



# 2022 YEAR IN REVIEW

[SUPPORTCENTERONLINE.ORG](https://supportcenteronline.org)



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# dear friends,

**THIS PAST YEAR**, Support Center began the process of implementing our newly adopted strategic plan and ensuring that our revised mission, vision, and values are lived at all levels of our work and in every interaction. We're exploring ways to ensure that our field-building and movement-building work, core programs, and one-on-one interactions reflect these ideas.

As we discussed how the cover art for this year's annual report could also reflect this direction, we settled upon a geometric pattern that repeats at every level of magnification. Such patterns are called fractals. The dandelions featured on our cover contain an entire community in each spore. When we consider this concept in the context of Support Center's work, *Emergent Strategy* author and activist adrienne maree brown would say that "how we are at the small scale is how we are at the large scale."

Seeing organizations and communities through this lens, we can ask if our values and vision repeat through all of our actions, small and large, from one-on-one conversations to broader gatherings.

Viewing our work in this way, we can ask ourselves if our actions and interactions reflect our commitments at every level. And when those moments of misalignment arise, how will we know and how will we respond?

In the pages that follow you will see reflections on our work from this past year. You will see our efforts to design and deliver programs that align with our strategic plan. We continue to strive for the repeating patterns of stronger and more inclusive leadership and management practices that promote fairness and inclusion. Repeating patterns of coaching, consulting, and facilitation that allow for vulnerability, change, and dialogue.

Ours is a unique community of individuals who mirror the curiosity, generosity, passion, and commitment of our organization as a whole. We are so grateful for that, and we look forward to continued opportunities to work together. If you have any questions about this annual report, we would welcome hearing from you.

Warm regards,

**SUPPORT CENTER  
BOARD AND STAFF**

WE REACHED

124

UNIQUE ORGANIZATIONS

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

1,655

PARTICIPANTS REGISTERED FOR

57

WORKSHOPS & WEBINARS

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

WE WORKED WITH

46

ORGANIZATIONS ON

51

STRATEGY & MANAGEMENT PROJECTS

in 2022, including strategic planning, executive coaching, board development, and diversity, equity, and inclusion planning.

26

NEW EXECUTIVE DIRECTORS

participated in our New Executive Director Institute.

WE SUPPORTED

3

EXECUTIVE SEARCHES

(new placements and ongoing onboarding)

AND ENGAGED IN

18

INTERIM EXECUTIVE DIRECTOR PLACEMENTS,

helping organizations through a leadership transition.

21

ORGANIZATIONS PARTICIPATED IN

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

# strategic planning with

## UNITED COMMUNITY SCHOOLS

**UNITED COMMUNITY SCHOOLS (UCS)**, an arm of United Federation of Teachers (UFT) established by UFT in 2012, facilitates partnerships between public schools and a network of committed nonprofits, local business, and government agencies to meet the health, safety, and social service needs of students, parents and communities—all with the aim of boosting student achievement. UCS's leadership was eager to start strategic planning back in 2019, but instead took a step back to engage the organization in work around developing a Theory of Change and logic model, anti-racism training, and team building, recognizing that this would enable consensus building and more successful outcomes in planning. They also expanded their central team and promoted several staff to leadership positions. Now ready to go, UCS circled back to Support Center in 2022 and launched a planning process with Support Center affiliate consultant Gilles Mesrobian as project lead.

UCS Executive Director Karen Alford and Associate ED Christine Schuch wanted to ensure that they were paying attention to organizational culture throughout; in addition to requesting a very inclusive process, they asked Mesrobian to incorporate a SWOT (Strengths, Weaknesses, Opportunity, Threats) exercise and a level-setting discussion with senior staff built around People Styles at Work to encourage better interpersonal communication and address certain challenges. Strategic planning unfolded over three sessions between June and August 2022, and team building and fun were a big part of the entire process. "Strategic planning at its core is all about building consensus among decision makers, so we developed a process that started with engagement across the senior leadership team. We then worked outwards from there to engage each level of leadership in phases, allowing us to collect input and refine the strategy until we got to those who would be carrying out many of the priorities at the grassroots level," says Mesrobian.

"UCS had a very clear understanding of how decisions are made in their organization, as well as a very deep bench of experience and skill in their industry. They are not only leaders in their field, but they have their fingers on the pulse of what's happening in the industry and in their communities. This allowed me to focus on pure

strategic planning, facilitating a process that allowed that knowledge to emerge and be shared and leveraged across the leadership. In this way the group was able to quickly understand and come to consensus on the challenges that lay ahead and then focus collectively on how to address them in their plan. There was no need to go outside of their organization to fill gaps in critical knowledge or collect information that was critical to the plan. It was already resident in the organization and its leadership. That's the perfect scenario for effective strategic planning."



“

**THEY ARE NOT ONLY LEADERS IN THEIR FIELD, BUT THEY HAVE THEIR FINGERS ON THE PULSE OF WHAT'S HAPPENING IN THE INDUSTRY AND IN THEIR COMMUNITIES."**



*UFT Vice President for Elementary Schools Karen Alford (right) shares a light moment with NEA President Becky Pringle during her tour of PS 52 in Queens.*

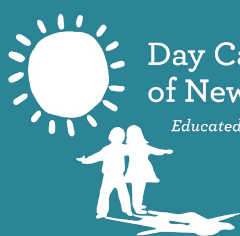


# a conversation with

## DAY CARE COUNCIL OF NEW YORK (DCCNY)

**DCCNY** is a unionized, membership organization serving children from 2-5 years that represents the childcare centers under contract with New York City and also provides direct service to the home childcare community (mostly Jamaica, Queens). In 2022, Support Center worked with DCCNY to identify their next ED, Tara Gardner, who was previously at Fresh Air Fund and who has been a part of the DCCNY community for 26 years as a user of their services.

Support Center had the chance to chat with Gardner and Alice Owens, Board Vice President, as part of our 2022 annual meeting in June.



Day Care Council  
of New York

*Educated Children Are Our Future*

“

**I DRAW UPON MY PERSONAL CONNECTION TO THE ORGANIZATION'S MISSION AND WHAT DCCNY DID FOR ME PERSONALLY AS A USER OF THEIR SERVICES AND THE OPPORTUNITIES IT AFFORDED MY FAMILY."**



*DCCNY staff from left to right: Keishla Hornsby, Cheryl Badley, Sofia Lopez, Gregory Brender, Tara N. Gardner, Nalene Isaac-Jeremiah, Erika Ewing, Raffi Salbashian.*

From the outset, DCCNY's board was concerned about a successor following the departure of a long tenured ED amidst major changes in the industry. Not only was the publicly funded daycare industry transitioning to oversight with the Department of Education, but the ongoing pandemic meant that young children more than ever needed safe spaces to learn. There was pressure to find the right candidate with both perspective on the evolving nature and purpose of daycare education and the ability to relate well with DCCNY staff and the staff at member organizations.

As is often the case, Support Center worked with the board to understand and prioritize the "must haves" and "like to haves" for candidates. The board depends on the ED to not only keep the agency running but also to keep the board informed of successes and challenges. The Search Committee ultimately prioritized an adaptable, good manager with familiarity with NYC and its idiosyncrasies. This shifted focus to more local and regional talent. Support Center's interviews with all board members developed clarity around the organization's future and what the board was looking for in a new leader. Additional interested parties from umbrella organizations, peer organizations, and government and labor representatives participated in background interviews.

In the end, Gardner, previously at the Fresh Air Fund, was selected as the ED. While Gardner is a first-time ED, she long knew that she wanted to lead an organization. She had always worked with groups representing children over five years old, and serving a younger population would be a different experience and new opportunity. "I draw upon my personal connection to the organization's mission and what DCCNY did for me personally as a user of their services and the opportunities it afforded my family," says Gardner. And while she wasn't necessarily looking for this opportunity, she took the leap and landed in the right place.

That's not to say that this has been an easy transition. The City has thrown a lot of challenges DCCNY's way, with missing payrolls and the accompanying destabilization wrought by these financial challenges. But DCCNY, under Gardner's leadership and with support from the board, continues to make the case for their members and to educate the administration that daycare professionals are essential workers who show up to work every day and need to be paid on time.

# reflecting on supervision with

## THE HANSON PLACE CHILD DEVELOPMENT CENTER

**IN MARCH 2022, SUPPORT CENTER PARTNERED WITH HANSON PLACE CHILD DEVELOPMENT CENTER TO DELIVER A CUSTOMIZED VERSION OF SUPERVISORY ESSENTIALS: MANAGING PEOPLE AND LEADING TEAMS.**

**THE LAST FEW YEARS** saw increased attention on the role of supervisors and the ways in which supervisors and supervision can uphold organizational values and support the learning and growth of staff members.

Through discussions, case studies, and interactive activities, Support Center's customized trainings help to match supervisory skills and techniques to the needs and behaviors of the team promoting success and building a team culture of collaboration, empowerment, and trust. Participants of this training gain an action-oriented framework that increases both the quantity and quality of performance conversations by matching an individual's readiness level for a specific task with the appropriate leadership style.

Hanson Place Child Development Center is a multi-cultural center and provides a safe, healthy, caring, and stimulating environment for children. Their environment is designed to meet the children's emotional, social, physical, intellectual, cultural, and developmental needs. Staff foster a positive learning environment, demonstrate concern for each child's self-esteem, and encourage mutual respect among the children and staff. They also encourage the children's curiosity and the exploration of their environment.



**Hanson Place**  
Child Development Center

***"I'M ALWAYS EXCITED BY THE OPPORTUNITY TO BRING OUR SUPERVISORY ESSENTIALS CONTENT DIRECTLY TO AN ORGANIZATION."***

**”**

Executive Director Nadene Gordon contacted Support Center about a leadership skills workshop for their staff of six. Program Manager Gabriela Barria worked with Gordon to customize a session delivered by facilitator Rodney Fuller. "I'm always excited by the opportunity to bring our Supervisory Essentials content directly to an organization. It's a chance for teams to experience leadership and management frameworks and to think about how to put these ideas into action as an organization," says Barria.

Reflecting upon the training, Gordon says, "We were able to take the time to reflect upon our practices and to consider our working agreements, communications, and how we give feedback to one another. Having a facilitator helped to create the space for all of us to participate, learn, and take stock."



## ORGANIZATIONAL NAVIGATOR SPOTLIGHT: NEW JERSEY OFFICE OF FAITH BASED INITIATIVES – PROJECT ATLAS

### SUPPORT CENTER'S ORGANIZATIONAL NAVIGATOR SERVICES WERE ESTABLISHED IN 2018 TO BRIDGE THE GAP BETWEEN STAFF LEADERSHIP, BOARD DEVELOPMENT, AND SKILL-BUILDING.

**WORKING AS THOUGHT PARTNERS,** Navigators, nonprofit professionals with multiple years in the sector, are introduced into organizations to regularly meet with the executive director, as well as a “kitchen cabinet” of board members and staff leadership.

The New Jersey Office of Faith Based Initiatives (NJOFBI) has been a partner since the inception of this program, connecting Support Center with early-stage non-profits in central and southern New Jersey through the OFBI Project Atlas program. Through this partnership, Support Center has worked with twelve organizations from 2018 – 2022, not including the nine organizations that will begin their capacity building work with Support Center in 2023.

Project Atlas Grantees have typically been BIPOC-led organizations, with small or no staff, working boards, and budgets of less than \$1 million. These organizations have historically engaged with Support Center for monthly meetings over twelve months that may include board members or other staff members, with the goal

of working towards organizational objectives that once accomplished, may lead to further funding through the NJ OFBI, expanded and/or stronger boards, or stronger programs.

Organizations participating in Support Center's Navigator program as Project Atlas Grantees are also given access to Support Center workshops and discussions free of charge, and the 2022 grantees were invited to an exclusive workshop on Grant Writing. 2022 Project Atlas Grantee Aisha Babilonia, Executive Director of Habakkuk's Vision Charitable Ministries, remarked that the experience she had with Support Center's Organizational Navigator program was actively working “to move what is a group of dedicated and talented people from an informal - and non-sustainable - status to that of a healthy organization that will have a measurable positive impact on the communities that it serves.”



*Navigators mingling at the 2022 Support Center  
Friendsgiving (from left to right) Stephan Russo,  
Joan Malin, BJ Sung and Michael Zisser.*



# strengthening our talent & performance management practices

**WHILE SUPPORT CENTER** is strengthening hundreds of organizations each year, we continue to see opportunities for our own evolution. After defining diversity, equity, and inclusion commitments, Support Center continued to work with BCT Partners with a focus on talent development and performance management.



*Staff members Laura Holdrega and Gabriela Barria with consultant, Zachary Litif, at the 2022 Support Center Friendsgiving.*

**“THERE ISN'T A CHECK THE BOX ASPECT TO THIS. WE KNOW THAT WE WILL ALWAYS NEED TO REVISIT HOW WE MANAGE PERFORMANCE AND DEVELOP TALENT.”**

BCT Partners reviewed a broad range of documents, from performance review templates to job descriptions to personnel policies to hiring and onboarding workflows. Based upon that review, BCT Partners made a range of recommendations for updated policies and practices. Additionally, Support Center solicited input from staff about how the performance management and end-of-year review process could better meet their needs.

Along the way, we spoke to a number of peer organizations, collecting sample language, templates, and reflections about the evolving nature of performance reviews. We encourage organizations to “not go it alone,” believing that there is tremendous value in speaking with peers. For the staff managing the process, these conversations highlighted the ever-evolving nature of talent management and how the language, systems, and practices are constantly in flux. “There isn’t a check the box aspect to this. We know that we will always need to revisit how we manage performance and develop talent,” said one of our peers.

Thanks again to BCT Partners for their thought partnership and feedback, and to Support Center’s board who continue to make this an organizational priority. If you’d like to learn more about this internal work at Support Center, please feel free to reach out; we’d welcome the chance to chat and learn from one another.



# our team

## staff

Justine Ambrose, *Program Manager*

Gabriela Barria, *Program Manager*

Carolyn Champ, *Associate Executive Director*

Taiwo Fayemi, *Program Associate*

Crystal Harper, *Director of Finance and Administration*

Laura Holdrege, *Associate Director of Operations*

Maya Kassahun, *Program Associate*

Jasmin Mayen, *Project Manager*

Xander Subashi, *Director of Programs*

Keith Timko, *Executive Director/CEO*





## board

Jeffrey Robinson, *Board Chair*

Margarita Rosa, *Vice Chair*

Carole Brinkley, *Secretary*

Bill Falahee, *Treasurer*

PeiYao Chen

Madhu Ghosh

Rachael Gibson

Amy Holmes

Carine Jocelyn

Elaine Katz

Susan Parrs Jess

Louis Quinones

Louise Shea

Anne Sherman

Karen Simon

Keith Timko

Angelica Velazquez

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## affiliate consultants

Frank Abdale

Janice Alderman

Babette Baker

Lee Botnick

Melba Butler

Lisa Gaffney

Ted Geier

Keith H Green

Gilles Mesrobian

Laurel Molloy

Tonia Papke

Sharmila Rao Thakkar

Wendy Seligson

Anne Turner

Dart Westphal

Robin Yates

Marie Zieger

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## facilitators

Frank Abdale

Lee Botnick

Nancy Fritsche Eagan

Rodney Fuller

Ali Glaser

Keith H Green

Carine Jocelyn

Jeffrey Key

Laurie Krauz

Brigid Lang

Gilles Mesrobian

Laurel Molloy

Yvette Murry

Tonia Papke

Molly Penn

Pat Richter

Faith Saunders

Wendy Seligson

Melissa Shillingford

Robin Yates

Marie Zieger

## navigators

Keith H Green

Joan Malin

Gilles Mesrobian

Tani Mills

Sharmila Rao Thakkar

Stephan Russo

Frank Schneiger

Doug Schoenberger

Marci Sternheim

BJ Sung

Michael Zisser

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## leadership council

Doug Bauer

Melissa Beck

Helene Blieberg, *Co-Chair*

Jack Bode, *Co-Chair*

Karen Brown

Richard Brown

Casey Castaneda

Donna Colonna

Don Crocker

Laura Cronin

Robert Danzig

John Emmert

Paul Gangsei

Jenn Goldstone

Douglas Gould

Anne Green

Alisa Kesten

Eddie LaPorte

Diane Manning, *Co-Chair*

Lakimja Mattocks

Matthew McCrosson

Matthew O'Dell

Tonia Papke

Sharmila Rao Thakkar

Laura Rossi

Janice Schoos

Peter Sullivan

George Suttles

Ric Swierat

Keith Timko

Phillip Yang

# our partners

## **ALLIANCE FOR NONPROFIT MANAGEMENT**

In 2022, Support Center and Candid partnered to host the Alliance's annual conference, *Disruption + Transformation*, with one of the in-person regional gatherings in NYC. The Alliance and the conference program reflect the values of inclusion, diversity, community and environmental stewardship, with an intention to disrupt the status-quo and help nonprofit capacity builders forge new, more inclusive pathways to desired futures. We are always 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 2022, Support Center continued our multi-year partnership with the Grunin Foundation focusing on a series of four-part trainings focused on: diversity, equity, and inclusion; talent development; shared leadership; and fundraising and communications. The Grunin Foundation believes that when local nonprofits thrive, the community will thrive. Our partnership with the Grunin Foundation helps to offer an array of resources, events and opportunities geared at supporting changemakers, fostering collaboration and amplifying diverse leadership for greater impact.

## **NEW JERSEY OFFICE OF FAITH BASED INITIATIVES**

Now in our eighth 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 newly formed community-based organizations through the Project Atlas program.

## **NEW YORK CITY DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT**

2022 marked our fifth year of working with the NYC 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 with Vicki Clark and Chela Sanchez and continued to provide one-on-one consultancies focused on board priorities.

## **NEW YORK CITY SMALL BUSINESS SERVICES**

In 2022, Support Center continued our partnership with NYC Small Business Services to offer customized trainings and consulting to business improvement districts. This also marked the fourth year of offering Support Center's Board Build program to organizations supported by SBS.

## **WALTON FAMILY FOUNDATION**

Support Center continued a partnership with the Walton Family Foundation to provide strategy, management, and navigation support to a number of organizations within the foundation's environment portfolio. This year we delivered hybrid sessions on organizational lifecycles, capacity building, and financial management.



## REVENUE AND SUPPORT

### earned income

Consulting, Coaching, and Navigation .....	407,430
Executive Leadership .....	251,783
Customized and On-site Training .....	97,456
Public Workshops .....	34,373
<b>TOTAL FEES .....</b>	<b>791,042</b>

### contributions and grants

Corporations and Foundations .....	503,000
Directors and Individuals .....	27,881
Government .....	343,016
In-kind Services .....	50,000
<b>TOTAL CONTRIBUTIONS AND GRANTS .....</b>	<b>923,897</b>

other revenue .....	190,669
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total revenue and support .....	1,905,608
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## EXPENSES

### program services

Training and Workshops .....	335,868
Consulting, Coaching, and Navigation .....	522,466
Executive Leadership .....	261,235
Grantmaker Program .....	410,510
<b>TOTAL PROGRAM SERVICES .....</b>	<b>1,530,079</b>

### supporting services

Administrative and General .....	187,852
Fundraising .....	150,278
<b>TOTAL SUPPORTING SERVICES .....</b>	<b>338,130</b>

total expenses .....	1,868,209
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For fiscal year ending December 31, 2021

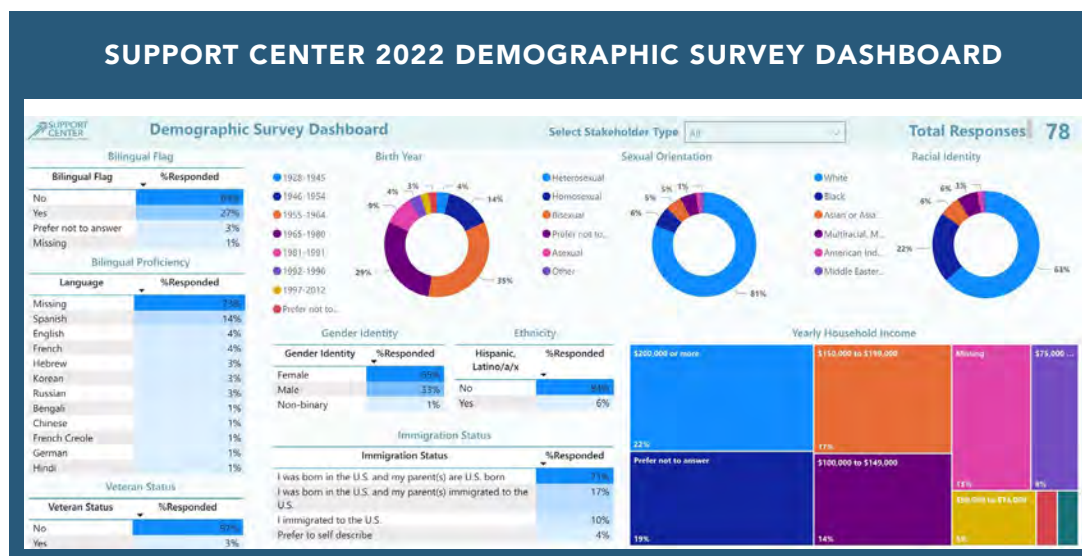
Change in Net Assets: (37,399)

# BUILDING OUR OWN CAPACITY

**EACH YEAR, SUPPORT CENTER WORKS TO BUILD OUR OWN CAPACITY. THIS PAST YEAR WE WORKED WITH BCT PARTNERS TO BUILD A DEMOGRAPHIC DASHBOARD FOR SUPPORT CENTER'S COMMUNITY OF STAFF, BOARD, ADVISORS, CONSULTANTS, NAVIGATORS, AND COACHES.**

**GIVEN SUPPORT CENTER'S COMMITMENT TO EXPANDING REPRESENTATION,** we felt that it was critically important to understand the many identities that make up our existing community. Support Center's Associate Director of Operations, Laura Holdrege, led the effort. "As a smaller organization seeking to protect the confidentiality of this sensitive data, working with BCT Partners as a third-party vendor enables us to keep the information secure and anonymous," says Holdrege. Below are a few of our other capacity building highlights from the year.

- **EXPANDING THE STAFF TEAM:** Support Center expanded the staff team with the hiring of a Project Manager (Jasmin Mayen) and two new program associates (Taiwo Fayemi and Maya Kassahun) in 2022. The additional staff capacity helps to manage the increased activity across Support Center's program areas and to create additional space and opportunity for cross-training and greater integration across Support Center's program areas.
- **SETTING OUR STRATEGIC DIRECTION FOR THE YEARS AHEAD:** Support Center adopted a new strategic plan in the first half of 2022 that recommitted Support Center's community to empower nonprofits and social enterprises to transform their leadership and management and advance our vision for social change. The plan includes a detailed vision, equity and inclusion commitments, and five goal areas focused on: long-term partnerships, inclusive talent development, promoting access for Black, Indigenous, and People of Color (BIPOC) leaders and the organizations they lead, infrastructure, and sustainability. Thank you again to the strategic planning committee, our facilitative friends at The Strategy Group and BCT Partners, and the broader Support Center community for engaging in an honest and vulnerable conversation about the "why" and "how" of our work.





# staff reflections from

## PROGRAM ASSOCIATES

### TAIWO FAYEMI & MAYA KASSAHUN



taiwo

My calling towards nonprofit work started at a young age even though I did not recognize it as that. I envisioned myself entering a line of work where serving and connecting others is a priority. More

specifically serving those facing the brunt of the systems and social structures in place. Those visions and passions still persist. They are the same reasons why I am here at Support Center today. I am here because giving back to my local and national communities is paramount.

This is my first full-time job as a recent college graduate.

I find myself in a comfortable place—comfortable because this is familiar territory. At Support Center I have already had the privilege to be part of discussions with community leaders and social activists. Though my transition has been smooth, I will not say that this hasn't been challenging. This is the beginning of a new chapter for me. A chapter where I am aligning my strengths and passions, contributing to the transformation of nonprofits, and exuding authenticity. Two months does not seem like along time—and it's not. But I am looking forward to the months, and even years ahead that will be overflowed with connections, knowledge, and potential.



maya

I came to Support Center as an educator. Witnessing children's growth was beautiful, but the urge to turn paths called me. I've known that whatever path I pursue, it is one with individual, communal, and systemic impact, and I've observed that it is difficult to make powerful institutions care. But it's the extension of care to one's neighbor, one's community member, one's child, oneself that erodes harm.

I recently read *Parable of the Sower* by Octavia Butler which paints an image of potential societal collapse following a climate apocalypse. Arising from the destruction that surrounds Lauren (the main character) is a sort-of religion called "Earthseed". Part of "Earthseed" goes as follows: "All that you touch, you change. All that you Change, changes you. The only lasting truth is Change." Still, as a part of Support Center, my belief that all can be changed and all can be cared for remains true. Support Center advocates for introspection and welcomes transformation, recognizing that change is a natural and necessary process. Here, there is space for community builders, systems thinkers, listeners and doers alike.

## both

As African women, both first-generation in the United States, our social understanding places us in a position at the margins which offers a perspective that is valuable and essential. We both understand that the world of nonprofits has historically been older, white, and male. And we are both younger, Black, and women. Though we enter from different starting points, we choose to be here because we want to be agents of social change. Even though we've been at Support Center for under 3 months, it is clear to us that our organization is intent on doing the internal work to create an even more impactful, inclusive, and equitable community of change.

# about support center

## our mission

To empower nonprofits and social enterprises to transform their leadership and management and advance our vision for social change.

## our vision

for social change is tied to the envisioned outcomes for our work.

Specifically, we envision a society where:

- Coalitions and organizations have the resources needed to understand and address inequities.
- Boards and their organizations work towards identifying, retaining, and advancing more diverse leadership.
- Communities and the people most directly impacted lead and represent organizations and coalitions.
- Support Center, our partners, and clients hold each other and themselves accountable to understanding the systems that perpetuate inequities across health, wealth, happiness, safety, and security.
- We expect to bring our authentic selves to work, regardless of race, sexual orientation, ability, age, national origin/ethnicity, appearance, and gender.
- We design and adopt new ways of operating that question the practices of a white dominant culture.

## our values

- We believe there should be equitable access to our training, consulting, and coaching, regardless of race, sexual orientation, ability, age, national origin/ethnicity, appearance, and gender.
- We believe that we are stronger together and that people and organizations are more successful when they prioritize collaboration over competition. We work to reframe zero sum thinking, invest in field-building, and pursue opportunities to share knowledge with our peers and partners.
- We believe that capacity-building work requires the courage to be vulnerable and open to change. We accompany organizations through this work by meeting them “where they are,” practicing deep listening, and developing long-term and honest relationships.
- We believe that continuous learning and co-creation is part of our journey together. By blending the expertise of our capacity builders with the insights of the organizations we work with, we are able to support organizations and develop our practice together. We innovate, refine, and evaluate our programming through these experiences.



## our services

### STRATEGY AND MANAGEMENT

Through effective planning and strategy development, we can help your organization maximize the opportunities and minimize the negative effects that come with change. Our change experts and organizational tools provide a breadth of services so nonprofits can improve their effectiveness to achieve long-term goals.

### EXECUTIVE TRANSITION

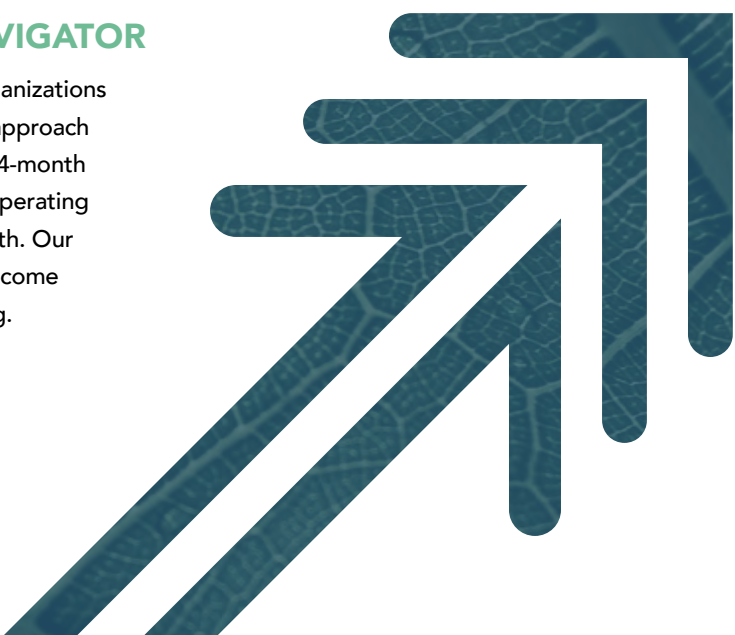
We cover the full leadership transition process, while helping organizations maintain their strengths and values, minimize risk, and solidify their standing with all stakeholders. Our interim leadership approach enables organizations to keep running their programs and services at full capacity while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

### PROFESSIONAL AND LEADERSHIP 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.

### ORGANIZATIONAL NAVIGATOR

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.



# on the cover

"Ferns are forms of fractal.  
A fractal is an object or quantity  
that displays self similarity  
meaning its looks roughly  
the same at any scale."

— adrienne maree brown

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