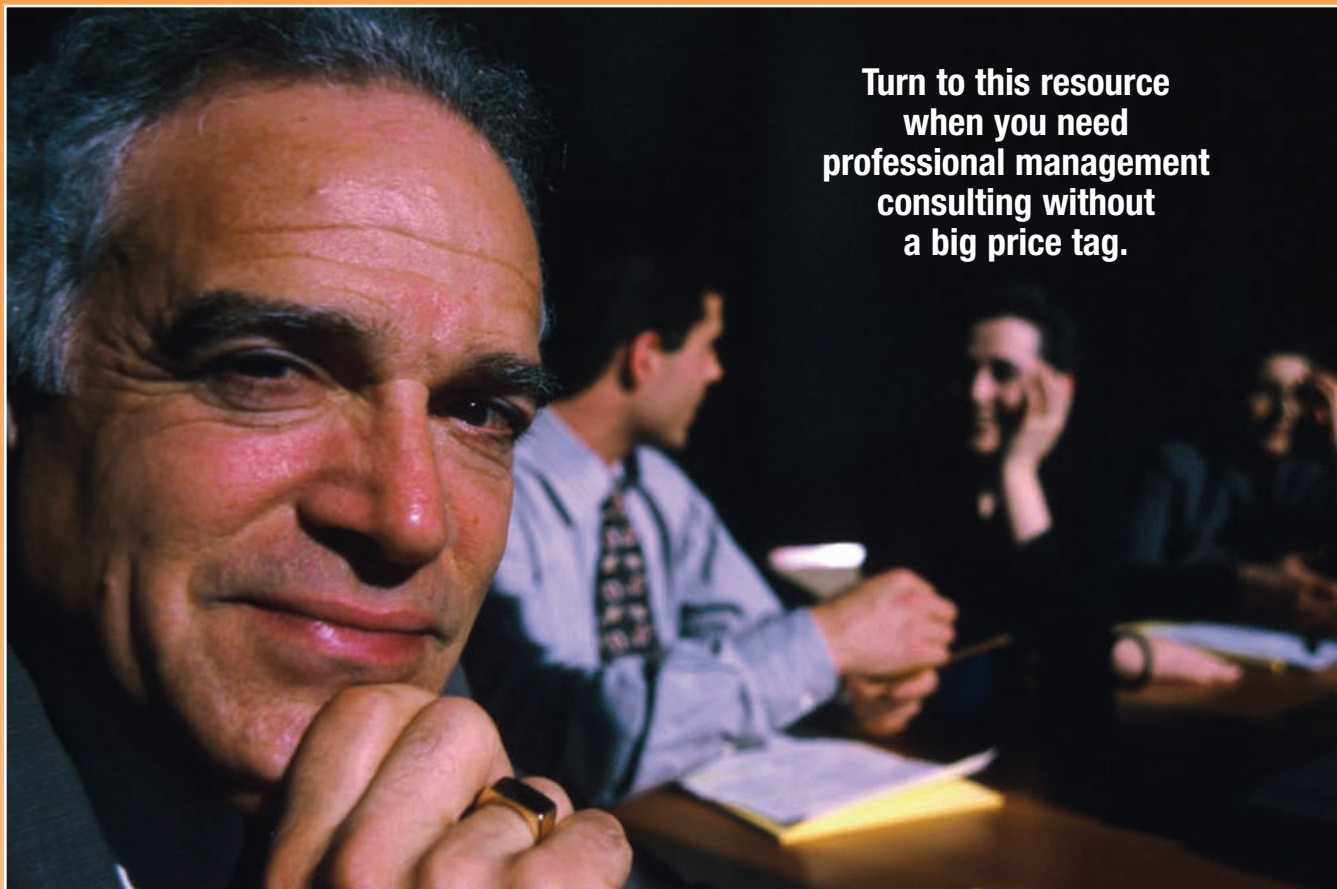


# Retirees Provide Management Savvy for Nonprofits



Turn to this resource when you need professional management consulting without a big price tag.

**K**aryl Cunningham is a whirlwind of creative ideas, plans, programs, and possibilities. She gestures widely as she talks non-stop. Her speech is peppered with good-humored laughter. For the past three years, this lively, vivacious woman has been executive director of Emanuel Community Center in Over-the-Rhine, Ohio.

Cunningham has ambitious plans for this 133-year-old community center that offers toddler, pre-school, and after-school care. Knowing that her organization's strategic plan needed updating, Cunningham turned to the Executive Service Corps of Cincinnati (ESCC) for help.

## **A Network of High-Powered Volunteer Retirees**

ESCC was able to offer Cunningham low-cost strategic planning expertise because, like Executive Service Corps (ESC) affiliates across the country, it taps into the skills of business executives and professionals who volunteer their services after they retire. These men and women are committed to using the knowl-

**“Small nonprofits like us can't afford most consultants, but ESCC is very cost-effective.”**

edge they acquired over many years to strengthen the management of nonprofit organizations.

“Nonprofit leaders are struggling with managing critical services for the citizens of our country. They have fewer resources and increased demands for services,” says Deanna McGraw, president of Detroit ESC and board chair of the ESC Affiliate Network (ESCAN). “Executive Service Corps volunteers are stepping up to the call for help with valuable, affordable assistance to help nonprofit leaders increase the effectiveness of their operation.”

The ESC movement began in the 1970s with the idea of harnessing the time and talents of retired business executives to help nonprofits. ESC affiliates are dedicated to improving the quality of life in the communities they serve. Thirty-four ESC consulting groups offer services to nonprofits in 25 states, as well as Washington, D.C. (see “How to Get in Touch” on page 24 for a listing).

*continued on page 24*

## How to Get in Touch

ESC affiliates offer opportunities across the nation for nonprofit organizations seeking affordable management expertise and for executives and professionals who want to be of service. For more information, contact any of these affiliates:

Albany, NY	danegan@escot-inc.org
Aspen, CO	executiveservicecorps@comcast.net
Boston, MA	bkendall@escne.org
Central New York	escdirector@hartwick.edu
Charlotte, NC	dca@escrr.org
Chicago, IL	cory.ryan@esc-chicago.org
Cincinnati, OH	escdirector@cinci.rr.com
Detroit, MI	dmcgraw@esc-detroit.org
Durham, NC	escgt@mindspring.com
Fort Lauderdale,	jgargotta@seniorvolunteerservices.org
Fort Worth, TX	phillyarnold@sbcglobal.net
Houston, TX	director@eshouston.org
Indianapolis, IN	adistaulo@escindy.org
Jacksonville, FL	bill@redlinemail.net
Kansas City, MO	cworthy@escck.org
Lehigh Valley, PA	esclv@entermail.net
Los Angeles, CA	mcooper@escsc.org
Milwaukee, WI	blierk@nonprofitcentermilwaukee.org
Minneapolis/St Paul, MN	jalnes@mapfornonprofits.org
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Sarasota, FL	clewis@sarasota-foundation.org
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Tampa, FL	clisenby@maptampabay.org
Washington, DC	escindc@aol.com

## The New Plan

When Karyl Cunningham asked for help with her strategic plan, ESCC assigned volunteer consultants Denny Waymire and Denis Clark to the project. They worked with Cunningham for six months to create a plan, highlighting three key changes for Cunningham and her board to make:

- **They must decrease costs** and increase income.
- **They need to organize their donor database** to gain a better understanding of who their major donors are.
- **They must set up a financial system** which clarifies how income and expenses are reported.

The planning process yielded constructive ideas about how Cunningham and her board could make these changes. Through focus groups, for example, they found that Emanuel Center wasn't doing a good

job of marketing itself and clarifying its mission for the public. They also discovered that more people would enroll their children if Emanuel Center's early learning center was accredited, a step they quickly pursued.

## One Easy Step

Under Cunningham's leadership, Emanuel has evolved from a daycare center into a healing hub that offers a wide range of services and cultural events to the community's families. "The services of the Executive Service Corps of Cincinnati were crucial to the process," Cunningham says. "ESCC's retired business people bring a business sense and breadth of knowledge that's awesome for us, as well as being very affordable. Small nonprofits like us can't afford most consultants, but ESCC is very cost-effective, plus the quality of their professional services is highly beneficial for us. They're able to bring a message to our board in a way I would not be able to do."

Like Cunningham, Lynn Sherill of the American Red Cross in Durham, North Carolina, has asked her local Executive Service Corps to work with her on several occasions. "I am so delighted with each interaction or project which involves the Executive Service Corps that I plan to continue utilizing their multiple skills. It is a marvelous resource that every nonprofit should consider," Sherill says. ESC affiliates offer consulting assistance in many areas, including board development, governance, marketing, public relations, strategic planning, organizational audits, leadership development, fundraising management, human resources management, earned income generation, financial systems and controls, facilities management, and information systems.

That's quite a list and, although not all services are available from every affiliate, most are, and ESC consultants will tailor their offerings to each organization's needs. Tom Young, executive director of ESCAN, explains, "Fees are kept affordable. The scope and complexity of the project, how long it will take, and how many volunteer consultants are needed help determine how much the rate will be. The major component, however, is how much the client can afford to pay. What is your budget? How vital is the project to your operation? Can we possibly find a funding source to pay some of the fee?"

"We want the opportunity to serve the nonprofit community," Young continues. "We don't want to lose the opportunity of serving clients because they can't pay the fee. We also want to be sure that our clients 'buy into' the project with a financial commitment, no matter how small."

You can put this talent and dedication to work for you today. Check out "How to Get in Touch" on this page, or go to [www.escus.org](http://www.escus.org) and click on "Locations." Then pick up the phone and make that call. With that one easy step, you, your board, your organization, your clients, and your stakeholders can join the thousands of nonprofits nationwide who are benefitting from the services of the Executive Service Corps Affiliate Network. ■