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Interview: Alex Plinio and James Abruzzo discuss training for non-profit leaders

Mr. ALEX PLINIO (Co-director, Center for Non-Profit and Philanthropic Leadership at Rutgers Business School): I'm Alex Plinio, co-director with James Abruzzo of the Center for Non-Profit and Philanthropic Leadership at Rutgers Business School. We are committed to strengthening executive leadership through education, training, consulting, and research, and we're very proud to support educational programming that highlights the many challenges facing non-profit leaders.

STEVE ADUBATO, host:

Training the non-profit leaders of tomorrow, coming up next.

Announcer: Funding for this edition of CAUCUS: NEW JERSEY has been provided by Johnson & Johnson, the worldwide health-care products company; New Jersey Natural Gas, proud to support education in our communities; the Center for Non-Profit and Philanthropic Leadership at Rutgers Business School, which receives support from the Geraldine R. Dodge Foundation, the Prudential Foundation, and the Victoria Foundation; Verizon Communications; and by QualCare Inc., a local managed-care company covering 550,000 New Jersey residents.

STEVE ADUBATO, host:

In the state of New Jersey, there are nearly 25,000 non-profit organizations with assets of over \$60 billion. They are the organizations that pick up where government leaves off, contributing to everything from education, to affordable housing, to arts centers and museums. But as we move into the 21st century, they are the organizations that also face many difficult challenges.

Dr. EMLYN KOSTER (PhD, President & CEO, Liberty Science Center): One is relevance and the other is sustainability. I think non-profits of all kinds have to continuously dig deeper to be their most useful state in service to society. And I happen to believe, as I have written and spoken a lot about, that being part and parcel of the equation of being sustainable. If you aren't relevant in terms of earned and contributed revenue, you're not going to be sustainable.

ADUBATO: It's an issue that got a lot of attention at the recent opening of the Center for Non-Profit and Philanthropic Leadership at Rutgers University in Newark.

Larry, you run obviously one of the most successful not-for-profit organizations, not just in the state but in the country. But a lot of not-for-profits struggle with what?

Mr. LAWRENCE GOLDMAN (President & CEO, New Jersey Performing Arts Center): We all struggle. It's...

ADUBATO: Even the best?

Mr. GOLDMAN: Even the best. It's always, always a struggle to make ends meet. The problem is that the mission is always greater than the resources. In our case, we have this fantastic facility; we're really one of the best anywhere; we have a great management team; we're capable of doing maybe 150 percent of what we currently do, but the constraint is always resources.

ADUBATO: Another problem confronting non-profits is finding and training leaders. Cathy McFarland should know. She started working at the Victoria Foundation over 30 years ago. Back then, she was pretty much on her own.

Ms. CATHERINE MCFARLAND (Executive Officer, Victoria Foundation): And I really had to learn by trial and error. I had really no place to go and talk about the kinds of things that we heard today; to share with other people; to be nurtured in leadership that I knew I had and I was displaying in the community, but I didn't have a support network.

ADUBATO: And that problem is about to get worse. Twenty-eight percent of non-profit CEOs are expected to retire within the next five years. But where will the new leaders come from, and what will they need in order to succeed?

Mr. ALEX PLINIO (Co-director, Center for Non-Profit and Philanthropic Leadership; Rutgers Business School): The leadership required in a commercial organization is the same as the leadership that's required in a non-profit. It's the same. In other words, you need the type or kind of leader in both organizations that is aspirational, that does the kind of work with and through people that gets people to follow them, and that does a lot of what Daniel Goleman is talking about with his emotional intelligence leadership.

ADUBATO: And those are skills that can be taught. The center will offer an MBA program, certificate programs, consulting services, as well as workshops and seminars.

Dr. DANIEL GOLEMAN (PhD, Author, Emotional Intelligence"): You may have wonderful leaders within your ranks or nearby who just need a little help. And exactly what to look for is part of what I want to talk about.

Well, I think everybody differs in their self-awareness abilities. Some have it, some don't. My sense of it is that the people who are the best leaders do. It's an important part of how they make decisions. It's an important part of how they're able to really reach into themselves and speak from the heart in moving people, in motivating, in defining and articulating a shared mission that will resonate with people. So I think it's an absolutely crucial ability.

ADUBATO: Sarah Zolad is working on her MBA at Rutgers. Her plan is to work in the non-profit world.

Ms. SARAH ZOLAD (MBA Candidate, Rutgers University): I get lots of whys, and I would have to say that the things for me to help them understand is that the lessons of leadership are applied everywhere, and that as future business leaders, the non-profit world is the largest-growing sector on the planet.

Unidentified Man: And it's really a great pleasure to welcome you to this inaugural conference of the Center for Non-Profit and Philanthropic Leadership.

ADUBATO: How excited are you that a center like this has been created at

Rutgers?

Mr. PRESTON PINKETT III (Senior Vice President, NJ Economic Development Authority): It will make a big difference. I think the non-profits in New Jersey really need help, guidance and assistance. They need someplace where they can go and say, 'Hey, here's what I'm struggling with,' where they can get the latest thinking, where they can get help and guidance from people who are also practicing in this field. I think it will make a big difference in helping us to get high-performing non-profit organizations in New Jersey.

ADUBATO: Today, we're, in fact, joined by Alex Plinio and James Abruzzo, the founding directors of the Center for Non-Profit and Philanthropic Leadership at Rutgers-Newark. Now James Abruzzo will join us a little bit later on. But first, you saw him on the tape piece. Alex Plinio is the president and CEO of the largest non-profit international student exchange program in the country.

Good to see you, Alex.

Mr. PLINIO: Good to be here, Steve. Thank you.

ADUBATO: We should let folks know we've known each other a very long time, and we've talked about...

Mr. PLINIO: Yeah.

ADUBATO: ...non-profit leadership for a long time off the air. We have the opportunity to do it now. By the way, why did you choose to have the center be at Rutgers-Newark?

Mr. PLINIO: When James and I first started to do what we're doing, we focused on several colleges and universities in the area, trying to determine where the best placement might be. The Rutgers Business School presented to us several characteristics that were really tremendous. There's good leadership on the Newark campus. They're entrepreneurial. They understand this particular field. Howard Tuckman, who heads up the business school as...

ADUBATO: The dean there, right?

Mr. PLINIO: ...the dean, very much involved in the non-profit sector. Steve Diner, himself, who's the provost to the university, very engaged in Newark and in the state of New Jersey. So we had leaders there that we could work with who were intramural and a large bureaucratic organization. That was very important. The support we got was absolutely terrific. We want it to be based in a business school to demonstrate that the commercial aspects of non-profits are not that much different than businesses.

ADUBATO: It's interesting, because people say, you know, management, leadership. By the way, do you differentiate between the two?

Mr. PLINIO: I do.

ADUBATO: Leadership. What kind of leadership are we taking about in the not-for-profit world, and is it any different than what you need in the world of business?

Mr. PLINIO: It really isn't any different than what you need. There are some characteristics that are a bit different when you come to what I consider to

be mission-focused decisions sometimes that you have to make. For example, when I ran a billion-dollar business, which I did, and someone would ask me, 'Hey, could I have your product for nothing?' I would say, 'No, you can't. I'm trying to make a profit.'

However, in the business I'm running now with students being exchanged around the world, and somebody would say to me, 'The Asian dollar just plummeted. I have two kids who need to be hosted in the United States. Their parents have no money. They just lost everything. Alex, would you take these two kids for me?' my answer's, 'Yes.' However, I can't do that that often, because just as in business and in a non-profit world, you have to have a surplus for investment, you have to be able to make money and raise money.

One of the other differences that I find is that in the business world, where you seek capital...

ADUBATO: Right.

Mr. PLINIO: ...in order to grow your businesses, you're seeking capital in a non-profit world, too: fees, performing arts centers with fees, government contracts, individual donors. So you need a revenue flow, but you also have to run the business like a business. You have to achieve your mission while you achieve the profitability necessary to have financial health.

ADUBATO: Interesting, because a lot of folks watching, when they hear non-profits--we told folks we were doing a program on the non-profit world and this institute, this center that was established, and they say, 'Oh, that's volunteerism.' Misconception, correct?

Mr. PLINIO: Well, no, not really a misconception. It is volunteerism...

ADUBATO: On the board side.

Mr. PLINIO: ...on the board side.

ADUBATO: Right.

Mr. PLINIO: But--and some organizations have huge volunteer cadres: Girl Scouts, Boy Scouts, people who are engaged in the day-to-day activity of the organization. So there is an element of volunteerism, and almost to the extent of any board, you're going to find people who are coming from business and other sectors, government, who are sitting on those boards.

However, the thing that people think about that I think is wrong is that you don't make money in a non-profit organization. You don't need to make a profit. You don't need to run this like a business.

ADUBATO: Wrong about that.

Mr. PLINIO: Your mission--wrong, very wrong about that, because the health and vitality of an organization depends upon good leadership, driving the organization toward its mission while it keeps healthy in both its mission and in its financials. If it can do both, mesh the mission with the financials, it's going to have relevance.

ADUBATO: Now the center, the center will do a variety of things. One, it will do workshops and seminars, and actually we've talked about doing some of

those things together...

Mr. PLINIO: Yeah.

ADUBATO: ...because I'm fascinated by the world of leadership and communication. The other thing is you're going to be doing some consulting for these organizations as well?

Mr. PLINIO: Yes. One of the more interesting aspects for James and myself is the fact that we find that there isn't a place for non-profit leaders to really get peer-to-peer and informed practitioner assistance. And we are choosing to do that in several different ways. We're going to do it one on one with board chairs and boards and with CEOs and senior officers of non-profits, but we're also going to do it in small groups. It's a concept we call common ground, where we're going to take these leaders, six or eight to a group, put them together with facilitation by James and myself, and go through a process of having them talk to each other about the things that they face on a day-to-day basis both in the short and the long term.

ADUBATO: What happens out of that?

Mr. PLINIO: What has happened in situations where that has worked before is that the group begins to bond. They begin to level with each other about the kinds of things they're really experiencing. They get great input from people who are going through similar things or have gone through similar things. They get some of the answers to the problems that they're currently experiencing. They can go try, practice and do and come back and let people know how they're doing. And they can also seek help from one another in a group that, even when it ends, should it end, those people become a network for one another.

So it's one sure way of getting to the point where you have people who really are engaged and know what they're doing because they're active as CEOs, COOs, or they're active as board chairs or board vice chairs.

ADUBATO: Now by the way, James is going to join us in just a little bit, and then both of you will come back a little bit later in the program. But real quick, before I let you out of here...

Mr. PLINIO: Yeah.

ADUBATO: ...for now, the reaction, the response to the center just announced as we went over there and did the program has...

Mr. PLINIO: Yeah.

ADUBATO: ...been--What?--in the non-profit world?

Mr. PLINIO: It's been very, very, very good. We haven't even done any advertising. We've only had the one liftoff with a launch. Our hope is that as we get into it, we're launching in the fall programs in the MBA school itself a certificate program. As those things get running, we'll see more and more interest. Right now, there's a great degree of interest. We hope that we're going to see people coming into the programs. We're seeking additional funding in order to do the things like common ground and...

ADUBATO: Sure.

Mr. PLINIO: ...other activities. So right now, we're very, very pleased. I don't think we could have had it any better in terms of the support we've gotten from Rutgers, the launch and the response that we're getting, so we're in pretty good shape right now.

ADUBATO: And we are thrilled.

Mr. PLINIO: Yeah.

ADUBATO: By the way...

Mr. PLINIO: Yeah.

ADUBATO: ...for those folks who don't realize this, we are a not-for-profit. The Caucus Educational Corporation...

Mr. PLINIO: Yeah.

ADUBATO: ...we created this not-for-profit educational television production company. So...

Mr. PLINIO: Yeah.

ADUBATO: ...we are, along with thousands of others in the state and this nation...

Mr. PLINIO: Yeah. Yeah.

ADUBATO: ...trying to figure how to do it best.

Mr. PLINIO: And I'll bet, Steve, that you have to break even or do better every year.

ADUBATO: Absolutely right.

Mr. PLINIO: Yeah.

ADUBATO: And we should make it clear that in years back, when you headed up...

Mr. PLINIO: Yeah.

ADUBATO: ...the Prudential Foundation...

Mr. PLINIO: Right.

ADUBATO: ...one of the first grants that we got to start the Caucus Educational Corporation came from Prudential.

Mr. PLINIO: Yeah.

ADUBATO: We've learned a lot about fund raising and leadership and all those things.

Mr. PLINIO: One of the reasons you got that grant and one of the reasons James and I are doing this with a focus on leadership is because good

foundations fund leaders. The key to driving non-profit organizations is good leadership.

ADUBATO: Well, good leadership is a very important theme, folks, for this program and everything that the center is doing as well.

So Alex will be joining us a little bit later on, but coming up next, we're going to be joined by James Abruzzo, so please, stay with us.

Announcer: If you would like more information on this program, or if you'd like to express an opinion, e-mail us at info@caucusnj.org, and visit us on the World Wide Web at www.caucusnj.org.

ADUBATO: Joining us now is James Abruzzo who, in addition to his work with the Center for Non-Profit and Philanthropic Leadership at Rutgers-Newark, has provided strategic advice to non-profits all across this country and, in fact, the world.

James, good to have you with us.

Mr. JAMES ABRUZZO (Co-Director, Center for Non-Profit and Philanthropical Leadership): Hey, thanks a lot.

ADUBATO: Now you and Alex are partners, right?

Mr. ABRUZZO: Oh, yeah.

ADUBATO: And...

Mr. ABRUZZO: Partners and friends.

ADUBATO: Partners and friends.

Mr. ABRUZZO: Yeah.

ADUBATO: And this whole concept of the center you guys have been thinking about for a long time, and you've, as I've said, consulted organizations across the country and across the world. What is it that most non-profits really need?

Mr. ABRUZZO: Well, it sounds trite, but they really do need leaders. They really, really do. They need the person that can take the organization, give them some strategy, get the board going, inspire their staff. That's what they need. That's what they need, more than resources.

ADUBATO: But some of the non-profits have changed a lot over the years, particularly after 9/11--Right?--like, say, the Red Cross. They're a non-profit. People are saying, 'What do you mean by a non-profit?' Red Cross--how have they evolved?

Mr. ABRUZZO: Well, let's not pick the Red Cross. It's probably not the best example. But other organizations, after 9/11, reversed, found out that they weren't as strong as they thought they were. Their resources were being sucked away. And those with great leaders turned it around. They changed the strategy. They found out what they were good at and they concentrated on that.

ADUBATO: Well, 9/11, did it change the non-profit world and the overall philanthropic world?

Mr. ABRUZZO: Well, frankly, for a minute or two, it did. You know, it was a terrible tragedy, but it was just for a minute, because organizations need to do what they do, feed children in developing countries. There's plenty of countries out there that need that kind of help, not just the United States. The arts continued after 9/11. And I think it was the leaders who allowed their organizations to take that in and then move forward. That was the key.

ADUBATO: Let me ask you. You talk about the arts world, and you've done a lot of consulting in the arts world. Is there anything unique, James, about the non-profit arts world as opposed to the rest of the non-profit world? Is there something unique about it?

Mr. ABRUZZO: Well, there is one thing unique, because in most non-profits, there is one leader. There is one person who reports to the board. In non-profit arts organizations, there's frequently two. There's the artistic side and the executive side, and it's probably more difficult to manage an organization like that than anything else.

ADUBATO: Why is that?

Mr. ABRUZZO: It's that dynamic tension between running the business, making sure that the costs are under control and then creating the art, where no control.

ADUBATO: That's an interesting issue, because as television producers, we see ourselves as artists in some way--Right?...

Mr. ABRUZZO: Right.

ADUBATO: ...the art of television and video. But there are times I say to our staff, most of whom have come on board because they're interested in television and journalism, I say to our staff, 'You know what? We have to be darn good fund-raisers. We have to be good businesspeople.' That's a difficult balance--Isn't it?...

Mr. ABRUZZO: That's a really tough balance.

ADUBATO: ...'cause you have a lot of people coming in, saying, 'I just want to do the art.'

Mr. ABRUZZO: That's right.

ADUBATO: What do you tell them?

Mr. ABRUZZO: Well, I tell them, even the artistic side, they've really got to do the business side as well, the fund-raising side, the leadership, the spokesperson side, inspiring, whether it's dancers or chief financial officers.

ADUBATO: How do you teach the leadership side?

Mr. ABRUZZO: That's a very interesting question because you would think either leaders are born or they're not, right? This is the thing.

ADUBATO: That's--a lot of people believe that.

Mr. ABRUZZO: So then why are we doing this, right? But Alex and I both believe that leaders can be taught, that it's not just the back-slapping, charismatic person that's the leader. It's the person that listens. It's the person that inspires. It's the person that sees the distance. That's the leader, and you can teach some of those things. It's the person that looks out and reaches out to others, knows that they're not the only person, knows that they're not always right, knows that they need to be in common ground, as Alex says. That's the leader.

ADUBATO: It's interesting, because Daniel Goleman, who, in fact, spoke at the launch of the center, and I was fortunate enough to interview, the author of this whole concept of emotional intelligence, if you will--break that down for us, at least your interpretation of what he was saying and how it's significant to leaders in the non-profit world.

Mr. ABRUZZO: Well, Goleman takes a very statistical approach, a critical approach, a laboratory approach, but we know this from anecdotal evidence also. First of all, you need to know your stuff. You need to know your math. You need to know your finance. You need to know your marketing and development. There are many schools that teach that. We're looking beyond that. We're assuming that the people that come to us know the functional areas and are smart because that's the premise. That's the--you need that to begin.

But then there are the other things. I see that in my own work when I work with leaders. They need someone to talk to. They need to understand their problems outside of themselves. Through a series of courses, lectures, bringing in other leaders, we intend to draw that leadership out of people.

ADUBATO: Let me ask you, James. Someone watching would say, 'Well, that's great that this new center at Rutgers-Newark is doing that for non-profit leaders. But you know what? That's now about me. That's not about my life.' Why is the work of the center important to the broader public?

Mr. ABRUZZO: A couple of reasons. This is a good question. First of all, there's not only the paid manager, the paid leader, but there's a volunteer leader. And what this country needs is more volunteer leaders, more board members, who are willing to take the time and the resources to volunteer to help for all of us, entrust for all of us--that's where the word 'trustee' comes from--to make sure that our institutions are healthy and strong.

ADUBATO: So if someone says, 'Wait. That's someone else. That's not--I'm not going to do that, that someone else should do that. I'm not that kind of person,' you say?

Mr. ABRUZZO: I say, 'You might be that kind of person if you have the time and the willingness, and it's hard work. And if you have the desire and, most important, if you have the emotional connection to the organization.'

ADUBATO: The emotional connection.

Mr. ABRUZZO: Yeah, be a leader, be a volunteer for an arts organization if you love the arts. Don't join the board of a children's organization. Do it if you love children and if you want to help children.

ADUBATO: Find your passion.

Mr. ABRUZZO: Find your passion, and then combine that with your energy, your intelligence and then some of these leadership skills, and you can make a difference.

ADUBATO: You know, it's funny. As we get ready to bring Alex back out here, I'm thinking, so many people assume that a certain thing that's happening, whether it's something about kids or the arts or whatever it is, 'Well, the government must be doing that,' when, in fact, if you really take a close look, it is, in fact, a non-profit organization doing it. So it's fascinating how non-profit organizations affect our lives.

But we're going to do this. So when--we have a few minutes left . I'll tell you what we're going to do. When we return, we're going to continue our discussion with James Abruzzo and also his colleague and friend Alex Plinio will us. Stay with us. We'll be right back.

Announcer: If you would like more information on this program, or if you'd like to express an opinion, e-mail us at info@caucusnj.org and visit us on the World Wide Web at www.caucusnj.org.

(Announcements)

ADUBATO: There you see James Abruzzo, who was with us before, and now Alex Plinio, his colleague, has joined him.

Mr. PLINIO: Yes.

ADUBATO: They are the co-founders and co-directors of the Center for Non-Profit and Philanthropic Leadership at Rutgers-Newark.

Mr. PLINIO: Right.

ADUBATO: Gentleman, in the last minutes that we have here, we were talking right before we came back on the air, we talked about outcomes. The civil society concept.

Mr. PLINIO: Yeah. Yes. Yeah.

ADUBATO: How is it connected? What does it mean?

Mr. PLINIO: Well, what we were talking about was that James and I have similar backgrounds, poor kids from the city--he, Brooklyn; me, Newark in New Jersey. We ended up having breaks in our life that got us to a point where we did pretty well, right? One of the things that did that was the recognition of what we did in terms of the non-profit community in the world and here in the state of New Jersey and domestically in the US. And what we know about that is that leaders, good leaders, drive organizations to excellence. And good organizations make contributions to a society that's a civil society, a society in which you want to live, I want to live, you want your children to live in, I want my grandchildren to live in. It's the kind of a society that creates, for all of us, the great opportunity and the freedoms in the world that we currently enjoy. We need to sustain that. Without a strong independent non-profit sector, we won't be able to sustain that. We'll either be government- or business-driven. We need that in our world.

ADUBATO: James.

Mr. ABRUZZO: Yeah, you were talking earlier about government cutting back.

ADUBATO: Right.

Mr. ABRUZZO: And there are parts in Europe where government supports 85 percent, 90 percent of the arts of the hospitals, of education. We don't have that here in the United States. And in a funny way, it's better that we don't because we have a more competitive on-edge pushing-forward non-profit sector.

ADUBATO: That's a good thing?

Mr. ABRUZZO: That's a very good thing.

Mr. PLINIO: Thousands and thousands of non-profits are created every single year by private initiative in a civil society.

ADUBATO: Because there's a need that exists and a drive...

Mr. PLINIO: Because two people get together, named James and Alex, and say, 'This is a need, and we need to create this non-profit organization,' or Steve Adubato says, 'This is a need. This kind of television programming is required. We should go create that.' Where does that happen?

Mr. ABRUZZO: We don't sit back in the US and wait for the government to do it. You know, we do it. That's part of our independent spirit.

ADUBATO: Is that an entrepreneurial spirit?

Mr. ABRUZZO: I think. I think we're much more entrepreneurial, but then you'd have to match that with other things, you know? Then you'd have to have the skills. You'd have to have that burning desire. Entrepreneurial is right, but there are other things. And so what I see in my own work, my other work, is boards crying out for new leaders. A funny thing, a board member called me up and said, 'I can't sleep at night. I'm afraid that my president is going to be leaving. We need to get a longer-term contract for this guy.'

ADUBATO: So succession planning is important, too.

Mr. ABRUZZO: So, succession. How do we hold on to leaders, and what do you do with the very, very successful leader...

ADUBATO: Right.

Mr. ABRUZZO: ...who's been in an organization for 20 years? Where's the next person...

ADUBATO: The leader...

Mr. ABRUZZO: ...going to come from?

ADUBATO: Excuse me for interrupting.

Mr. ABRUZZO: Yeah.

ADUBATO: The organization's largely built around the character, the charisma,

the whatever, the personality of that person.

Mr. PLINIO: Well, there's different types of leaders. For example, I recall the experiences I had with a major dance company, and James and I had similar experiences, where the leader was founder. And you end up in a situation where you have leaders who are founders. You usually go through a transitional period of the moving from the founders' board and friends to one that creates a much more sophisticated organization in order to grow that particular enterprise. Or several weeks ago, James and I were approached by someone in a very small organization. This happened to be a person who wanted to retire in two years. She didn't know how she could dislodge herself and do that under the current circumstances. She wanted help, advice on how to go about being able to make that kind of transition.

ADUBATO: You helped her navigate that.

Mr. PLINIO: Help her navigate it, help her to understand how she and her board need to navigate it, help her to understand how the people below her are key to being able to navigate it and making the right choices about that. There are just so many problems that relate to non-profits in relation to CEO and board relations, boards within themselves. They relate to the things that happen. For example, a young woman who's...

ADUBATO: Short period of time. In a few seconds, go ahead.

Mr. PLINIO: ...a CEO comes to me and says, 'I'm a new CEO. What do I do? I just left all the people who were my peers, you know?'

ADUBATO: Right.

Mr. PLINIO: And so these kinds of problems are common.

ADUBATO: So people are coming to you, and they're saying, 'We've got these issues,' and you're responding to it. I know it's a short period of time...

Mr. ABRUZZO: Go ahead.

ADUBATO: ...but how rewarding has it been for you so far?

Mr. ABRUZZO: Oh, it's been fantastic, really. I mean, Alex and I thought of this literally on the back of an envelope, less than a year and a half ago. And every step of the way, every foundation, every person we met at Rutgers, everyone we met has been so encouraging that what that says to me is there's a great need out there, and I think with that satisfaction that there's a great need, that there are the resources, that we've gotten the support, and that we believe that we can do it...

Mr. PLINIO: We're going to do it.

Mr. ABRUZZO: ...we're going to do it, and we're going to make this civil society.

ADUBATO: The interesting thing is you're doing it right now. And, gentlemen, we are honored to be colleagues and partners with you as a not-for-profit organization. The future's going to be even brighter. Thank you so much. Great job.

Mr. ABRUZZO: Thanks.

Mr. PLINIO: Thanks, Steve.