviews, surveys, community engagement, and additional assessment activities. In mid-June he presented a pre-search report and executive profile to the board.

After a series of meetings to refine the profile and build consensus around it, the board gave final approval in August, and the public search and recruitment phase commenced subsequently.

The recruitment process led to a very healthy pool of strong external candidates. Gilles used a candidate evaluation scorecard created in conjunction with the board search committee to develop a slate of top candidates for the committee to consider. Over the course of this narrowing, an internal candidate emerged - Nina Orville, who had first been involved with Sustainable Westchester as the founder of a predecessor organization and then as a consultant, developing and leading solar programs and providing strategic guidance on other programs. Per Support Center's practice around fair treatment of internal and external candidates, Nina went



"THE WORK THAT (STEVE) DID MADE THE OPPORTUNITY TO SERVE AS ED ATTRACTIVE, BECAUSE HE ADDRESSED A HOST OF IMPORTANT ORGANIZATIONAL ISSUES, AND SET THE ORGANIZATION AND THE INCOMING ED UP FOR SUCCESS."

through the same rigorous review and vetting process as external candidates did. The board's interview and selection process ultimately led to the hiring of Nina, which was announced on February 12, 2021.

Although Nina was not initially interested in the long-term ED position at the outset of this transition, it was in large part the period of interim leadership that boosted the allure of the ED opening. "The work that (Steve) did made the opportunity to serve as ED

attractive, because he addressed a host of important organizational issues, and set the organization and the incoming ED up for success," Nina said. The board was also enthused by Nina's candidacy and saw the benefits of a smooth internal transition that reflected the strength of the staff. As Gilles put it, "The testament to a nonprofit's success is the strength of its people." The board worked collaboratively with Nina, Steve, and Gilles on the handoff from one leader to the next, and Steve had his last day on February 24, 2021.

Nina participated in Support Center's New ED Institute in November of 2021 with a cohort of fellow leaders who have recently started their first-ever ED position. The board of Sustainable Westchester has also engaged Support Center recently for a board coaching and training project.



# REST IN PEACE MEDICAL DEBT

RIP MEDICAL DEBT WAS  
FOUNDED IN 2014 AND  
EMPOWERS DONORS TO  
FORGIVE BILLIONS IN  
OPPRESSIVE MEDICAL DEBT.

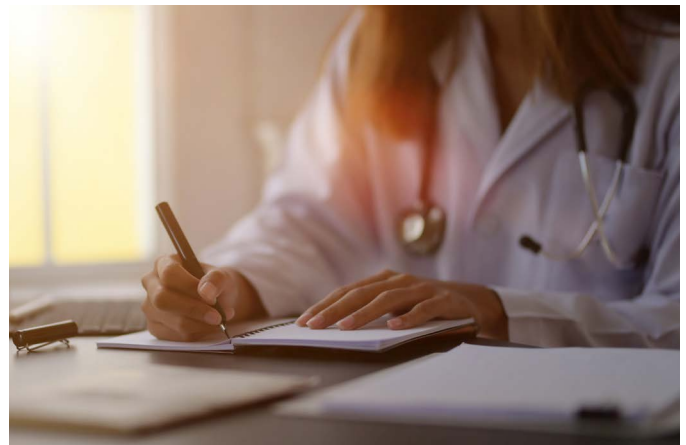
They are dedicated to removing the burden of medical debt for individuals and families and veterans across America. In 2016, RIP Medical Debt began to experience tremendous growth and in 2020, Allison Sesso was brought on as the executive director. Currently, RIP Medical Debt has 25 full-time and part-time employees, and a number of consultants that contribute to the team. While they are headquartered in New York, like many organizations, they have a geographically diverse staff.

RIP Medical Debt approached Support Center in 2021 to explore staff trainings to promote a strong, positive work culture that would be engaging, fun, and provide skills to work effectively across differences in work styles. Support Center Facilitator Keith Green provided a DiSC assessment exercise and interactive workshop with the goals of building comradery and encouraging staff to think about their work styles and communication approaches.

Priscilla Keith, Director of Program Management, and Blanca Godoi, Administrative Services Manager, noted that the RIP Medical Debt staff enjoyed the DiSC assessment. "I noticed people saying things like, 'I need to step back in meetings', or, 'I need to not over analyze everything.' The staff, after an explanation of the DiSC, understood how it works and its applicability. Most of them agreed with their assessment and sought to understand how it related to the DiSC styles."

Along with the DiSC assessment, RIP Medical Debt staff attended a workshop designed to engage staff with each other and facilitate self-reflection on their work styles and their own methods of interacting with colleagues. This felt especially pertinent in an era where relationships are built and sustained through video meetings and telephone calls.

## RIP MEDICAL DEBT



FOLLOWING THIS WORKSHOP,  
RIP MEDICAL DEBT STAFF  
MEMBERS "IMMEDIATELY SOUGHT  
TO UNDERSTAND HOW THEY  
COULD UTILIZE THE TRAINING  
TO WORK WITH FELLOW TEAM  
MEMBERS. AN EXAMPLE IS A  
TEAM MEMBER WHO SOUGHT  
TO UNDERSTAND HOW TO  
INTERACT/COLLABORATE BETTER  
WITH A FELLOW TEAMMATE  
BY ASKING FOR  
CONSTRUCTIVE FEEDBACK."

— Priscilla Keith, Director of Program Management



# CARECEN

## A LOOK INTO THE BENEFITS OF ORGANIZATIONAL NAVIGATION AND INTEGRATED SERVICES

CARECEN WAS INTRODUCED TO SUPPORT CENTER IN 2020 WHEN THEIR EXECUTIVE DIRECTOR, ELISE DE CASTILLO, ESQ. WAS SEARCHING FOR A “TOOLKIT TO GET STARTED ON REVOLUTIONARY CAPACITY BUILDING WORK AND SHAPING CARECEN’S INTERNAL AND EXTERNAL CAPACITY.”

Through Support Center’s Organizational Navigator program, Central American Refugee Center’s (CARECEN) staff and board took the iCAT assessment, underwent priority setting and goal check-ins with Support Center Navigator Joan Malin, and developed processes that have been “instrumental in CARECEN’s expanded capacity and preparedness for our next 40 years.”

One primary focus for their internal capacity building was to provide staff leadership and skill building opportunities. Through the Organizational Navigator program, CARECEN staff had access to trainings and workshops for free that “have been invaluable in helping staff develop skills and be effective in their roles. Sometimes staff are not only new to the field, but new managers, and these trainings helped them get up to speed quickly.” This included participation in trainings led by Support Center Consultant, Rodney Fuller. Rodney’s material “connected” with CARECEN staff, and “left them excited to attend subsequent sessions because they felt like they would continue to learn.”

CARECEN had also set board development as a high priority. Following the recruitment of new board members, CARECEN enlisted Support Center to provide board development and training. The introduction of Marie Zieger, Support Center Affiliate Consultant, allowed for a more cohesive and effective board that was able to have challenging conversations. Marie acted as a “bridge” between Executive Director and board, and “in two short sessions, helped the board to understand their roles effectively, build relationships, and lay the groundwork for a strong board moving forward.”

Despite the pandemic and lingering effects, CARECEN was able to build their internal capacity. They recently secured a funding partner for a multi-year commitment and a promise to introduce the organization to additional funders. This funding commitment will allow them to further their mission of providing high quality legal assistance to immigrant communities in Nassau and Suffolk counties. Reflecting on Support Center’s partnership with CARECEN over the past 12 months, Elise spoke to the importance of being acknowledged as a distinct organization with unique growth opportunities. “Every nonprofit leader needs to know about Support Center. There are so many resources, but we don’t know where to find them. Support Center provides a plethora of information, understands our needs, and has services tailor-made to fit them.”



CARECEN



## A NETWORKED APPROACH TO EQUITY AND INCLUSION



In 2020, Support Center and Yvette R. Murry, YRM Consulting Group began a partnership to build organizational capacity around diversity, equity, inclusion, and belonging. Organizations were reaching out as they wrestled with calls for racial justice, and together, Support Center and YRM Consulting Group imagined a networked approach that could bring an array of coaching and consulting talent to meet organizations' needs.

Since the partnership's inception, roughly a dozen consultants and coaches have engaged in the work together, committing to weekly huddles to discuss practice, advancing their own learning, and supporting one another's engagements with organizations. Support Center contemplated different approaches to engaging in equity and inclusion efforts before landing on a networked approach that could leverage the deep knowledge of partners like YRM Consulting Group with Support Center's integrated and patient approach to capacity building.

So far the partnership has worked with a range of organizations from the Brooklyn Conservatory of Music to the Council of NJ Grantmakers to Hudson

Guild. While each engagement looks different, there are common elements such as crafting organizational equity and inclusion statements, revisiting principles and values, and building learning communities that advance the individual and collective knowledge around equity and inclusion in each organization.

"One of the most notable near-term outcomes has been the formation of significant organizational infrastructure in DEI. It has helped transition from a lot of energy and interest in doing something and bringing it in an organic way into a structure that followed the organization's needs and started to reflect its goals and priorities that were coming out of lots of discussions." says Chad Cooper, Executive Director of BKCM.

Over the course of the partnership, Support Center and YRM Consulting Group have recruited new team members, built-out reading lists and resource libraries, designed courses, adapted assessments, and created discussion guides. Along the way, the team has seen so many different expressions of diversity, equity, and inclusion work. Ranging from town hall meetings to book clubs to affinity groups, there is a vast number of ways that this work has shown up.

"THIS WORK IS LONG-TERM AND MULTI-FACETED, AND SUPPORT CENTER HAS BEEN A GREAT PARTNER AS WE ENGAGE IN THIS NEWER TYPE OF CAPACITY BUILDING WORK. IT REALLY DOES REQUIRE PARTNERSHIPS AND NOT TRANSACTIONAL RELATIONSHIPS, WE WORK TO MODEL THAT INTERNALLY. WE SPEND THE TIME GETTING TO KNOW ONE ANOTHER, BUILDING TRUST, AND TALKING THINGS THROUGH."

— Yvette R. Murry, YRM Consulting Group



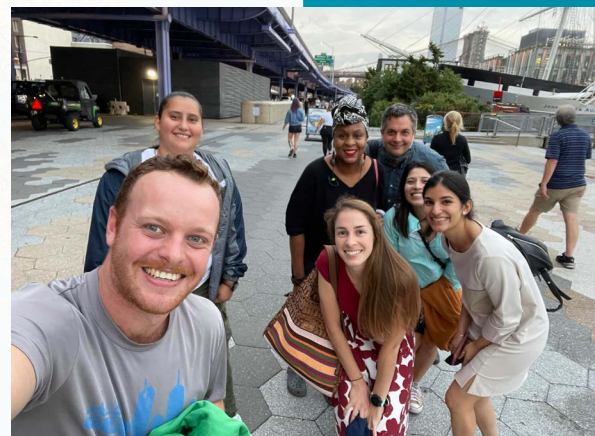
# REFLECTIONS

ON MY FIRST YEAR AT SUPPORT CENTER  
PROGRAM ASSOCIATE, ANANYA PODDAR

It's safe to say that the past 20 months required us all to adapt to new ways of working, and fundamentally changed the way our jobs and organizations function. Support Center, along with our peers, partners, competitors and everybody else, was part of this process, not just in reassessing our operations and day-to-day workings, but also in becoming increasingly aware of the importance of the nonprofit sector. And amidst all the inflection and reflection, I joined Support Center - fresh out of college and looking to work with organizations and people that are socially driven.

By then, I had heard from all around about the world of remote work, of how no one can fully make sense of it or figure out whether they enjoy it or not. For the longest time, I didn't think that I would have the opportunity to meet my colleagues, as they had only been images on a screen or voices over a phone since my first interview. However, Support Center was mindful of how that might affect a young professional in her first full-time job, and made a conscious effort to craft an environment where we could continue to build meaningful relationships, both within and outside of our tiny world of 10 people. Earlier in the fall we gathered in New York, where I had the chance to admire the view from our office, and envision life working there before we headed to the water to grab drinks together. Although nothing can replace the genuinity and intimacy of everyday interactions in the real world, over the past year, I have been fortunate to be part of a team that has strived to maintain those connections, even if we've only sat face-to-face across the table a handful of times.

Furthermore, the past year at Support Center has been pivotal, as we have embarked on a new strategic and DEIB planning journey. Through these avenues, we have had several "head and heart" conversations, discussing our goals and commitments, prioritizing our ambitions, and learning along the way. More importantly, the staff and board at Support Center have willingly shouldered the responsibilities that come with planning such work, and it truly is incredibly exciting to be able to engage in such deep thought at my first job. My assumption, from speaking with several fellow graduates and friends, was that entry-level jobs don't typically offer this kind of exposure, and that you get to listen and observe, with interjections every now and then. However, I was clearly pleasantly mistaken, because here at Support Center, my contributions feel appreciated, my opinions feel valid, and my voice feels heard.



HERE AT SUPPORT  
CENTER, MY  
CONTRIBUTIONS  
FEEL APPRECIATED,  
MY OPINIONS  
FEEL VALID,  
AND MY VOICE  
FEELS HEARD.





## OUR TEAM

### STAFF

Justine Ambrose, *Program Manager*

Gabriela Barria, *Program Manager*

Carolyn Champ, *Associate Executive Director*

Crystal Harper, *Director of Finance and Administration*

Laura Holdrege, *Associate Director of Operations*

Zachary Litif, *Associate Director for Data and Technology*

Jasmin Mayen, *Project Manager (Consultant)*

Ananya Poddar, *Program Associate*

Xander Subashi, *Director of Programs*

Keith Timko, *Executive Director/CEO*

### BOARD

Jenn Goldstone  
*Board Chair*

Margarita Rosa  
*Vice Chair*

Carole Brinkley  
*Secretary*

Matthew O'Dell  
*Treasurer*

PeiYao Chen

Madhu Ghosh

Rachael Gibson

Carine Jocelyn

Elaine Katz

Susan Parrs

Jeffrey Robinson

Laura Rossi

Louise Shea

Anne Sherman

Karen Simon

Keith Timko

Derek Wong



## AFFILIATE CONSULTANTS

Frank Abdale  
Janice Alderman  
Babette Baker  
Lee Botnick  
Melba Butler  
Don Crocker  
Lisa Gaffney  
Ted Geier  
Gilles Mesrobian  
Laurel Molloy  
Tonia Papke  
Sharmila Rao Thakkar  
Wendy Seligson  
Anne Turner  
Dart Westphal  
Robin Yates  
Marie Zieger

## NAVIGATORS

Melba Butler  
Keith Green  
Joan Malin  
Gilles Mesrobian  
Tani Mills  
Sharmila Rao Thakkar  
Stephan Russo  
Frank Schneiger  
Doug Schoenberger  
Marci Sternheim  
BJ Sung  
Michael Zisser

## FACILITATORS

Frank Abdale  
Lee Botnick  
Don Crocker  
Nancy Fritsche Eagan  
Keith Green  
Carine Jocelyn  
Laurie Krauz  
Gilles Mesrobian  
Laurel Molloy  
Tonia Papke  
Regina Podhorin  
Patricia Richter  
Wendy Seligson  
Dart Westphal  
Robin Yates  
Marie Zieger

## LEADERSHIP COUNCIL

Doug Bauer  
Melissa Beck  
Thomas Blaney  
Helene Blieberg  
Jack Bode  
Karen Brown  
Richard Brown  
Casey Castaneda  
Donna Colonna  
Don Crocker  
Laura Cronin

Robert Danzig  
Jane Englehardt  
John Emmert  
Bill Falahee  
Paul Gangsei  
Anne Green  
Douglas Gould  
Amy Holmes  
Alisa Kesten  
Eddie LaPorte  
Diane Manning

Lakimja Mattocks  
Matthew McCrosson  
Tonia Papke  
Sharmila Rao Thakkar  
Ralph Rogers  
Janice Schoos  
Peter Sullivan  
George Suttles  
Ric Swierat  
Keith Timko  
Phillip Yang

# KEY PARTNERSHIPS

## ALLIANCE FOR NONPROFIT MANAGEMENT

In 2021, Support Center was pleased to be the lead sponsor for the national Alliance for Nonprofit Management conference, "Putting Our Values Into Action." Based upon its newly adopted strategic plan, the Alliance for Nonprofit Management builds the effectiveness of organizations and promotes a social sector in which justice, inclusion, and social impact thrive. We are grateful for the chance to support this national convening and to learn and evolve our own thinking alongside capacity builders from across the country.

## BUILDING CAPACITY WITH THE GRUNIN FOUNDATION

In 2021, Support Center continued to partner with the Grunin Foundation on a series of trainings and virtual lunches to better equip local nonprofits largely in Monmouth and Ocean counties with the tools to make local communities better places to live, work, and play. In total, several hundred leaders participated across three workshops and virtual lunches. Anchor sessions focused on collaboration, the critical role of leadership, and nurturing values.

## NEW JERSEY OFFICE OF FAITH BASED INITIATIVES

Now in our seventh year of working together, Support Center and the NJ Office of Faith Based Initiatives continued support for a variety of NJ-based social enterprises and community-based organizations and partnered on delivering workshops on proposal writing and the pairing of an organizational navigator with community-based organizations.

## NEW YORK CITY DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

2021 marked our fourth year of working with the Department of Youth and Community Development to address the governance needs of a wide variety of local community organizations. Through this partnership, we organized a virtual governance series and continued to provide one-on-one consultancies focused on board priorities.

## NYC DEPARTMENT OF SMALL BUSINESS SERVICES

In 2021, Support Center continued our partnership with NYC Department of Small Business Services to offer customized trainings and one-on-one consulting to business improvement districts and community-based organizations. This also marked the third year of offering Support Center's Board Build program to organizations supported by SBS.

## WALTON FAMILY FOUNDATION

Support Center began a two year partnership with Walton Family Foundation in 2021 to provide strategy, management, and navigation support to a number of organizations within the foundation's environment portfolio.

## WESTCHESTER COMMUNITY FOUNDATION

In 2021, Westchester Community Foundation underwrote the participation of six organizations to reexamine their strategic priorities. Support Center was delighted to support this strategic planning community of practice for Westchester-based organizations. A full write-up of the program is available in this annual report.



# FINANCIALS

For fiscal year ending December 31, 2020

## REVENUE AND SUPPORT

### FEES

Consulting .....	366,306
Executive Leadership .....	203,160
Customized and On-site Training .....	100,631
Training Workshops .....	32,495
<b>Total Fees .....</b>	<b>705,592</b>

### CONTRIBUTIONS AND GRANTS

Corporations and Foundations .....	614,000
Directors and Individuals .....	22,105
Government .....	322,626
Donated Services .....	65,000
<b>Total Contributions and Grants .....</b>	<b>1,023,731</b>

**OTHER REVENUE .....** 2,618

**TOTAL REVENUE AND SUPPORT .....** 1,728,941

## EXPENSES

### PROGRAM SERVICES

Training Workshops .....	314,527
Consulting .....	489,266
Executive Search and Transition Management Services .....	244,632
Grantmaker Program .....	384,422
<b>Total Program Services .....</b>	<b>1,432,847</b>

### SUPPORTING SERVICES

Administrative and General .....	177,548
Fundraising .....	139,789
<b>Total Supporting Services .....</b>	<b>317,337</b>

**TOTAL EXPENSES .....** 1,750,184

Change in Net Assets: (21,243)

# BUILDING OUR OWN CAPACITY

THIS PAST YEAR SAW AN OPPORTUNITY TO BUILD OUR OWN CAPACITY AT SUPPORT CENTER AS WELL, AND FOR THOSE WHO COMMITTED COUNTLESS HOURS TO THAT EFFORT, WE ARE SO GRATEFUL.

HIGHLIGHTS FROM 2021 INCLUDE OUR PARTNERSHIP WITH BCT PARTNERS TO CREATE A STRATEGIC PLAN FOR DIVERSITY, EQUITY, AND INCLUSION AND OUR WORK WITH THE STRATEGY GROUP TO DEVELOP A NEW STRATEGIC PLAN FOR THE NEXT THREE YEARS.



## AHEAD OF THE CURVE

The Ahead of the Curve Coalition ([www.aheadofthecurve.nyc](http://www.aheadofthecurve.nyc)) continued to support one another in 2021 through quarterly gatherings, the diversity, equity, and inclusion working group, and ongoing communications across the network. Highlights from 2021 include discussions around supporting smaller organizations led by Black, Indigenous, and People of Color (BIPOC), and opportunities to use data more effectively as capacity builders.



## BCT PARTNERS

Over the course of 2021, Support Center utilized the Global Diversity, Equity, and Inclusion Benchmark (GDEIB) and interviews and focus groups with the board, staff, consultants, and navigators to identify opportunities for becoming a more inclusive and equitable organization. Working subcommittees formed to complement the work of Support Center's DEI Task Force and to articulate our DEI commitments, values, mission and vision, and objectives. Our thanks to BCT Partners for the guidance, coaching, facilitation, and thought partnership on this journey.



## THE STRATEGY GROUP

In the second half of 2021, Support Center partnered with The Strategy Group (TSG) to develop a new strategic plan to guide the next three years of Support Center's work. The planning process has been designed to incorporate the updated mission, vision, values, and commitments and to chart a course of action. Formal adoption of the plan is anticipated in the first half of 2022.



## DATA AND OPERATIONAL CAPACITY

Through the hiring of a full-time Associate Director of Operations and an ongoing commitment to the use of Salesforce and Smartsheet, Support Center continued to build our internal capacity to manage operations and better understand our work.





Support Center is a 501(c)(3) nonprofit organization created as part of an international network of management support organizations (Support Centers of America) originally established in 1971. We have been a trusted partner to nonprofits in the greater tri-state area (NJ/NY/CT) for more than 25 years.

We take a holistic approach to organizational development, applying a full range of integrated services to support the whole organization in the moment, and over the long term.

## STRATEGY AND MANAGEMENT

We work closely with nonprofit leaders and teams across a variety of strategic areas that aim to strengthen organizational capacity, both internally and externally.

- • • **BOARD DEVELOPMENT:** Board Build; assessments; retreats; governance training; recruitment and onboarding; structure, committees and governance; board culture; and board coaching.
- • • **STRATEGIC PLANNING:** organizational assessment; planning; implementation support; Theory of Change.
- • • **REDESIGN AND RESTRUCTURING:** mergers and strategic alliances, internal restructuring.
- • • **COACHING:** coaching for executive directors, middle management, and high potential staff
- • • **HUMAN RESOURCES:** staff retreats; performance management, workflow analysis
- • • **FINANCIAL MANAGEMENT:** financial controls and reporting; organization and program budgeting; training for board and staff
- • • **PROGRAMS AND SPECIAL EVENTS:** peer learning cohorts; leadership programs

## PROFESSIONAL DEVELOPMENT

We provide tools and strategies to empower nonprofit leaders and staff and increase their effectiveness, and bring together organizations and funders to share learning and drive innovative, cutting-edge thinking in the sector.

- • • **WORKSHOPS:** professional development, skills development, certifications
- • • **CUSTOMIZED TRAININGS:** build team cohesion and skills
- • • **FORUMS AND PANELS:** advice and expert opinions on pressing and engaging topics
- • • **CONFERENCES:** network opportunities and information sharing
- • • **LEADERSHIP PROGRAMS**
  - ➔ New ED Institute
  - ➔ Leadership Collaborative

## EXECUTIVE TRANSITION

We cover the full leadership transition process, while helping organizations maintain their strengths and values, minimize risk, and solidify their standing with all stakeholders. Our interim leadership approach enables organizations to keep running their programs and services at full capacity while undergoing the search for a new leader.

- • • **INTERIM ED PLACEMENT:** leveraging a pool of 500+ trained interim executives
- • • **INTERIM ED TRAINING:** offered twice annually to seasoned executives interested in interim leadership positions
- • • **EXECUTIVE SEARCH:** organizational assessment; transition planning; position description and work plans; recruitment and screening; negotiation and hiring; post-hire onboarding support
- • • **SUCCESSION PLANNING:** clarifying leadership and board roles, communications, engagement of key stakeholders

## ORGANIZATIONAL NAVIGATION

We support long-term change in organizations using an “organizational coaching” approach to help organizations over 12- and 24-month periods in navigating shifts in their operating environment or phases in their growth. Our goal is to enable organizations to become agents of their own capacity building.

- • • **ORGANIZATIONAL ASSESSMENTS:** administer and debrief an iCAT (Impact Capacity Assessment Tool) to engage multiple stakeholders in evaluating current organizational capacity
- • • **COACHING:** 60-hours of thought and accountability partnership per year with an assigned Support Center Navigator toward progress on a co-created Capacity Building Action Plan
- • • **GROWTH MANAGEMENT:** establish strategic priorities and implement a plan to improve and evolve programs and business development to better execute on the organization's mission and vision that are at various stages of growth

## ON THE COVER

Located in the Fremont River Ranger District of the Fishlake National Forest at the western edge of the Colorado Plateau in south-central Utah, the Pando Grove is one of the oldest known living organisms in the world with a single, massive root system uniting the 108 acre wide grove.

The “interconnectedness” of the grove mirrors our philosophy to capacity-building with interdependent relationships and integrated supports. Much like the Pando Grove, we share a common root system in the social sector and our success depends upon our shared strength.

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