



CASE STUDY: Nonprofit Organizational Capacity Review

Situation

Manchester Bidwell Corporation (MBC) is a Pittsburgh-based nonprofit educational organization. Its three major programs include Manchester Craftsmen’s Guild, Bidwell Training Center, and the National Center for Arts and Technology. MBC was in a position to enhance the capacity and sustainability of the organization. Hill Group, with support from The Heinz Endowments, completed a three-phase project, including an organizational capacity review, strategic planning process, and business planning process.

Solution

The capacity review engaged internal and external stakeholders in identifying the organization’s strengths and opportunities for improvement. The Hill Group focused the capacity review on the following 10 dimensions:

- Mission, Vision, Strategy, and Planning Program Design and Evaluation
- Human Resources
- CEO/Senior Management Team Leadership Information Technology
- Financial Management
- Fund Development
- Board Leadership
- Legal Affairs
- Marketing, Communication, and External Relations

The second step in this project was the creation of a Strategic Plan which utilized findings and recommendations from the organizational capacity review as drivers of the process. The Hill Group, engaged the Board of Directors, senior management, and staff in refining the organization’s mission, vision, and values and defining the organization’s goals and objectives over a five-year time horizon.

One of the organization’s major programs identified the need to establish a \$10 million endowment to sustain its impact on students in the Pittsburgh region. The Hill Group facilitated a business planning process which built the business case for an endowment and created timelines and accountability for the campaign. This Business Plan assisted the nonprofit in securing a lead gift from the Heinz Endowments.

CLIENT

MANCHESTER
BIDWELL
CORPORATION

INDUSTRY

PREK-12
EDUCATION

NONPROFIT

PROJECT

ORGANIZATIONAL
CAPACITY REVIEW

STRATEGY
FORMULATION

BUSINESS
PLANNING

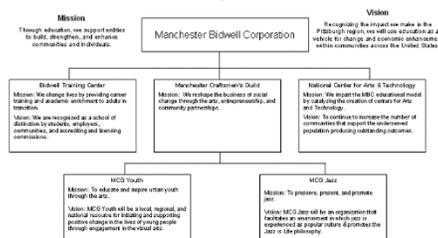
FOCUS GROUP
FACILITATION

DATA ANALYSIS

CHANGE
MANAGEMENT

MARKET RESEARCH

ACTION PLAN INITIATIVE 3.0		Program Design and Evaluation			
3.1 Develop lesson plans and age-appropriate pedagogy					
Objectives	Champion	Target Date	Metrics	Status	
3.1.1 Conduct an inventory of all current school-hour and non-school-hour programs • Include program goals, outcomes, and metrics • Simplify the terminology and names of programs (the programs and clients are not well defined, and there are too many acronyms and frequent changes to programs which make it difficult to evaluate programs over time)	Pipada, Jones	6/15/06	Inventory of current programs		
3.1.2 Identify best practices for school-hour and non-school-hour arts education programs throughout the world • Inventory programs, goals, outcomes, and metrics • Identify critical success factors • Include Art Education Program Toolkit (California Department of Education, 2001) in the best practices review	Pipada, Jones	6/1/06	Inventory of best practices and critical success factors		
3.1.3 Understand the needs of current students by conducting focus groups with Pittsburgh Public Schools (PPS) teachers, parents, and students • Investigate the feasibility of individual student participation in arts programming with the same instructors 3 to 4 days per week	Pipada, Jones	6/1/06	Completion of focus groups and stakeholder feedback		



Results

- Completed a capacity review to identify organizational strengths and weaknesses
- Completed a three-year Strategic Plan focusing on five key Strategic Initiatives
- Developed a Business Plan for a \$10 million endowment campaign, resulting in a gift from the Heinz Endowments

About The Hill Group, Inc.

Founded in 1953, The Hill Group, Inc. is a premier provider of management counsel, specializing in strategy, execution, and measurement. Our team of consultants has deep experience across several industries, enabling our team to draw on best practices from a variety of sectors to help our clients grow, innovate, and achieve maximum potential.

Strategy – *Envisioning an organization's future, capitalizing on its opportunities, identifying strategic priorities, and implementing positive change.*

- Strategy Development
- Decision Support and Analysis
- Strategic Planning and Management
- Business Planning and Feasibility Assessments
- Mergers, Acquisitions, and Strategic Alliance Planning
- Market Research and Analysis

Execution – *Ensuring that an organization is efficiently and effectively utilizing its resources to its full potential.*

- Process Improvement and Innovation
- Business Model Development and Resource Allocation
- Financial Assessment and Management
- Turnaround, Business Transformation, and Change Management
- Governance Assessment and Development

Measurement – *Increasing an organization's performance through measurement and continuous improvement.*

- Measurement
- Business Analytics and Intelligence
- Economic Impact Assessment
- Employee Opinion, 360-Degree Feedback, and Service Quality Surveys
- Industry Benchmarking Surveys

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