Strengthening Nonprofit Leaders and the World They Seek to Create

Cause Effective

2018 Program Report

Cause Gestosity
Cause Community
Cause Change

Cause Effective client GMHC (Gay Men's Health Crisis)
Cause Effective strengthens the nonprofit sector by helping organizations build engaged communities of supporters. We transform people, culture and systems by coaching nonprofits to learn, carry out and sustain new approaches to fundraising and board engagement.

The Result: Our city’s nonprofits work more strategically, effectively, and are able to expand their reach with more resources to fuel their growth.

Cause Effective Impact

In 2018, Cause Effective helped nearly 1,200 nonprofits in the New York metropolitan area. Organizations committed to a wide variety of causes turned to our team of expert consultants to build customized plans to diversify funding and activate boards.

- 125 nonprofits received customized board trainings, intensive coaching or year-long fundraising residencies
- Cause Effective led 45 workshops that helped board members and staff work together to uncover hidden strengths, unleash potential and achieve sustainability
- Over 1,900 nonprofits leaders were inspired and influenced by Cause Effective’s coaching and training to diversify revenue and address risks to organizational resilience

“Cause Effective helped GMHC’s board develop more effective governance processes, and helped me understand how to work differently with my board.”

Kelsey Louie, Chief Executive Officer, GMHC
Capturing the Change: New Salesforce Tool Tracks Success

What gets measured gets done. With that principle in mind, Cause Effective worked with the Support Center to develop an online system for measuring the outcomes of our capacity-building and technical assistance work in the nonprofit sector. Within Salesforce, we are now able to record dozens of indicators of change for each client. For example, we’re measuring how many client board members are asking for money; we’re also recording if there is a strategy in place to identify prospective board members who open doors to new networks.

This data collection will provide our clients with an online benchmark to see where their performance stands in relation to peers across key indicators. It will also help us drive towards targeted results with more precision, and to understand more specifically which of our interventions has led to greater fundraising and governance performance. We are grateful to the Booth Ferris Foundation for providing significant funding for this important work.

### In a survey of Cause Effective’s 2018 clients…

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>86%</td>
<td>Board members are more active in fundraising</td>
</tr>
<tr>
<td>80%</td>
<td>Board members are more engaged in executing their governance responsibilities</td>
</tr>
<tr>
<td>77%</td>
<td>These groups raised more money in 2018</td>
</tr>
<tr>
<td>66%</td>
<td>More people are asking for money on behalf of their organization</td>
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Preparing the Next Generation: Addressing the Racial Leadership Gap in Nonprofit Fundraising

What can be done about the lack of diversity in the fundraising profession? In 2018, Cause Effective partnered with The New York Community Trust to explore the experiences of diverse development professionals of color to better support them at all stages of their careers. We began by gathering insights – through interviews, surveys, and feedback from both professionals and stakeholders across the nation – to identify what supports could help to enlarge the pipeline of fundraising professionals of color.

Next up: programming for NYC-area development staff that will support the entry, retention and promotion of professionals of color in the fundraising field.

When City Hall Calls

Nonprofits are a major employer and economic force in our city and state. Thankfully, New York City’s government recognizes the importance of strong board leadership of organizations that receive city funding. Engaged boards that fundraise assure compliance and good performance, while moving those groups toward sustainability. Based on our successful partnership for the past five years, in 2018 the Mayor’s Office of Contract Services turned to Cause Effective to train those groups on board engagement and fundraising. Recognizing our role in setting high standards for governance, the Mayor’s volunteer office, NYC Service, also asked us to serve on their Nonprofit Board Development Coalition, to train, coach, and edit materials on governance to guide New York’s nonprofit leaders.
Cause Effective in Action: Making College & Community Fellowship Stronger

Vivian Nixon, Executive Director
Melanie Steinhardt, Director of Development & Communications

College & Community Fellowship helps women with criminal convictions earn college degrees so that they, their families, and their communities can thrive.

Problem:

Melanie: When I joined CCF in 2015, we had a $1.2 million annual budget. By 2017, our budget was up to $2.5 million and my job responsibilities were getting bigger and broader. We were in a ‘DIY’ situation, trying to figure out our development and communication needs by ourselves.

I was always just doing the next thing: writing the next grant proposal or planning the next event. **But I was doing all of this without having an organized plan that I could communicate to my board to help them understand their role in creating fundraising success.**

Solution:

Vivian: Cause Effective helped us develop a solid fundraising plan and strategize how to get our board more involved. This had the added benefit of making our annual budgeting process go much smoother.

Melanie: Cause Effective helped us think more methodically around what we needed from our board – and how I could be a more effective board liaison. We’ve been reconnecting with board members one-on-one to show them how much we value them, and many have volunteered to take on new responsibilities.

Approach:

Vivian: We are an organization that believes strongly in investing in staff, and I know that the work Cause Effective has done with our development team has been an excellent investment.

Melanie: This is a job that can be really difficult. Working with Cause Effective made me more confident in my ability to think strategically about what development at CCF looks like now and in the future.

Results:

Melanie: Our board ‘give/get’ donation levels have increased, and our board members are thinking outside the box in terms of how they raise money for CCF.

Vivian: Our fundraising events are now a place where board members are really ambassadors for our organization. It’s amazing. You can really feel a different kind of energy in the room.

Professional development and infrastructure investment are game changers. They allow under-resourced grassroots organizations that work with diverse communities to stand under the pressure of high expectations from donors and funders.

Vivian Nixon
College & Community Fellowship
A wide range of nonprofits animate the civic and cultural life of New York State’s Mid-Hudson Valley. As a philanthropic leader in this region, the Dyson Foundation works to preserve the long-term health of the area’s organizations providing human services, access to the arts and education, support for disadvantaged youth, and assistance to immigrants.

In 2018, for the third year, the Dyson Foundation called upon Cause Effective to work with its grantees to strengthen their board engagement and fundraising. In three day-long workshops, board members and executive and development directors learned how to identify and engage prospective donors, turn fundraising events into year-round stewardship opportunities, overcome board members’ typical reticence to ask for money, and use program events to show off their work to new supporters.

As a bonus, the training sessions were followed by one-on-one consulting support for each organization including board trainings, retreats, and strategy discussions to implement workshop takeaways. The Dyson Foundation has also provided grantees with mini-grants to allow them to receive continued consulting support from Cause Effective.

Through our participation in Cause Effective’s Resource Development Institute, we learned strategies that we now use throughout the year. We cultivate more donors through increased regular contact; make specific and direct asks; and ask for more rather than less.

Lisa Silverstone, Safe Harbors of the Hudson

Our grantees in the Mid-Hudson Valley are ingenious at stretching every program resource to serve their clients. We asked Cause Effective to help them extend their creativity to private fundraising and to kickstart their board members to become more confident askers. Cause Effective’s approach has inspired nearly every group to enhance their fundraising, driven by board leadership.

Jennifer Killian, Dyson Foundation, Program Officer

We deeply appreciate our 2018 funders and partners:

- Ahead of the Curve
- Alliance for Nonprofit Management
- Asian American Federation
- Better Business Bureau
- BNY Mellon
- Board Coach / Michael Davidson
- Booth Ferris Foundation
- Candid (Foundation Center)
- Cause Strategy Partners
- Center for Bronx Nonprofits
- Community Resource Exchange
- The Curtis W. McGraw Foundation
- Dyson Foundation
- The Educational Foundation of America
- GIFT
- Himmelstein, McConnell, Gribben, Donoghue, & Joseph LLP
- Hispanic Federation
- The Horticultural Society of New York
- Hyde and Watson Foundation
- Kramer Levin Naftalis & Frankel LLP
- M & T Bank Foundation
- Mertz Gilmore Foundation
- NYC Department of Cultural Affairs
- NYC Mayor’s Office of Contract Services
- NYC Service
- NYN Media
- The New York Community Trust
- New York Women’s Foundation
- Nonprofit Coordinating Committee of NY
- Northern Trust – Chicago Community Foundation
- Partnership for Afterschool Education
- Staten Island Community Foundation
- Support Center
- U. of Chicago/Booth School of Business

And over 120 individuals whose contributions mean more of New York’s vital nonprofits can benefit from Cause Effective’s assistance. THANK YOU!

Printing and legal services donated by Kramer, Levin, Naftalis & Frankel LLP
Our Clients in 2018

A Fair Shake for Youth  
Align-NY  
Alliance for Nonprofit Management  
Arab American Association of NY  
Arab-American Family Support Center  
The Art Effect  
Arts for Art  
Arts Mid-Hudson  
The Barrow Group  
Beyond the Choir  
Black Women’s Blueprint  
Brandworkers  
Brick by Brick Partners  
Brooklyn Boatworks  
Brownsville Community Justice Center  
Build NYC  
Business Center for New Americans  
CAAAV  
CAPE of DC  
Cave Canem Foundation  
Center for Comprehensive Health Practice  
Center for Creative Education  
Center for Frontline Retail  
The Century Foundation  
Chhaya CDC  
Children’s Arts Guild  
The Council for Living Music  
Children’s Learning Centers of Fairfield County  
Christodora  
Cidadao Global  
College and Community Fellowship  
Community Connections for Youth  
Community Impact at Columbia University  
Comunilife  
Cooperative Economics Alliance of NYC  
CoveCare Center  
Cypress Hills Child Care Corporation  
Day One  
Design Trust for Public Space  
East Harlem Block Nursery  
Emlcor Youth & Adult Activities  
Family of Woodstock  
Family Services NY  
Forte Foundation  
Fostering Parent Advocacy Foundation  
Friends of Music Concerts  
Friends of NYC Nurse-Family Partnership  
Gay Men’s Health Crisis  
Gender Equality Law Center  
Generation Citizen  
Girl Be Heard  
Girls for Gender Equity  
Grace Smith House  
Hamilton Madison House  
The Healing Center  
HERE Arts Center  
Higher Heights for America  
Hollaback!  
Hudson Link for Higher Education in Prison  
Hudson Valley LGBTQ Community Center  
Institute for Contemporary Psychotherapy  
Interfaith Center of New York  
Irish Repertory Theatre Company  
Jacob A. Riis Neighborhood Settlement  
Jahajee Sisters  
Jamaica Center for Arts and Learning  
Japanese American Association of New York  
Japanese American Social Services  
Jeremiah Program  
Korean American Family Service Center  
Kundiman  
Latinas On the Verge of Excellence  
Laundry Workers Center  
Literacy Connections of the Hudson Valley  
Literacy Partners  
LiveOnNY Foundation  
LSA Family Health Service  
Masa Mex-ED  
Mekong NYC  
Mental Health Association of Columbia and Greene Counties  
MinKwon Center for Community Action  
NARAL Pro-Choice Connecticut  
National Eating Disorders Association  
Neighbors Together  
New American Leaders Project  
New Economy Project  
New Leaders Council  
New York Center for Interpersonal Development  
New York Paid Leave Coalition  
Northern Manhattan Perinatal Partnership  
Older Adults Technology Services  
PALANTE Harlem  
Participatory Budgeting Project  
Partnership for Afterschool Education  
PEOPLE  
Physicians for a National Health Program - New York Metro Chapter  
Poets & Writers  
PowHer NY  
PowHERful Foundation  
Pride Center of Staten Island  
Queens EDC  
Queer Detainee Empowerment Project  
Resilience Advocacy Project  
The Retreat  
Rise Magazine  
RiseBoro  
Road Recovery  
RUPCO  
Rural and Migrant Ministry  
Safe Harbors of the Hudson  
The Sikh Coalition  
Step Up For Better Living  
Sunnyside Community Services  
Theatre Development Fund  
Theatre of the Oppressed - NYC  
Turning Point for Women & Families  
Ulster Literacy Association  
United Community Centers  
UrbanGlass  
Voices Of Community Activists & Leaders NY  
Washington Heights and Inwood Development Corporation  
WE ACT for Environmental Justice  
Women’s Justice Center  
YA-YA Network  
Youth Ministries for Peace & Justice  

Mission  
- Arts & Culture.................................14%  
- Civil Rights & Social Advocacy...........25%  
- Community & Economic Development....23%  
- Education, Youth, & Families ..........27%  
- Health and Human Services.............11%  

Budget  
- $500K and under .........................36%  
- $500K - $2M ...............................36%  
- $2M - $20M ..............................24%  
- Over $20M.........................4%  

Youngest Organization: 1 year...Oldest Organization: 149 years
Our Clients Cite the Lasting Benefits of Cause Effective’s Work in 2018:

- A more detailed fundraising and communications plan
- Intentional board engagement
- Structured process for board recruitment
- Opening the board’s mind to engaging in fundraising as an ongoing part of their work

Working with Cause Effective helped us to effect cultural change so that fundraising is seen as everyone’s job.

- Candid conversations about expectations around fundraising
- Important and fruitful staff involvement in individual fundraising
- Board understands its role in leading by example
- Redefined fundraising messaging so we can reach out to different constituents

A gift to Cause Effective empowers nonprofits

Cause Effective works with nonprofits across the sector that need access to our capacity-building expertise. We can support more causes – with pro bono or discounted assistance – when you give generously.

Please donate to Cause Effective at www.causeeffective.gives.

2018 Financials

**FY18 Income: $1,024,351**

- Individuals.............................. 4%
- Corporate............................... 3%
- Foundations........................... 43%
- Government............................ 0%
- Contract Fees......................... 46%
- Other................................... 4%

**FY18 Expenses: $999,440**

- Consulting............................. 67%
- Workshops............................. 8%
- Publications........................ 2%
- Management.......................... 19%
- Fundraising............................ 4%

End of Year Net Assets: $280,057
2018 BOARD OF DIRECTORS

Zanetta Addams-Pilgrim (Chair)
ZAP Consults

Amy Wolf (Secretary)
The New York Community Trust

Mark Castle (Treasurer)
BNY Mellon

Nyeleti Honwana
The Harry F. Guggenheim Foundation

Didi Lacher
Didi Lacher Advisory

Charko Patterson
Google

Gabriella Polur
TIAA

Michael Rochon
TIAA

Claire Scanlon
BNY Mellon (ret)

Thomas Schier
JPMorgan

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Nelson Fernandez
APCO Worldwide

Patricia Jenny
The New York Community Trust (ret)

Yvonne Moore
Moore Philanthropy

Anita Nager
Philanthropic Consultant

Lata N. Reddy, Esq.
Jeffrey S. Trachtman, Esq.
Kramer, Levin, Naftalis & Frankel

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Gregory Cohen
Associate Director

Janay Daniel
Program Manager

Mona Dinal
Program Assistant

Lilia Epstein-Katz
Program Associate

Susan Gabriel
Senior Associate

David McGoy
Senior Associate

Cynthia Reddrick
Senior Affiliate

Shyla Rivera
Director of Operations

Hera Syed
Program Assistant

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Ashley Francis
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Betsy Meenan
Jamie Michel
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Call us today to discuss how Cause Effective can help your organization thrive.

505 Eighth Avenue, Suite 1212 New York, NY 10018 • (212) 643-7093 • www.causeeffective.org