

RENAISSANCE CONSULTING

**The English Speaking Union—English in Action
New York, NY
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2020 CENTENNIAL CAMPAIGN FEASIBILITY STUDY REPORT OF FINDINGS

Renaissance Consulting

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INTRODUCTION

In preparation for the launching of a 2020 Centennial Campaign as part of the celebration of the 100th Anniversary of the English Speaking Union of the United States (ESUUS), the Executive Staff, with approval from the National Board of Directors, hired Renee LiaBraaten to lead a Feasibility Study. During May and June of 2018, Ms. LiaBraaten met with the staff at the National Headquarters and conducted confidential phone interviews with 44 individuals, representing various demographic groups that make up the current constituency of the ESUUS.

KEY OBSERVATIONS

The English Speaking Union (ESU) is held in high regard by the membership, the national staff and the beneficiaries of the ESU programs. Both the national staff headquartered in New York, and the volunteer leadership and members throughout the United States, continue to generously invest their time, talent and treasure in promoting the ESU programs, and care deeply about the future of the organization. Among the membership are individuals who have been enthusiastic, dedicated volunteers in their local branches and at the national level for over 40 years. The positive impact of the ESU programs in local communities around the country, the interesting people and programs that are part of the ESU nationally and internationally, and the unique educational opportunities that the ESU provides have made involvement with the ESU very gratifying and enriching for both the members and the national staff.

Like many institutions in America, the ESU is in a period of transition as it attempts to adapt to a rapidly changing cultural landscape. There have been dramatic shifts in the way people choose to affiliate with organizations, how people prefer to communicate, and their willingness to make long-term commitments. The aging of current branch members and the difficulty the branches are experiencing in attracting new and younger branch members is creating a declining membership and donor base. This is discouraging to those in the branches who are attempting to carry out the educational programs that they value with fewer and fewer volunteers. It is also frustrating to the staff at National Headquarters who are trying to manage operations and programs with less financial and volunteer resources. Leadership at all levels is concerned about the lack of new leaders in the pipeline to coordinate the programs and carry on the mission of the ESU.

The National Headquarters has been attempting to address these challenges as evidenced by the National Board's participation in a strategic planning process in 2015, the decision to form LLC's to address legal areas of jeopardy in the branch structure, and the creation of member managed branches where local boards are no longer feasible. However, in order to successfully navigate the shifting cultural trends, the National Headquarters, the National Board, and branch leadership of the ESU need to work together on charting a course for the future. Based on input received in this study, there appears to be a lack of collaboration, communication and creative partnership between a significant number of the local branch leaders, board members and the National Headquarters.

Reasons cited include:

1. The branches had no input into the strategic planning process that was carried out by the National Board in 2015.
2. The Strategic Plan was adopted by the National Board of Directors without providing any opportunity for feedback from the branches.
3. The Strategic Plan included no support for the work of the branches and eliminated the Evelyn Wrench Speaker Series, which was a program that the branches found very beneficial in carrying out their local programming and fund raising.
4. The branches did not receive clear communication about the auditing fees that would be assessed to each branch as a result of the LLC restructuring.
5. A significant number of branch and board members reported that it was difficult to connect with or get responses from staff members, and that they experienced resistance when they requested detailed information about how money was being budgeted and spent to support the various ESU programs.

The belief that critical decisions have been made without branch input, the perceived lack of both communication and transparency about crucial information that affects the work of the branches, and the tone of communications coming from the National Headquarters have resulted in the perception among many of those who participated in the Feasibility Study that the National Headquarters does not value the partnership of the branches or the branch structure.

It is not unusual to discover that there is some tension between national and local leadership, or between board members and staff. No organization is perfect in this regard, but steps can be taken to address the tension and build cohesiveness. A crucial next step for the ESU is for the current national and branch leadership to take initiative in fostering a stronger and more collaborative relationship between the National Headquarters and the local branches. Intentional work must be done to create a greater sense of *union* within the English Speaking Union. This will require identifying and implementing actions that will strengthen a sense of partnership and shared vision between all levels of leadership, including the kind of respectful, transparent and timely mutual communication that fosters trust and esprit de corps.

FEASIBILITY OF CENTENNIAL CAMPAIGN

Based on those who were interviewed, the Feasibility Study indicates that there is consensus and momentum for moving forward with a Centennial Campaign.

- 91% of those interviewed are willing to work on the various components of the planning and implementation of a Centennial Campaign. A list is provided in Addendum B.
- 70% of those interviewed are planning to support the campaign financially.
- 7% of those interviewed are uncertain about their willingness to support the campaign or are not planning to support the campaign at this time.

There are two additional statistics that are important to note:

- 23% will support the campaign financially if the use of the funds raised through the campaign provides clear benefits and support to the branches.
- 45% of those interviewed would be willing to make a much more significant financial contribution to the campaign if the vision is reworked to clearly articulate how the funds raised in the campaign will strengthen the impact and marketing of the signature programs and provide support to the branches in carrying out the programs.

RECOMMENDATIONS:

Based on the above statistics and other input provided through the phone interviews, it is clear that the enthusiasm for the Centennial Campaign and the level of financial commitment to the campaign has the potential to be greatly increased if National Headquarters take steps to assure the branches that they are a valued part of the future of the ESU. To this end, it is recommended that the National Board of Directors consider the following steps:

1. Include support for the branches in an update to the Strategic Plan, and consult with branch leadership to determine the most effective ways to provide support to the branches.
2. Endow the Evelyn Wrench Speaker Program with some of the funds raised through the Centennial Campaign; and in the interim, fund the speaker series through a special allocation by the National Board from the board allocated funds;
3. Continue seeking input from the branches in shaping the overall vision for the Centennial Campaign;
4. Add a designated staff position at National Headquarters with the responsibility of fostering strong relationships and communication between the National Headquarters and local branch leadership;
5. Create a presentation that local branches can share at one of their gatherings in early 2019 that details the programmatic and financial support that National Headquarters is currently providing to the branches.

NEXT STEPS:

July

A number of participants in the phone interviews have begun initial conversations via email on two key elements in planning for the Centennial Campaign:

1. Providing input into the next draft of a unifying, inspiring and comprehensive vision for the Centennial Campaign; and
2. Developing concepts for the role of the proposed regional coordinators including essential qualities and key tasks.

The results of these initial conversations will be compiled by Ms. LiaBraaten and shared with the Development Committee, along with the Feasibility Study Report.

August

The Feasibility Study Report will be discussed at the Aug. 7 meeting of the Development Committee.

September

The National Board will meet for a retreat on Sept. 29 to discuss the Feasibility Study Report and work on developing the vision and proposed financial goal for the Centennial Campaign.

October

The Development Committee will finalize the vision and proposed financial goal for the Centennial Campaign and present to potential donors to determine potential level of financial support.

November

An update on plans for the 2020 Centennial Campaign and Celebration will be given at the ESU Annual Conference in New Orleans on Nov. 17-19.

CONCLUSION

The Feasibility Study indicates that there is much to celebrate as the ESU approaches its centennial. There is a great deal of appreciation, pride and passion for the rich history, the meaningful programs, the resiliency and the mission of the ESU. There is impressive talent, dedication and creativity among the members of the national staff, the national board and the branch leadership. All of these factors create great potential for the future of the ESU. The upcoming centennial could be the perfect catalyst for inspiring national and local leadership to embody the mission of the ESU to use communication to foster understanding and unity. It was this desire for unity that was the driving force in creating the ESU one hundred years ago, and it remains the essential ingredient for insuring a faithful and fruitful future for the ESU as it moves into the next century.

ADDENDUM A: SUMMARY OF FINDINGS—PHONE INTERVIEWS

The number on the right indicates how many of the 44 people interviewed responded with this answer.

1. How long have you been involved with the ESU?

1-5 years	7
6-10 years	9
11-20 years	7
21-30 years	10
31-40 years	8
41+ years	3

2. How has your involvement with the ESU enriched your life?

1. Provided meaningful, creative opportunities to volunteer and to make a positive impact on my local community 27
2. Provided opportunities to meet interesting people with shared interests/values 23
3. Provided enriching educational and cultural experiences 15
4. Find great satisfaction in seeing how our programs benefit teachers and students 13
5. Provided opportunities to foster my love of the English language and literature 12
6. Being part of an organization whose mission is to use the English language to foster global understanding is meaningful and rewarding 8
7. Provided unique travel opportunities 7
8. Provided the venue for establishing great friendships 7

➤ *“I’ve seen how our programs have made a real positive impact on our high school students and teachers and how our lectures and programs have offered informative and thought provoking exchange for our members. Our work has impacted a lot of differing audiences and my life has been enriched by seeing the impact of our work.”*

➤ *“My life has been enriched by all of the opportunities for collaboration locally, regionally, nationally and internationally. The ESU programs have opened my eyes to the importance of taking the English language and using it to help students get a leg up, and empower them by showing them what is inside themselves.”*

➤ *“Through the ESU I have found a compatible group of people to associate with in terms of values and tastes. But the most enriching part is that the mission of the organization resonates with me in terms of using language for global understanding. I think it is very important that we have some means of common communication, and English seems to be the language that works the best. The ESU has given my life a focus that it didn’t have before.”*

➤ *“I experience a great deal of satisfaction from working with the community we serve. It is extremely collegial and a great place to work. The people who volunteer are very generous with their time and we are all working for the same objectives and goals. We create an environment where people can learn and appreciate the beauty*

of other cultures and witness the resiliency of the human spirit. It is very inspiring to hear the stories of the people in our programs!”

➤ *“Being a recipient of the Luard Scholarship influenced my life tremendously. The exposure to a different country and culture was absolutely transformative in my academic and professional growth. The scholarship committee is made up of alumni and the camaraderie among this group is wonderful. It is so meaningful to play a role in identifying future scholars. That year abroad was a turning point in each of our lives and we are tremendously grateful!”*

➤ *“The ESU has given me so many wonderful experiences all around the globe! And the people we work with through our branch are young and it is so good for us old people to be surrounded by these energetic young people.”*

➤ *“I love the way the ESU honors and recognizes the role of language in progress, learning, understanding and achievement. It reinforces the goodness that comes from language and celebrates this goodness.”*

3. How would you articulate the mission or purpose of the ESU?

1. To foster communication, connection, opportunity and global understanding through a range of educational programs focusing on the English language and literature 34
2. The ESU is in transition and there is some disagreement about our current mission and future direction. 10

➤ *“My elevator speech is that the ESU has changed over the years to become a non-political educational charity that uses language, literature and literacy to foster global understanding by providing unique person-to-person opportunities for students, teachers, tutors and members.”*

➤ *“This may sound like an exaggeration, but I think we try to use communication through the English language to save the world—to bring civility, a sense of belonging, unity and peace to the world.”*

➤ *“Our programs are our mission. The ESU’s purpose is to enrich people’s life from a language perspective—to help people communicate their thoughts and ideas. The ability to understand and express your views in ways that others can understand, even if they don’t agree with you, is crucial—especially in our current context. Our work is an investment in the future.”*

➤ *“Whenever I tell others about our mission and programs, I emphasize that we do all of this at a low cost and with a lot of volunteers.”*

➤ *“Our mission is a complex topic. If we are going to promote and market the ESU’s upcoming centennial, we will need to explain exactly what we do. It seems to me that our mission is to unify. We unify and bring together English speaking people all over the world. We promote the English language as a unifying force in worldwide communication. This is so important because English is essential in the field of education even in countries where English is not the official language.”*

➤ *“Even though the times have changed, the fundamental mission of the ESU has not changed. It is still about education and providing that margin of excellence that can make all the difference!”*

➤ *“Our mission—what we truly are—is what the individual branches have managed to be in their various communities.”*

➤ *“I am very concerned about our mission. I am a member of a strong branch and we had no input into the Strategic Plan. It was thrown at us with no explanation and it appears that the National Headquarters is taking the ESU in a different direction without seeking advice or approval from the branches, or offering a focused approach to changing the ESU brand. Our branch does not know what is happening. We are muddling along, waiting for direction, and this lack of communication is not healthy for our organization.”*

4. How do you feel about the idea of launching a 2020 Centennial Campaign?

1. It is a good idea, but the stated vision is not compelling or well articulated. 13
2. It is a wonderful idea and I plan to support it. 12
3. It would be foolish to miss this opportunity. 9
4. It is a good idea, but concerned that there is not enough good will between National and the branches for a Centennial Campaign to be successful 9
5. We will need a spokesperson and the Chair of our National Board, Dr. Paul Beresford-Hill would be an inspiring choice. 9

➤ *“A centennial campaign would be a very positive step. But, we need time to prepare for it. It cannot be just a top down exercise. We need the bottom up part. The two have to work in concert. People in the branches have to see that the outcome of the campaign is worth investing in. Everyone has to be able to see the plan and envision the end result. What is it going to give us? Where do we go from there? What is the added value? There needs to be an emotional return in that accomplishing the goal will bring a sense of satisfaction. If one doesn't see that, one is not so eager to invest.”*

➤ *“The way I see it, our centennial represents a major turning point for the ESU. It creates a once in a lifetime opportunity to really get our mission to a much wider audience of branch members, students and teachers. It will allow our audience to grow exponentially if we do it right. We need to seize this opportunity to tell our story to people whose lives can be impacted by our programs.”*

➤ *“Launching a Centennial Campaign is a natural thing for any organization with a long history of providing life changing opportunities and with a great array of international contacts. But it will be important to nurture something of our past to bring forward with us into the next century. If we cut off all that we have been, we are starting from scratch. There are some great stories that need to be told as part of our Centennial Celebration.”*

➤ *“I am a big believer that when we have a milestone of this type we would be remiss in not celebrating the past and focusing on the future. But because the ESU is in the type of transition it is in, we have to be very strategic about how it is directed and how the appeal is made to the constituency. Unless we have a shared, inspired and well-articulated vision, it will be hard to be successful. I'm a little wary of the relationships and culture of the organization. There is a lot of listening that has not happened and there seems to be a chasm between the nationally focused and branch representing board members. I would like to see more interaction between national*

and branches. We need to cultivate more good will and warm interactions, and the celebration of the centennial could be a great way to reconnect.”

➤ *“We need to address other issues before we can launch a campaign. How can you create a vision for an organization that feels in the branches like it is dying or on its last legs? We need a clear plan for how we will support the branches and replace those of us who are ‘actuarially’ challenged.”*

➤ *“It is a beautiful concept but it requires commitment and I am not certain of the level of commitment of the ESU community. It is crucial that the board unify around a decision about where the organization is going.”*

➤ *“In order for people in our branches to support this Centennial Campaign, they need to know that there is serious and innovative leadership in New York, but it seems that all the communication that comes from National Headquarters is about management and collecting dues.”*

➤ *“I think the chairman of our National Board, Dr. Paul Beresford-Hill, would be an inspiring leader and spokesperson for the Centennial Campaign. He could do a Centennial Tour to kick off the campaign and present the vision to the branches. He has the gravitas and is very articulate and passionate.”*

5. How do you feel about the proposed vision for the Centennial Campaign?

1. Concerned that the branches did not have input into this proposed vision 22
2. Would like to see some of the funds raised in the campaign used to endow or fund the speaker program 20
3. Support the idea of hiring professional regional coordinators 17
4. The vision is too vague to evaluate and needs more clarity and financial detail. 16
5. We need paid regional coordinators to support, strengthen and expand the work of the branches and to keep them informed and connected. 13
6. A detailed job description for the regional coordinators, with input from the branches, will be a crucial component to marketing this vision 13
7. The stated vision is too focused on hiring administrative staff and needs to focus on strengthening the branches and the signature programs. 11
8. Suggest beginning with a pilot program to test the effectiveness of the regional coordinator position 11
9. It is frustrating that the National Board members and Development Committee members did not have input into this proposed vision 8
10. Would like to see some campaign funds used to strengthen online presence and marketing materials 7
11. Will these professional staff replace the current regional chairs? 6
12. The stated cost for hiring these regional coordinators seems very high 6
13. Do not support the idea of hiring more national staff 2

➤ *“I am very concerned that the branches did not have any input into this idea of hiring regional coordinators. Did the branches ask for this? Were they even consulted? National needs to talk to the branches to see what they would find meaningful in terms of what the funds raised in a centennial campaign should go to.”*

- *“I feel that the vision for the centennial campaign needs to be mission driven rather than organizationally driven. The vision needs to clearly state how doing this will carry the mission and growth of the ESU forward.”*
- *“I see this current vision as an intention, not a thought out plan about the role of a regional coordinator. A well articulated vision needs to include a breakdown of how the coordinator will function to strengthen the work of the branches and the ESU programs, how the national staff is going to give the needed support to these coordinators and how the effectiveness of the position will be evaluated.”*
- *“The story of our programs is the story of the lives the programs have impacted. The campaign can’t be about internal hires but has to be about an inflection point in the life of an ESU program participant because that participant benefitted from an ESU program. The campaign should have a video component that tells the story of the participants in a way that foreshadows the impact the ESU will have in our next century.”*
- *“It is wise to focus on the goal of creating well directed leadership for the branches at the regional level. My reservation is that this vision is exclusively dedicated to administrative staff. People who give are often motivated by association or devotion to particular programs in the ESU not administrative staff. What dividends will these staff positions pay down the road? How are these regional staff crucial to the sustaining of our branches and the implementing of our signature programs?”*
- *“Providing some professional people to organize and support the volunteers in the branches is needed and important. Our members do not feel connected to the National Headquarters. A real person coming and connecting with us physically would be an incredible boost!”*
- *“The vision as it is described is really not the vision. It is a means to facilitate the true vision or goal, which is to expand and improve the quality of our existing and future programming so that they are more relevant and prominent to a national audience. Hiring regional coordinators is well and good, but to become a national, educational charity we have to spend considerable marketing dollars to get this message out to a national audience. Regional coordinators are only one way to facilitate this broader vision.”*
- *“In order to contribute to this I need to know: What are the actual costs and what are the benefits?”*
- *“This plan does not seem financially viable to me. If there is a strong momentum for going forward, I would do it on a test market basis--hire one regional coordinator and see how it goes and if it can be made into a viable, sustainable enterprise.”*
- *“This vision or plan feels as if it has been thrown together without any real deep thinking about what we want to do and what we are going to do. There has to be much more communication with the branches and greater attention paid to the reality of life in each one of the branches. We are geographically and culturally distant and diverse. If these regional coordinators try to impose some cookie cutter program on the branches they will have zero chance of success.”*

6. What benefits do you think will result from accomplishing this vision?

1. The Regional Coordinator (RC) could work with branch volunteers to strengthen programs and fundraising 22
2. The RC could strengthen the communication and sense of partnership between branches and National Headquarters 19
3. The RC could foster coordination, cooperation and sharing of best practices between branches in each region and between regions 15
4. Paid positions provide accountability 13
5. The RC could support regional diversity and cultivate new leadership 12
6. The RC could develop more networking and partnerships in local communities 10
7. The RC could create more knowledge and visibility for ESU programs and benefits 10
8. The potential benefits depend on the job description 10
9. The RC could help to formulate and implement strategies for branch growth and success 7
10. The RC could support branches in using technology effectively 7
11. The RC could provide consistency and stability 6

➤ *“All fundraising is local. Regional coordinators could work in local areas to help branches build the relationships and networking necessary to do effective fundraising and to carry out our programs. They could help raise awareness about our programs and provide continuity, consistency and accountability. All these things would create real potential for growth.”*

➤ *“Hiring qualified, motivated regional coordinators could be the first tactical step in either saving or expanding the organization, but this initiative must involve the branches in a constructive way. The regional coordinators could serve as the crucial link between National and the branches that is currently missing.”*

➤ *“We need people on the ground who are connected to the national office, but sensitive to the needs and regional diversity of the branches. If we are going to survive as a national organization we have to take some action to more fully integrate the branches. Regional coordinators seem like a good way of doing this. I would hope that we would experience a greater sense of cohesion through the development of more shared activities and events among the branches.”*

7. At this time, would you volunteer time to work on one of the Centennial Campaign teams that will be formed?

As stated earlier, 91% of those interviewed are willing to work on the various components of the planning and implementation of a Centennial Campaign. A list of names is provided in Addendum B.

8. Please discuss your anticipated level of giving in support of the proposed Centennial Campaign.

Under \$1,000	2
\$2,000-\$3,000	4
\$4,500-\$5,000	3
\$6,000-\$10,000	1

\$10,000	1
Plan to support	19
Branch will support	1
Not sure	1
Do not plan to support	2
Will support if the funds provide clear benefits to the branches	10
Will significantly increase financial support if there is a well articulated plan to use the funds to strengthen the impact and marketing of the signature programs and to support the branches	20

➤ *“I do not plan to support this campaign because I don’t see any clear value to the branches in this vague vision. Our branch used to feel supported by National with programs and a person we could connect with. We depended on National to provide engaging speakers, and now all the support has been taken away. So, rather than support this campaign, I will continue to give money to support the work of our branch.”*

9. What additional information do you need in order to fully support the proposed Centennial Campaign?

1. Need to know that supporting the branches is part of the strategic plan and the agenda of the National Headquarters 24
2. A clear job description for regional coordinators 23
3. Specific details on how funds raised in the campaign will provide support to branches 21
4. A more clearly articulated, tangible plan for creating future growth in the ESU 19
5. Transparency and ongoing communication as campaign planning progresses 12
6. Would like to see a menu of campaign goals rather than the singular goal of hiring regional coordinators 9
7. Would like to see the ESU’s current financial data / 2018 budget 7
8. What is the timeline? 5
9. Do not need more information 3

➤ *“I need to be assured that the goal of these regional coordinators is not to advance the agenda of the New York programs, but to truly support, encourage and expand the organic programs and partnerships that have developed in our branches.”*

➤ *“I need to have an understanding of where are we going with this plan. The ESU is an organization that keeps changing. We need to see a detailed budget for these regional coordinators and how we are going to measure progress. We need a starting plan with next steps. And the first step is to restore meaningful and helpful communication between the headquarters in New York and the branches. It is not them and us. This must be sorted out. Once we identify what the disconnect is, then we can work on it. If we want to spread the ESU, the ambassadors are the branches. The Regional Coordinators are going to have a tough time without the volunteers in the branches. We need tight communication and intentional collaboration.”*

- *“The vision needs to be clearer and needs to include stabilizing the branches as one of our goals. We need to get all our folks on the same page, galvanized around a common vision. Board members, branch members and national staff need to help each other find their abilities and potential.”*
- *“I need to see and be confident that there is great unity within the organization. Many things have been done to insure the integrity of this organization and this does not seem to be appreciated by the branches. We need to have unity to insure a successful future.”*

10. Do you have any concerns for the future of the ESU?

1. The lack of collaboration between national and a significant number of the branches 25
2. The lack of a clear plan for growth 15
3. The viability of the ESU due to declining and aging of current members 15
4. The need to develop branding and programs that attract younger people 10
5. A lot of missed opportunities to support the branches or create donor events around some of our signature programs 9
6. Do we have a sustainable business model? 7
7. The need for updated marketing materials and website 7
8. No concerns—Excited about the future 4

- *“My biggest concern is a pattern that has developed in which the national office states that they are doing things on behalf of the branches, but they never consult with the branches about what we feel we need or what our actual issues and concerns are. This means important decisions are made that have great consequences for our work in the branches without our input and often without our knowledge.”*
- *“My concern is the lack of strategic alignment among all the stakeholders.”*
- *“I know we are facing some challenges, but I see them as surmountable because the ESU is made up of a lot of really good people. Nothing is perfect and everything is a work in progress.”*

11. What are your greatest hopes for the ESU?

1. That we would move forward with a greater sense of unity and connection at all levels 23
2. That we could find effective ways to expand and strengthen our programs so that we could reach more people and make an even greater impact. 21
3. That the hiring of regional coordinators is effective in strengthening our branches and local programs 17
4. That we would lift up and celebrate the diversity and creativity of the programming in our local branches 12
5. That the ESU would become better known and valued as a national contributor 9
6. That we would focus on offering our programs to students and teachers who are underserved 9
7. That we would continue to expand our use of social media and technology so that we can reach a larger audience 9
8. That the Centennial Campaign will draw us together and give us a shared focus 9

9. That we would develop and implement an effective strategy for reaching new and younger people 9

➤ *“My hope is that we can find ways to help the ESU realize its potential through helping all the great people who are involved in the ESU become aware of each other, and learn from each other. I hope we can develop an effective mechanism to connect the branches and keep them in touch with National and with each other using all the revolutionary modes of communication that are available today. I hope that through the process of preparing for the Centennial Campaign we can create the kind of engagement and connective tissue that keeps our organization nationally cohesive and regenerated and reinvigorated. I hope that we can support whatever the branches are already doing, and let them be our local ambassadors by keeping them informed and motivated.”*

➤ *“I’d love to see it be a well known organization with a lot of vitality and excitement among those involved—the kind of organization that people want to join as volunteers, members, supporters or as participants in our programs because they see that we are doing important work and making an impact.”*

➤ *“Volunteers in our branches are doing great work and the programs we sponsor are making a positive impact in our community. But, we cannot continue in the way we are going because we are all getting older. I hope that hiring professional regional coordinators to strengthen the volunteer base in the branches turns out to be the perfect first step in expanding our programs.”*

➤ *“My hope is for an increased membership and an engaged membership where all members feel that they are a member of something truly special and unique, which the ESU is.”*

➤ *“I hope that through finding effective ways to publicize the impact of the various ESU programs, we can harness the power of volunteerism among older people across the country who have the time and the desire to make a difference.”*

➤ *“My hope is that our programs gain greater and greater appreciation and that we have phone calls and inquiries asking how people can start a branch in their community. I think that the branch structure is crucial to the work of our organization, and I love that we have a national footprint.”*

➤ *“My hope is that we would think more internationally and remember that we are a global community with active branches all over the world. I hope that we can embrace the mission of education and using the power of language—of effective communication—to foster world peace. People who can talk articulately to each other are better able to understand each other.”*

➤ *“I would love to see this campaign uniting and invigorating and inspiring everyone—and our enthusiasm drawing in some younger people!”*

ADDENDUM B: LIST OF CENTENNIAL CAMPAIGN VOLUNTEERS

Those who are currently providing additional input on vision for Centennial Campaign and role of Regional Coordinators:

Dr. Paul Beresford-Hill—New York, NY
Dr. Karen Blair Brand—State College, PA
Polly Cox—Denver, CO
Julia Hansen—Palm Beach, FL
Lawrence Hollingsworth—Charleston, SC
Alice Irby—Raleigh, NC
Lisa Kressbach—New York, NY
Charles Maddrey—Atlanta, GE
William B. Maschmeier—Seattle, WA
Donald Pattillo—Atlanta, GE
Dr. Quinn Peeper—New Orleans, LA
George Ray—Lexington, VA
Rickey Schuller—Nashville, TN
Dr. Julia Van de Water—Lexington, VA
Dr. Ralph Wyndrum—Fair Haven, NJ

Those willing to work on final draft of Centennial Campaign vision / case statement and communication strategies:

Dr. Karen Blair Brand—State College, PA
Julia Hansen—Palm Beach, FL
Darrell Hill—Chicago, IL
Dr. Christopher Hodgkins—Greensboro, NC
Lisa Kressbach—New York, NY
Dr. Quinn Peeper—New Orleans, LA
John Raffaelli—Amelia Island, FL
Dr. Julia Van de Water—Lexington, VA

Those willing to work on Centennial Celebration Events, including creating models for regional celebrations:

Sandra Boyd—Seattle, WA
Dr. Loveday Conquest—Seattle, WA
Nancy Isaac—San Francisco, CA
Judge James Kerr—Dallas, TX

Those willing to work on Centennial Celebration events in local branches:

Frank Paul Barber—Central Florida
Catherine Fishbach—Cleveland, OH
Louise Gentry—Jacksonville, FL

Bruce Haefner—Denver, CO
Mark Lawhorn—Honolulu, HI
Mary Alice Phelan—Jacksonville, FL
Jean Bruce Poole—San Francisco, CA

Those willing to work with national staff on finances, strategy, job description and hiring structure for regional coordinators:

Jacques Brunswick—New York, NY
Jean Paul Elard—New York, NY
Peter Fray—New York, NY
Dr. Christopher Medalis—New York, NY
Laura Phelps-- San Francisco, CA

Those willing to speak to the impact of the programs they are involved in:

Bob Speziale—New York, NY (Teacher at ARNIC)
Ronald H Blumer—New York, NY (English in Action Tutor)

Those willing to work on possibilities for securing Corporate Gifts:

Duncan Karcher—New York, NY

Those willing to help where needed:

Jeff Schnabel—Kansas City, MO
Louise Muse—New York, NY