

HARVARD BUSINESS SCHOOL STRATEGIC PERSPECTIVES IN NON-PROFIT MANAGEMENT

Gary Millspaugh, Rodale Institute Testimonial

Gary is the Senior Director of Development at Rodale Institute, <http://rodaleinstitute.org>. Gary works closely with major donors to secure funding for the farm's research initiatives. In coming years, he will play a critical role in advancing plans to expand Rodale Institute's vision and presence, both nationally and internationally. In his previous role as Executive Director of the Allentown Rescue Mission, Gary helped transform the organization from a basic men's shelter to one providing a continuum of professional services to end homelessness.

1. How did the Strategic Perspectives in Non-Profit Management program change your view of your career?

Steven Covey's, *The 7 Habits of Highly Effective People* is "sharpen the saw." I would not have aspired to continuing education at the level of Harvard, but after this, my career and my clients deserve the best continuing education I can obtain. This experience raised the roof on how I think about investing in my career and my knowledge base.

2. How are you applying what you learned?

The methods and rigor of the Harvard experience are with me daily.

3. Has your approach to leadership changed?

My approach to leadership is always changing and at Harvard I had new experiences about the value of collaboration and teamwork. Study groups are part of the format at Harvard, because one person cannot do all the work assigned. A study group of six, as we had, can cover it all, working together.

4. How has the program changed you?

It obviously raised my level of competence, and as stated below in #5, raised my understanding of what is possible, even if at present it is impossible.

5. What is one lesson-learned that you would like to share with other non-profit leaders in the Lehigh Valley?

Anything is possible; even the impossible. Harvard presented a case from the Cincinnati medical center, children's cystic fibrosis unit (CF) that was unforgettable. The unit lacked high quality care and once the doctors faced that fact, they decided to become one of the top three centers in the US for CF care. They looked at two hospitals achieving the best results in the country for two critical metrics in CF: the child's weight and lung capacity. For five years, they worked on improving care and they reached the high standards of the two target hospitals. But the standards were five years old, and when Cincinnati Medical Center "got there", the two top hospitals advanced even further, achieving what was once thought impossible for CF patients: 95th percentile in weight (normal) and up to 105% of normal lung capacity (better than children w/o CF).



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