

Gayle L. Gifford, ACFRE

CAUSE & EFFECT^{INC.}

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- Strategic Advisor and facilitative consultant in building capacity capital for public charities, foundations and public sector agencies.
- Organization development consultant experienced in nonprofit and public sector strategic and business planning, governance, fund development, advocacy, work process improvement, and constituency building.
- Author, blogger, Tweeter, trainer and frequently requested workshop leader.
- Adjunct instructor in graduate programs in change and nonprofit management.
- Advanced Certified Fund Raising Executive (ACFRE) – one of just over 100 individuals who have earned this advanced certification.
- Proven fundraiser with emphasis on fund raising capacity building, fund development planning, direct marketing, annual giving and membership programs.
- Experienced facilitator specializing in meeting and retreat facilitation, public participation and grassroots social action.

CURRENT POSITION AND SAMPLING OF CLIENT PROJECTS

President, Cause & Effect Inc. Providence, RI June 1996 – continuing)

- Sustainability practices assessments for five organizations on Aquidneck Island through van Beuren Charitable Foundation.
- Board revitalization for clients such as Abby's House, Salem Athenaeum, House of Seven Gables Settlement Association (MA), PICA (Providence Intown Churches Association), Ronald McDonald House of Providence, Center for Southeast Asians (RI).
- Meeting and retreat design and facilitation for clients such as Winchester Multicultural Network, House of Hope CDC (RI), Pawtucket Foundation, Trinity Academy for the Performing Arts.
- Strategic and business plan development for clients including Beacon Charter High School for the Arts/Founders Academy (RI), WaterFire Providence, The Diaper Bank (New Haven, CT), Aquidneck Community Table/Island Commons (RI) North East Community Center (Millerton, NY), Rhode Island Coalition for the Homeless, Trust for Public Land (New England Regional Office, Boston, MA), SeaPlan (formerly Massachusetts Ocean Partnership).
- Revenue strategy assessment and fundraising planning and training for clients including the National Diaper Bank Network, Community Harvest Project, Brookline Community Foundation (MA), Equity Action, field of interest fund at Rhode Island Foundation, Manton Ave Project (RI), Knox Parks Foundation (CT), May Institute (MA), Women's Voices for the Earth (MT).
- Planner and facilitator for multi-stakeholder process in public consultation, stakeholder conflict reconciliation or collaborative planning including Uxbridge Future's (through office of State Senator (MA) Richard Moore); Pawcatuck Watershed Partnership Water Use Stakeholder Group

through RI Department of Environmental Resources -Water Resources and Natural Resources Conservation Service; multiple projects with John H. Chafee Blackstone River Valley National Heritage Corridor Commission.

- Policy research and development including preparation of Help America Vote Act RI State Plan, Secretary of State Matthew Brown; Green Power Marketing in Rhode Island, Save The Bay.

TEACHING

Brown University, Adjunct Instructor, Masters in Public Humanities 2006-present

Course: *Management of Cultural Institutions* (was *Public Humanities Institutions: A Whole Systems Perspective*)

Simmons College, Adjunct Instructor, Masters in Communications Management 2004-2012

Courses: *Strategic Communications for Nonprofit Organizations*; *Strategic Communications and Organizational Change*

Rhode Island College, *Professional seminar: Leadership Enhancement in Educational Administration*. Fall 1999-Spring 2000; Rhode Island College Center for School Leadership, Providence, RI.

RESEARCH

Voices of Board Chairs research team of Governance Affinity Group, Alliance for Nonprofit

EDUCATION

Master of Science, Management; Antioch University New England; Nov, 1999.

Bachelor of Arts, Geography; Clark University, 1975; Magna cum laude, Phi Beta Kappa

PROFESSIONAL AFFILIATIONS/MEMBERSHIP

- Member, Alliance for Nonprofit Management; Governance Affinity Group
- Member, Association of Fundraising Professionals
- Member, Boston Facilitators Roundtable
- Member, New England Museum Association

PUBLICATIONS

Books

- *How to make your board dramatically more effective, starting today*, formerly *How am I doing? A 1- hour guide to evaluating your performance as a nonprofit board*. Emerson & Church Publishers, 2005, 2012.
- Contributor to *The Essential Fundraising Handbook for Small Nonprofits*, The Nonprofit Academy, 2014.
- Contributor to *You and Your Nonprofit Board: Advice and Tips from the Field's Top Practitioners, Researchers, and Provocateurs*, CharityChannel Press, 2013
- Contributor to *The Nonprofit Consulting Playbook: Winning Strategies from 25 Leaders in the Field*, CharityChannel Press, 2013.

- *Meaningful Participation, an activist's guide to collaborative policy making.* C Effect Publications, 1999.
- *Bringing a Development Director on Board.* G. Gifford and S. Geary. AFP Ready Reference Series, Association of Fundraising Professionals, 2003.
- Contributor to *You and Your Nonprofit: Practical Advice and Tips from the Charity Channel Professional Community*, CharityChannel Press, 2011.

Articles (sampling)

- "How many stars does your organization rate?," "Thinking big with your special event," "Fearless fundraising," "Two Volunteers plus gutsy determination equal \$11 million," "Getting your Board to Assess Itself," "Surprising barriers to Board recruitment," "Where Was the Board?," "Are You Good at What You Do?" "Managing the Development Office," "Faux Pas, when donor prejudices rear their head," "You Can Hear a Lot by Listening To Donors," "Why Donors Forsake Us," Jan/Feb 2005; "Looking Through Kaleidoscopes," "Making Changes," "Story, Ritual and Symbol" Contributions Magazine. 2010-2004
- "Where does the board get involved in strategic planning?" "10 worst reasons for hiring your Director of Development," "Advice to business people who are new to nonprofit boards," "How Passionate is your Board?" "Is it time to abolish the Board fundraising committee?" "The Role of the Governing Board: Part I," "The Role of the Governing Board: Part II" Nonprofit Boards and Governance Review, www.charitychannel.com
- "Essential Elements of a Donor Recognition Program," "Donor Recognition or Should We Name the Building," "Major Gifts are Not Just for Bricks and Mortar -- Packaging the Invisibles and the Intangibles," "Sharing their dream -- Listening, A Tool For Acquiring Major Gifts," "Cultivating Major Donors" Major Gifts Review, www.charitychannel.com
- "Is your organization a pacesetter? It should be." NONPROFIT WORLD. Vol16:4. July/August 1998.
- "Cause-related marketing: 10 Rules for protecting your name, your integrity and your bottom line." NONPROFIT WORLD. Volume 17:6. November/ December 1999.
- "Green Power Marketing in Rhode Island," Power Marketing Association, 1996.
<http://www.retailenergy.com/archives/green.htm>

A Sampling of Workshops

- *A board member's guide to strategic thinking, planning and acting for impact.* Institute for Trustees, Essex County Community Foundation, March 2017.
- *Planning your board advance (retreat)* , Essex County Community Foundation, March 2013.
- *The Audit: Seeing your organization through your fundraiser's eyes*, Association of Fundraising Professionals, Rhode Island Chapter April 2013.
- *Smoother sailing through board member changes.* Rhode Island Foundation, February 2012.
- *Stop Talking to yourself: How you can start conversations that build awareness, friendships, and funding.* Giftworks webinars, April 2011.
- *Boards 101.* New Roots Providence. Various 2008-2020.
- *Do you know what's working? The urgency of assessing your impact to stay funded.* Association of Fundraising Professionals, Southeast New England Conference. May 2010.

- *Strategic Planning and Succession Planning*. Rhode Island Foundation Fidelity Investments Board Series 2007-2009.
- *How are we doing? Using self-assessment to jumpstart your board*. Essex County Community Foundation March 2010. Massachusetts Nonprofit Network/AGM Spring 2009.
- *Strategic Planning Basics*. Technical Development Corporation, Boston, MA. June 2004
- *Marketing and Public Relations and Financial Management*. Antioch New England Nonprofit Management Institute, Manchester, NH. Spring 2003. Hanover, NH. Spring 2004.
- *First Course in Fundraising*. AFP, June 2003, 2002, 2001, 1998. Bristol, RI.
- *Nuts and Bolts of Fundraising*. RI Recreation and Parks Association, Jan 2004. Arts & Business Council of RI, 2002, 2003. Making Connections Oct 2002. Liberian Association of RI Feb 2001. Women's Institute for Leadership Development, Dec 2000.
- *Purposeful Funding: Linking revenue generation to program strategy*, Conference of Massachusetts Service Alliance & Associated Grantmakers, Marlborough, MA. October 2003. Technical Development Corporation, Boston, MA. February 2004.
- *Basic Grant writing*. Community College of RI, RI Department of Business Administration, Providence, RI. March 2003
- *Brand New: Branding and Fundraising*, panel at Management Information Exchange Conference, Boston, MA. July 2003
- *High impact fundraising for volunteers*. May 2001. New Hampshire Governor's Conference on Volunteerism. Concord, NH.
- *Designing and growing your membership*. TDC Training. March 2002. Worcester, MA.
- *Build a better board*. February 2002. LISC. April 1999. Volunteer Center of RI, Providence, RI
- *Becoming a Leader: understanding yourself*. 2002, 2001, 2000. Association of Fundraising Professionals (AFP) International Conference on Fund Raising. St. Louis, MO. San Diego, CA. New Orleans, LA.
- *Marketing your Volunteer Program*. January 2003, Volunteer Center of RI. March 2000, keynote: Volunteer Center of RI Annual Conference. Providence, RI.
- *No guts, no glory: are you willing to defend your public participation practice*. IAP2 International Conference, November 1999. Banff, Alberta, Canada.
- *Marketing your Nonprofit*. TDC, Worcester, MA. 2003. Volunteer Center of RI, May 1999. Providence, RI
- *Beyond Grant Writing*. University of New Hampshire College of Continuing Education, February 1999; Nonprofit Resources, June 1998; AFP-RI, March 1998. Providence, RI.

EMPLOYMENT HISTORY

City Year Rhode Island

Providence, RI

November 1995 - June 1996

Deputy Director (for Development)

Recruited to professionalize the fund development function. Grew non-AmeriCorps revenues by 40% over prior year. Directed three person staff team responsible for government and foundation grants, individual and corporate giving programs. Implemented media plan resulting in prominent coverage in all major RI weekly and daily newspapers. Initiated infrastructure improvements

including development of an advisory board, annual program and budget planning process, expanded revenue base, and expansion to five RI cities with highest at risk indicators for children. Resigned to launch Cause & Effect Inc.

Save The Bay

Providence, RI 02903

1990-1995

Deputy Director: Sep 1994 - Oct 1995

Director of Marketing and Development: Dec 1990-Aug 1994

Responsible for private sector revenue growth of 47% over five years. Responsible for board relations, strategic planning, budget development, diversity, and enhancement of interdepartmental information needs. With the Executive Director, reorganized 20 person staff into project-based teams. As Development Director, managed five person staff responsible for marketing, fund development, information systems and volunteer/intern programs. Directed membership recruitment and retention, major gift development, foundation and corporate giving programs, merchandise, special events. Recruited away by City Year Rhode Island.

Plan International USA (formerly Foster Parents Plan, Childreach)

Warwick, RI

1983-1990

Director of Development and Communications

Member of five-person senior management team reporting directly to the President of this \$30 million international child sponsorship and development organization. Responsible for \$3 million in annual revenues, retention of 100,000 sponsors and design and implementation of donor education and quality assurance programs.

Established planned giving program, developed grassroots advocacy for the United Nations Rights of the Child. Directed and expanded cross-cultural communications programs, supervised creation of elementary school teaching unit "See me, share my world," wrote first successful USAID Child Survival grant. Staff liaison to Board Program Committee.

Developed annual department business plans. Member of strategic planning, database development, international communications, donor retention and corporate identity teams. Created quality assurance and evaluation program for field communications. Directed donor development, donor publications including newsletter and Annual Report, and national volunteer programs. Frequent collaboration and cooperation with international colleagues in this multinational NGO.

Social Security Administration

Providence, RI

1976-1983

Claims Representative

Adjudicated Title II and Title XVI programs with specialty in SSI, the federal welfare program for elderly, blind and disabled. Work experience included client interviews, referrals to social service and health agencies and benefit counseling. Knowledge of complex federal and state regulations and community services required. Frequently managed special projects including SSI aged division, new employee training. Quality of work award received.

NONPROFIT BOARD SERVICE

Current Service

Blackstone Academy Charter School

Pawtucket, RI

Board Member 2008-, Governance Committee Chair 2009 -, Secretary 2011-2014. Chair 2014-

Rhode Island Latino Dollars for Scholars Foundation

Advisory Council member 2006-

Advice for fundraising and outreach activities

Rhode Island Museum of Science and Art

Advisory Council member 2011-

Advice for fundraising, organization development

Past Service

WaterFire Providence

Providence, RI

Board member 2010 -2017 , Secretary 2011-2015, Vice Chair 2015- 2017, Strategic Planning and Executive Committees

Rhode Island Council for the Humanities

Chair of the Board June 2006- Feb 2008

Secretary July 2005-June 2006

Board member October 2002-June 2008

Various positions also including chair of Program/Fund Development Committee and participation on the Executive Committee, Finance Committee, and Strategic Planning Task Force. Championed the formation of a board Governance Committee which is restructuring Council governance.

Environmental Federation of New England (EFNE)

Boston, MA 1991-1995

President, Jun 1992-Jun 1994; Board of Directors Jan 1992-1995

President and co-founder of this workplace giving federation of New England environmental NGOs.

Responsible for organizational growth, board development, governance, coalition building, strategic planning, contract negotiations. Chairperson of 41 member Board of Directors.

Shepherded historic partnership between EFNE and United Way of Southeastern New England.

Association of Fundraising Professionals – Rhode Island Chapter

Board Service 1999-2005

Various positions including: Board President, chair of scholarship committee, chair of Annual Conference, conference program chair, marketing committee, RI representative to international delegate's assembly, public policy advocacy and lobbying.

American Friends Service Committee, Rhode Island
1978-1982

Various positions including: Clerk of Area Committee (analogous to Board Chair) and representative to New England Regional Office Peace Committee; represented AFSC RI on citizens' peace mission to the USSR in 1980.

Mobilization for Survival, Rhode Island Chapter
1979-1985

Various positions including co-founder, newsletter coordinator, campaign coordinator, Nuclear Weapons Freeze campaign committee.

Women for a Non-Nuclear Future
1980-1990

Various positions including: co-founder; president; fundraising, communications and organizing committees.

Amnesty International USA – Group 49
Member since 1977

Adoption group volunteer from 1977-1990

Positions including co-chair, South Africa prisoner of conscience coordinator.

Planned Parenthood of RI; 2:1 Coalition to Protect Choice
Escort in 1990s.