

Urban Connection

TRAINING CALENDAR PULL-OUT SECTION INSIDE!

Build Organizational Capacity Using MAP

Operating a nonprofit organization is always challenging. Too few staff, too little time and not enough funding often makes it difficult for nonprofits to accomplish all they want to for the community. But thanks to the Nonprofit Center's Management Assistance Program (MAP), nonprofits in the Milwaukee area have access to a tremendous resource of volunteer consultants who offer high quality and affordable technical assistance and consultation services.

MAP is the next generation of the former Milwaukee Management Support Organization, which assisted nonprofits with low-cost services for nearly 20 years before closing its doors in 1994. Believing that this was too important of a service to let go, the Nonprofit Center and the Volunteer Center joined forces to continue the program. The two agencies worked collaboratively with a core group of eight volunteer consultants who were committed to the program. In 1998, MAP affiliated with the National Executive Service Corp. and the Nonprofit Center became the lead agency, with the Volunteer Center continuing its role of referring volunteers to the program.

MAP has grown from eight consultants in 1998 to 50 today. Most are seasoned professionals holding a wealth of experience from past jobs in corporate, government and nonprofit environments. Some are retirees who want to stay involved in Milwaukee and contribute their expertise to help nonprofits in a variety of areas. They plan and facilitate retreats, help boards with strategic planning, lead searches for chief executives, and coordinate marketing campaigns.

The MAP consultants are carefully selected and required to have a high level of skills and commitment. "We look for people with experience. We need people with a lot of skills, and a commitment to strengthen the vitality and effectiveness of the nonprofit community" says Betsy Lierk, MAP coordinator.

Consultants head up specific projects within a nonprofit organization where they may conduct a preliminary analysis to determine the best method or approach. They then meet with staff to outline a strategy and ultimately work closely with agency staff and/or

board members to implement the plan. Consultants meet periodically with Betsy and other volunteer consultants to share information and serve as resources for other activities.

Some of the projects may be sensitive, private or preliminary, so confidentiality is highly guarded. As Betsy says, "Everything we do is confidential and we assure clients that nothing is discussed outside our meetings."

More than 50 nonprofit organizations have utilized a MAP volunteer consultant in the past year. As their title implies, the volunteers are not paid for their services. However, the agency using their services is charged a fee to cover the program's administrative costs. As a fee for service program, its goal is to generate sufficient income to be self-sustaining. There are two levels of fees - one for members and a higher fee for nonmembers of the Nonprofit Center.

"We've received great feedback from the agencies using the MAP because they've benefited from a professional's outside perspective while realizing a savings from their program funds," says Leigh Kunde, Executive Director.

2002 MAP Volunteers

Luis Adad • Stephen Adams • Bob Anthony • Jon Buchler
Christine F. Bukowski • Marcia Coles • Robert Eger
Robert Eiseman • Steven Gardiner • Bessie Gray
Clifton Gunderson LLC • Ken Haver • Erwin Heinzelmann
Dennis Hibner • Laura J. Hickey • Virginia Hirsch •
William Thomas Holman • Marion Hook • Cindy Huber
Wendy Humphreys • Douglas Ihrke • Gwen T. Jackson
Sunit Kaur • Jerry Knuth • Jonathan F. Lemke • Ray Martin
Celeste Mastin • Elaine Maly • Susan McComb • Carol Miller
Susan Nelson • Maxine Papermaster • Fran Parker
Laura Parrino Byxbe • Jack Prater • Irv Raffae
Miriam Reading • David C. Rohlfing • Cheryl Ryan
Douglas B. Savage • Ralph Sherman • Leticia Smith
Annette Stoddard-Freeman • CD Vann • John Willetts
Alice Wilson • Stephen R. Young



Nonprofit Customers of MAP

Milwaukee's nonprofit community benefits tremendously from the Nonprofit Center's Management Assistance Program (MAP). The wealth of knowledge, care for detail and dedication to complete projects provided by MAP volunteer consultants is well appreciated by the nonprofit managers and executives tapping the program.

A group of three MAP consultants provided strategic planning for the multifaceted Cathedral Center - a \$1.5 million renovation of a former convent at the Cathedral of St. John into a women's resource center. Cindy Huber of the National Kidney Foundation of Wisconsin lead fellow MAP consultants Robert Eger and Alice Wilson in the six-month project.

Our Promise to the Community

- We will continue to review and evaluate our programs and services to meet the emerging needs of nonprofit organizations.
- We will continue to represent and promote the nonprofit sector to strengthen the social and economic fabric of the Milwaukee community
- We will continue to be champions of diversity in all of its forms: missions, constituencies, services and programs, volunteers, job opportunities and the talent and expertise of the nonprofit sector.

When completed this fall, the Cathedral Center will serve women and families experiencing homelessness with comprehensive assessment services. Six partner agencies have joined forces in the program.

"They are a very fine team," said Henry Monaco, project manager. "We are where we are today because of the MAP team. They took us through step-by-step and with all the many pieces of the project," he adds.

Steve Swigart, director of Wisconsin Correctional Services, called on MAP consultants Chris Bukowski and Bob Anthony to plan and facilitate a strategic planning process that involved small groups of staff and board members and ended with a large retreat. Previously, Bob assisted in the interviewing and selection process that resulted in Steve's hiring at Wisconsin Correctional Services.

"Bob and Chris brought a lot of expertise in applying the Drucker methodology for strategic planning," Steve says. He especially appreciates the individualized approach that was taken. "It certainly was not a 'one size fits all'

approach. They were very flexible in adjusting to our needs as an agency."

Joan Lawrence,

executive director of Our Space, an agency that serves adults with persistent and severe mental illness, has worked with volunteers Miriam Reading and Fran Parker. Miriam helped facilitate a strategic planning retreat in January and Fran spoke at Our Space's annual meeting.

"With Miriam, it was helpful to have an outsider to bring her expertise and perspective to our meetings. Fran helped us prepare for the future and told us how to make our outcomes politically helpful as well as helpful to our clients," Joan reveals.

Early Music Now, a presenting organization of music from the Medieval, Renaissance and Baroque periods, needed a shot in the arm and a vision for what they could accomplish when MAP volunteer Gwen T. Jackson was asked to facilitate and speak at a board meeting.

"Gwen was very gentle and understanding. I know our officers really benefited from it," says Early Music Now founder Thallis Hoyt Drake. "We got a perspective of what we could accomplish and now we're off and running."

Since Gwen's presentation, Drake and her officers have worked diligently to recruit new board members, increasing the board from eight members in January 2002, to a full 15 members in May.

Nearly 50 nonprofit agencies are helped by MAP volunteer consultants every year. As a result, they report achieving noticeable increases in their management capacity.

Funding For MAP

Funding for MAP comes from a mix of foundation, corporate, individual and earned revenue support. The challenge for MAP is to maintain a healthy balance while also being available for organizations that have few resources, may need more support, and value on-going coaching/mentoring.

Thank you to the funders who have recognized this unique approach to building organizational capacity using our greatest asset...volunteer expertise and commitment.

- Greater Milwaukee Foundation
- United Way of Greater Milwaukee
- Briggs & Stratton Corporation Foundation
- M&I Foundation
- Mortgage Guaranty Insurance Corporation
- Nonprofit Management Fund
- Patrick and Anna Cudahy Fund
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A Closer Look at Our MAP Consultants

Who are the MAP volunteer consultants? Where did they come from? Why are they doing it? Here's a look at four of the 50 volunteers and their backgrounds in the program.

GWEN T. JACKSON

Years as MAP Consultant: 20

Professional Experience: Retired. Was Vice President of Human Resources for the former Brills, Inc., a men's retail clothing store chain.

MAP Specialty: Board governance and board development.



Gwen is a long-time volunteer for the American Red Cross and has served on several nonprofit boards in Milwaukee, including the YWCA of Greater Milwaukee, which named a senior housing facility in her honor. She is thankful for the training and development she's received as a volunteer. "It keeps me fresh and in good mind, body and spirit. I learn as much from doing this as they learn from me," says Gwen.

Being a MAP volunteer is a wonderful way to meet people and gives Gwen a chance to pay back the community. Gwen adds, "MAP is using people with great talents to help smaller organizations that can't afford typical consultant fees."

MIRIAM READING

Years as a MAP Consultant: 20

Professional Experience: Management consultant from 1982-2002, consultant to boards through United Way, Rochester, NY 1979-81; Formal training, NTL (National Training Laboratory); Community volunteer with extensive board and leadership activities including the Volunteer Center, Riveredge Nature Center, Women's Fund of Greater Milwaukee Foundation, Buffalo Museum of Science, League of Women Voters, and Chautauqua Institution.



Miriam is an active MAP volunteer. She has worked with numerous nonprofit board presidents and executive directors and is considered a keen facilitator. "My method is not to come in there and tell them what to do, but to ask them the hard questions, explore options and help in the decision-making process," Miriam explains. Once the project is completed, Miriam's (and other MAP volunteers') work is not over. There is a lot of follow-up with executive directors and Miriam is always available to come back to help.

Besides meeting a lot of people, Miriam says her MAP experience "is extraordinarily interesting and rewarding. I'm impressed with the people working in the nonprofit sector and enjoy learning what's happening in the community."

LETICIA SMITH

Years as a MAP Consultant: First year

Professional Experience: Executive consultant and part-time teacher at Alverno College. Former Milwaukee Municipal Court administrator

MAP Specialty: Strategic planning, board development, immigrant concerns



Leticia was president of the Sherman Park Community Association when she became acquainted with the Nonprofit Center and participated in workshops for strategic planning and neighborhood planning. She joined the Nonprofit Center's board of directors four years ago and recently became a MAP consultant as she develops her own business. She has served on the boards of various nonprofits in diverse

areas, including health care, cable television, civil liberties, and community organizing.

Leticia holds a bachelor's degree in education from the University of the Philippines, and a master's in Communication and doctorate in Sociology from Michigan State University.

Leticia enjoys helping non-English speaking, or immigrant groups. "Being one myself, I'm interested in helping people who are immigrants be, not only full participants, but leaders in the community."

STEPHEN YOUNG

Years as a MAP Consultant: 6

Professional Experience: Retired. Former president of St. Michael's Hospital and Elmbrook Memorial Hospital

MAP Specialty: general management and long-range planning



Steve brings to the MAP nearly 30 years of hospital administration experience. He enjoys planning meetings for board and staff of the nonprofits he

assists. Steve says all his projects with MAP have been interesting but recalls in particular being on the committee that selected Betsy Lierk as MAP Coordinator.

He earned a bachelor's degree in pharmacy from the University of Pittsburgh, a master's from Cornell University and is a graduate of the U.S. Naval Officer Candidate School.

Steve says being a MAP volunteer keeps him involved in management issues and is a great way to maintain his skills. "I do find that when you're doing a project there's as much pressure to do it well as if you were being paid," he adds.

MAP Profile

Elizabeth Lierk (Betsy) is the MAP Coordinator, a part-time position she has held since 1998. Betsy brings 20 years of experience and involvement in volunteer management, recruitment, and neighborhood organizing. She is responsible for contract arrangement with nonprofit organizations needing MAP consultants, recruiting and retaining MAP consultant volunteers and overseeing MAP projects.



Betsy was associate director of Avenues West Association for 10 years before joining the Nonprofit Center. Her work at the neighborhood association provided a broad experience in areas such as business development, neighborhood safety and community development. In addition to her MAPs duties, she currently serves on the Board of Directors for Literacy Services of Wisconsin, Inc., the Salvation Army, Curative Rehabilitation Services, the Curative Foundation, and the Wauwatosa Library Foundation. Betsy has a B.S. in Social Work from UW-Madison.

MAP has been successful in being identified as the consultant of choice by many nonprofits, and in so doing we have secured funds from the Nonprofit Management Fund. In fact, we encourage nonprofits to give the Nonprofit Center and its Management Assistance Program the opportunity to bid on consulting projects.

If you are interested in receiving MAPs services, please contact Betsy at 414.344.3933, and she can make the right consultant match for your organizational needs.

Being a MAP Volunteer

There are many benefits to being a MAP volunteer consultant.

- The opportunity to meet and develop relationships with chief executives, board members, other volunteers and community leaders from Milwaukee's nonprofit and business communities
- A chance for you to grow, learn and develop new skills while keeping a flexible schedule
- A way to keep yourself sharp and maintain your skills
- Enjoying the satisfaction of knowing that you're having an impact in the community and providing a valuable service to a nonprofit organization in need

The Nonprofit Center is always interested in securing new volunteers for MAP as new projects develop and existing volunteers leave the program. We need people to help in strategic planning, marketing and communications, human resources, financial management, fundraising, and board training and development.

What we need from you, most importantly, is a commitment to strengthen the vitality and effectiveness of the nonprofit community. In addition, we need people with a lot of skills and experience who can identify and assess organizational needs and problems to determine the most effective approach for a particular agency. Good listening skills, interpersonal communication skills and the ability to motivate people also are helpful traits for a MAP consultant.

For more information on being a MAP volunteer, please contact Betsy Lierk, (414) 344-3933 or E-mail, npcm@execpc.com.

The Nonprofit Center of Milwaukee builds organizational capacity by providing training, technical assistance and management support

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services to nonprofit organizations. The Center facilitates collaboration among nonprofit organizations and promotes the interests of the nonprofit sector.

PHOTOS BY NICK PATRINOS. URBAN CONNECTION LAYOUT BY DESIGN PLUS GRAPHICS

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