

What Cause Effective Is Doing to Help

2021
Impact Report

REAL PROBLEMS,
REAL SOLUTIONS

Cause
Effective

TALKIN' BOUT AN
EVOLUTION

1981... 2021.

For four decades, Cause Effective has been creating more equitable access to the resources nonprofits need to amplify and execute their work towards missions to fuel social change and equity.

We've partnered with over **6,000 nonprofits** over that time, ranging from volunteer-led refugee self-help associations, to venerable institutions with 150+-year histories of making our City a better home for all New Yorkers.

We've learned from each and every client, and that learning informs our evolving practice. As we listen closely to the unique circumstances, need for resources and challenges of each group, we've deepened the thoughtfulness and impact of our approach.

“

The Cause Effective team has always been gracious and understanding with us. We have benefitted from the unique partners that Cause Effective convenes for group learning.

”

The pandemic years have seen an explosion of nonprofits in need of Cause Effective's services. The pivot to virtual has enabled us to welcome nonprofits from around the country into our programming offerings. Through our work we have always been able to impact people throughout the world, but now we are working daily with people across this country.

Organizations from Idaho convened with organizations from Bushwick to share strategies on donor communication and fundraising in a digital age.

Board members from Chicago and board members from Newark absorbed similar lessons during trainings on maximizing board enthusiasm and engagement.

And nonprofit leaders of color from California to Maine, met in surprisingly intimate virtual gatherings for **“real ‘kitchen table and hit a truth when your family talks’ conversations,”** as described by a participant, around personal values related to money and the power dynamics that accompany interacting with those who represent significant financial wealth.

Having proven to ourselves the commonality of nonprofit conditions – and the burgeoning demand for Cause Effective's perspective on fundraising, governance and equity – we're ready to go farther.

We will always maintain our central location here in New York. The kaleidoscope of communities, advocates, causes contained by this City are an extraordinary reflection of the best of the human impulse to right the world's wrongs and create a universe that reflects our values.

But we're also opening our doors to the world.

As a growth partner to nonprofits, Cause Effective provides strategic guidance, tactical training and coaching to develop effective cases for support, fundraising skills, board governance best practices and organizational strategies to advance systems change, equity and justice.

And we will expand Cause Effective's blend of communications, fundraising and board governance with our work to elevate diversity, equity and inclusion to different communities. Stay tuned for announcements throughout the year... and reach out to us if you've got an opportunity to bring Cause Effective into your world.

In this, the first year of our fifth decade – we're here to catalyze and to transform the sector.



Judy Levine
Executive Director



Zanetta Addams-Pilgrim
Board Chair

Our Clients Speak

Our board members have been able to engage potential donors whose values and mission aligns with ours.

In 2021 Cause Effective helped nearly 750 nonprofit organizations of all missions and types across the New York metropolitan area (country). Nonprofits committed to a wide variety of causes turned to us to build customized plans to diversify their funding and activate their boards.

- **Over 1,000 nonprofit leaders** inspired by Cause Effective's consulting, coaching and training
- **147 nonprofits** guided through customized board trainings, intensive coaching and year-long fundraising residencies
- **35 workshops** delivered to elevate nonprofit leaderships' knowledge and skills in board governance and fundraising

More board members really understand how to support a culture of philanthropy in our organization.

I speak unapologetically about what we need to thrive and how donors can be a part of our success.

In our survey of 2021 clients:

- **100%** reported their board members were more engaged in fundraising
- **80%** raised more money from private donors in 2021
- **67%** added new donors
- **80%** reported that their Board members were more active in carrying out their governance responsibilities than they had been in the past
- **83%** reported that their relationship with Cause Effective has helped their organization meet 2021's unique challenges

I've been able to focus on helping board members to enhance their storytelling for fundraising.

We have been able to develop a cash reserve that enables us to make critical decisions moving forward.

Cause Effective Snapshot

Who we Served

Budget

Under \$500,000.....	35.8%
\$500,000 - \$2 million.....	32.1%
Over \$2 million - \$20 million.....	28.3%
Over \$20 million.....	3.8%

I was able to secure our largest individual donation to date.

Youngest Organization:

2 years

Oldest Organization:

191 years

CE Timeline

As we reflect on the trajectory of Cause Effective and the major events that have brought us to this 40th-anniversary milestone, we understand Cause Effective's throughline from the start: our commitment to social change, culture and diversity. Today, these values continue driving us to rise to the challenge of ensuring the sector has the knowledge, resources, skills and tools to advance the movement towards greater racial and social equity.

This historical timeline illustrates how our expertise has helped us to identify and respond to demand for innovation in nonprofit fundraising and governance. Our approach has always been to partner side-by-side with on-the-ground leaders, asking perceptive questions which help organizations think strategically as they develop customized plans that mobilize board members as ambassadors, spearhead fundraising among constituents at all levels, and deepen their relationships with communities of supporters.

**September
1979:
Concert for
Non-Nuclear
Future**

We started out by motivating volunteers to produce concerts that protested nuclear power and addressed the social issue of world hunger. This turned into Folkworks, a nonprofit consulting firm providing technical assistance around special events and fundraising for NYC-area nonprofits. Over time, the planning methodology we created to help these community-based groups harness their power has become the foundational model for how Cause Effective works with clients today.

**1982-
1986:
Rooted in
the Community**

An introduction to the Southern Queens Park Association led us to support the conversion of a 54-acre naval facility into what is now known as Roy Wilkins Park. Over a two-year period, Folkworks' key role in planning festivals and galas at the park – featuring such iconic artists as The Temptations – guided the community-based groups that envisioned Roy Wilkins Park into creating a powerful local resource that remains a pillar of Southeast Queens to this day.

**1990-
1992:
Folkworks to
Cause Effective**

Recognizing its strong commitment to community-based learning and partnership, Folkworks engaged in a collaborative process to closer align the organization's name and mission. Rooted in the organization's dedication to effectively helping nonprofits amplify their cause, the name Cause Effective was chosen as part of our 10th-anniversary campaign.

**1994-
1995:**
**Thought Partner
& Expansion**

Having published three books on nonprofit special events, Cause Effective traveled to select cities nationwide to provide groups with insight into special events strategy and design. Seeing the inner workings of nonprofit organizations became the gateway to identifying greater areas of need, and we built out our work on non-events fundraising and governance. We also increased our focus on field-building, joining with partners from around the country to create organizations such as the Alliance for Nonprofit Management to further learn from colleagues and amplify diverse voices around the country.

**September 11th,
2001:**
**Collaborative
Partner**

In the wake of the 2001 terrorist attacks, Cause Effective was recruited by a consortium led by the New York Community Trust to serve as a key resource for groups serving victims, families, and affected communities. Through the Fund, nonprofits and businesses received grants as well as technical support to help rebuild and revitalize lower Manhattan.

**2008-
2010:**
**Economic
Recession**

In response to the downturn, over 700 affected organizations sought Cause Effective's counsel as part of the Strengthening Organizational Sustainability collaborative with three other leading NYC management assistance providers. Almost 30 anchor NYC nonprofits received timely guidance along with intensive, long-term interventions to help them address the operational challenges posed by the economic uncertainty of the times.

2017:
**Preparing the
Next Generation**

While infusing Diversity, Equity, Inclusion and Belonging (DEIB) throughout its work, Cause Effective set out to confront long-standing biases in fundraising interwoven with issues of race, class, money and power. Bold, new programming and curriculum were launched to meet and advance the DEIB movement by addressing the adverse conditions impeding professionals of color who seek to sustain their organizations and to thrive in the fundraising arena.

2020:
COVID-19

Early into the coronavirus pandemic, Cause Effective swiftly transitioned to remote operations and adapted its work to support the sector. We broadened our roster of program partners to address the challenges that nonprofits faced and provided hundreds of nonprofit leaders with proactive fundraising solutions to help them address this unprecedented public health and economic crisis.

Cause Effective continuously asks ourselves what must happen next to support nonprofit growth and achieve long-term community change. After four decades of practice, Cause Effective remains true to our steadfast commitment to partner with mission-driven leaders to help them develop, employ, and expand effective fundraising, governance and organizational strategies to advance equity and justice.

Board Governance/Equity Intensive

In 2021, Cause Effective launched our Board Training: Governance Equity intensive to help Boards of Directors create a W.I.D.E.R. (Welcoming, Inclusive, Diverse, Equitable and Representative) board table. Developed as a natural progression of our decades of work in guiding board performance, this training – available to individual boards as well as cohorts of nonprofit board leaders – explores such topics as board culture, cohesion, and how board relationships reflect power dynamics within class/race/gender intersections. Using tools like a Board Leadership Ladder, this intensive illuminates how a Diversity, Equity and Inclusion (DEI) lens can be embedded within organizational structure and, more specifically, the functioning of governing boards.

Key to this training's delivery is that the Development Director, Executive Director, and Board member work together to unpack how DEI challenges manifest within their organizational interactions. In teaching nonprofit boards to embrace DEI practices, we are transforming nonprofits by creating overall stronger teams of leaders across the sector who can speak through a lens of equity and inclusion. In learning how to deploy strategies like an ideal board profile, board-building can become an intentional practice involving more extensive outreach than nonprofits simply recruiting willing volunteers from known constituencies to fill open seats.

"I've been thinking deeply about how this was billed as a DEI approach to board building," an attendee remarked, "But I think what Cause Effective is attempting to do is more subtle than that. The content feels so different: it is grounded, it is practical, it is from lived perspectives, and the invitees are a multicultural buffet of organizations. You are living what you are preaching, and I am appreciating that."

“

Having our incoming board co-chair participate in governance training was key to helping her understand her role and that of our other board members.

She has been able to pass that understanding along and be a champion for fundraising.

”

“

Cause Effective's commitment to collaboration has always been present. While it is clear that you have expertise, we have been invited in to bring our own knowledge and experiences as well – which has been really helpful for us.

”



Preparing the Next Generation



Our world needs thriving nonprofits.

In the past two years, the great resignation has prompted a mass exodus of development professionals of color. COVID has been an opening for talented fundraisers to reexamine their career paths and seek opportunities that offer work life balance, and environments where diversity, equity and inclusion is practiced in every area of the organization's model and culture.

Cause Effective has partnered with thousands of Directors of Development throughout the years to provide support in their evolution as fundraising leaders. In recent years, Cause Effective's work through our **Preparing the Next Generation (PTNG)** initiative has offered cohort programming for BIPOC early - and mid-career development professionals, Executive Directors, board members, and nonprofit leaders of color working in programs, finance, operations, and communications who are interested in growing their fundraising skills through the execution of diversity, equity and inclusion.

“Prior to the program, I had only ever worked on the programmatic side of our organization. But since the program, I feel confident giving donors a clear idea of the work that we do and why it's important.”

Cause Effective has worked with 130 nonprofit leaders to date through PTNG. **What's next? Cause Effective intends to expand our PTNG programming to reach nonprofit professionals of color throughout the country.**

This expansion comes from a call to action from both leaders of color and white leaders who want systemic change within the nonprofit sector where DEI practice is activated in every capacity.

Cause Effective's **Preparing the Next Generation** program is an innovative model that helps organizations address issues of race and power dynamics within the nonprofit sector. PTNG's expansion around the country will provide vital resources to move towards social justice and equity.

To learn more about this groundbreaking initiative, go to:
<https://www.causeeffective.org/preparing-the-next-generation/>

Cause Effective in Action: Rise

Rise was founded in 2005 to support the leadership of parents who aim to dismantle the family policing system. Led by parents impacted by the system, Rise believes that parents have the answers for their families and their communities. Rise seeks to eliminate cycles of harm, surveillance and punishment, and create communities that invest in families and offer collective care, healing and support. The organization creates safe spaces where impacted parents can reflect on their lives, connect with peers, and become stronger leaders to mobilize their communities for justice.

Rise first approached Cause Effective in 2015 to help shape its 10th anniversary celebration, focused especially on how to communicate its complex work within the child welfare system to a broader audience.

While RISE published a magazine that helped parent writers to find their voice, it felt **“difficult to imagine how to invite people in the publishing world to connect with Rise,”** admitted founder Nora McCarthy – even though the organization already had connections with executives in that profession. Cause Effective worked with Rise’s staff and board to create a compelling case for support that positioned Rise not simply as a parent advocacy magazine, but a hub that centers the parents as the leaders of a family justice movement – which helped the organization structure a wildly successful event that reached well beyond the inner circle.

Since then, Rise has engaged with Cause Effective to address a different governance or fundraising growth challenge as it arises. Cause Effective trained the board on governance roles and responsibilities as well as specific fundraising skills, and coached the organization’s inaugural development director, through the New York Women’s Foundation Director of Development Learning Circle, to support them as they assumed their role.

Then, in 2020, the founder prepared to depart the organization. Taking charge at the beginning of the pandemic, the two new co-executive directors, both from the parent community, knew they had a job ahead of them to transfer the donor relationships the founder had built up over 15 years. Also, coming from program-related backgrounds, **“We needed to rapidly gain perspective on how we wanted to move fundraising forward on our own terms,”** noted new co-executive director Jeanette Vega.

Cause Effective counselled the founder, development director, and new co-executive directors on a successful transfer of fundraising responsibilities. **“A lot of our donors were saying ‘We Love the Founder’ instead of ‘We Love Rise,’”** remembered Jeanette. But while that was a problem to start, **“I learned that I’m good at fundraising because I’m good at developing relationships,”** she reflected. Added development director Genevieve Saavedra: **“The tools that Cause Effective gave me allowed me to move forward – to feel more confident and take charge of my role.”**

In Fall 2021, Rise asked Cause Effective to help deepen the alignment of Rise’s funding strategy with its sharpened mission of dismantling the family policing system. With Cause Effective’s guidance, Rise created a rating system to assess the alignment of current and prospective funders, based on their agreement with the organization’s vision and values. Rise created a rubric which has enabled decisions about which new funders to pursue – and which long-time supporters needed to be engaged in conversation or eased off over time. The rubric takes into account factors such as length and stability of funding relationship, difficulty of securing alternate funding for the supported projects, and the importance of the work the funding enables the organization to pursue.

Because of these conversations, **“we’ve been part of helping foundations rethink who they fund and how they fund,”** noted Genevieve. **“And some foundations we never thought would be on board on this journey are invested in the next chapter of Rise,”** said Jeanette.



Our 2021 Clients

- 21 in 21
- A Fair Shake for Youth
- Abraham in Motion (A.I.M.)
- Academy of Medical & Public Health Services AMPHS
- AFMDA
- African Communities Together
- ALIGN (The Alliance for a Greater New York)
- ArteEast
- Asian American Federation
- Asian American Writers Workshop
- Banana Kelly Community Improvement Association
- Behind the Book
- Beyond Bold and Brave
- Bridge Street Development Corporation
- Bridging Access to Care
- Bronx Baptist Church
- Bronx Community College/Future Now Program
- The Bronx Defenders
- Brooklyn Boatworks
- Brooklyn Legal Services Corporation A
- Goddard Riverside Community Center
- Good Call NYC
- Good Shepherd Services
- GO Project
- Gray Panthers
- Greater Newark LISC
- Great Plains Action Society
- Hamkae Center
- Harboring Hearts Housing
- Harlem Children's Zone
- Harlem Wellness Center
- Health Leeds
- HERE Arts Center
- Horizons The Episcopal Academy
- Ifetayo Cultural Arts Academy
- Ignite Promise
- Institute for Family Health
- Ironbound Community Corporation

- Jericho Project
- KIPP NYC
- Kundiman
- La Casa de Don Pedro
- The Ladies of Hope Ministries
- LEAP
- Lincoln Park Coast Cultural District
- LiveOn NY
- Make the Road CT
- Marsha P. Johnson Institute
- Mixteca Organization
- Music & Memory

Cause Effective shares our values of commitment, integrity, and empowerment. The support that you have provided continues to enhance our fundraising efforts, which in turn supports our mission.

- New Community Corp.
- New Haven Children's Ideal Learning District
- New Haven Legal Assistance Association
- New Women New Yorkers
- New York Association of Training & Employment Professionals
- New York Hall of Science
- New York Harm Reduction Educators
- New York Immigration Coalition
- NYSYLC
- Ocean Bay Community Development Corp
- One Brooklyn Health System, Inc.
- OneGoal

- One Iowa
- Poets & Writers
- Power of Two
- Pure Legacee
- Queens Community House
- Red Hook Initiative
- Refoundry Inc.
- Rise Magazine
- ROC-United Restaurant Opportunities Center
- Sadie Nash Leadership Project
- Safe Passage Project
- Self-Help Federal Credit Union
- Share Cancer Support
- Sheltering Arms
- Social Enterprise Greenhouse
- Solar Youth
- South Ward Children's Alliance
- St. Nicks Alliance
- Street Vendor Project
- STRIVE
- Summer Search New York City
- Tanenbaum Center for Interreligious Understanding
- The Thinkubator, Inc.
- TOUCH-NY
- Translatinx Network
- Unified Vailsburg Services Organization
- Urban League of Essex County
- viBe Theater Experience
- Voices of Community Activists and Leaders (VOCAL-NY)
- Waggle
- The WomanHood Project
- WomanKind
- W.O.W. Project
- WP Theater
- Xchange for Change
- Young Audiences New York

Our Supporters Make This Possible

We deeply appreciate our 2021 funders and partners:

- Alliance for Nonprofit Management
- Altman Foundation
- Arcus Foundation
- Asian American Federation
- Association of Fundraising Professionals
- Association of Nonprofit Specialists
- BlackRock
- BNY Mellon
- Candid
- Columbia Business School
- Community Resource Exchange
- The Curtis W. McGraw Foundation
- Google
- Hyde and Watson Foundation
- Indeed
- JPMorgan Chase
- Kramer Levin Naftalis & Frankel LLP
- Lawyers Alliance for New York
- M & T Bank Foundation
- NeighborWorks America
- The New York Community Trust
- New York Women's Foundation
- NYC Department of Youth and Community Development
- Nonprofit New York
- Nonprofit Quarterly
- Partnership for Afterschool Education
- Philanthropy Massachusetts
- Pipeline Consulting
- Prudential Foundation
- Robin Hood Foundation
- Sabater Foundation
- The Starr Foundation
- Support Center
- William Casper Graustein Memorial Fund
- Women in Development

We are proud to highlight these long-term funders who have been instrumental partners with Cause Effective for over a decade:

Cause Effective has been an incredible partner to The New York Women's Foundation for many years. Its intensive work with our grantee partners has proven vital for our City's nonprofits to sustain and expand their impact.

**Camille Emeagwali, Senior Vice President,
Programs & Strategic Learning,
New York Women's Foundation**

The New York Community Trust has been partnering with Cause Effective for many years on keeping local nonprofits strong and resilient, which is vital to the functioning and well-being of New York City.

**Patricia Swann, Program Director,
Thriving Communities,
The New York Community Trust**

Cause Effective has been a remarkable partner to Robin Hood in delivering targeted capacity-building offerings for our nonprofit partners so that they can continue to fight poverty across New York City. Cause Effective's program has delivered on our commitment to elevating leaders of color who are reflective of their communities, and has been pivotal in supporting development directors to build confidence and own their power so that they can more effectively fundraise and scale their impact.

**Deborah Sakellarios, Managing Director,
Management Assistance at Robin Hood**

Cause Effective is an essential partner in Prudential's commitment to strengthening communities. Cause Effective's support of our grantees has been a critical component of helping them to utilize new approaches to greater sustainability – enabling them to address the complex social challenges ahead of them.

**René Deida, Director, Corporate &
Community Engagement, Office of
Corporate Social Responsibility,
Prudential Financial, Inc.**

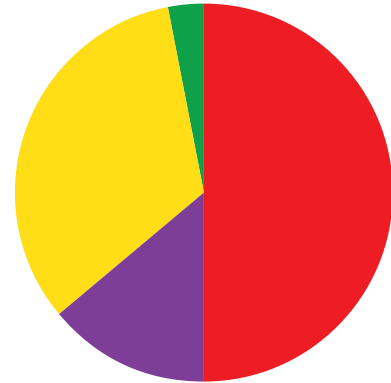
And almost 200 individuals whose contributions mean more of New York's vital nonprofits can benefit from Cause Effective's assistance. THANK YOU!

Printing and legal services donated by Kramer, Levin, Naftalis & Frankel LLP

2021 Financials

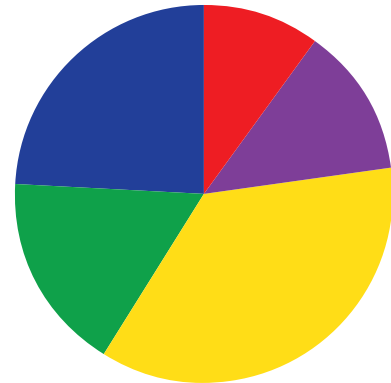
FY21 Expenses: \$948,300

■ Consulting Workshops.....	\$471,484	(50%)
■ Publications	\$131,769	(14%)
■ Management	\$313,608	(33%)
■ Fundraising	\$31,439	(3%)



FY21 Income: \$1,011,049

■ Individuals	\$99,145	(10%)
■ Corporate.....	\$130,838	(13%)
■ Foundations	\$362,350	(36%)
■ Government	\$169,103	(17%)
■ Contract Fees	\$249,598	(24%)



End of Year Net Assets
\$275,471

A donation to Cause Effective provides support to organizations that address civil rights, social justice, criminal justice reform, healthcare, youth development, arts & culture and more. Your financial support of Cause Effective enables our team to conduct coaching, workshops, convenings and pro bono consulting that strengthens nonprofit leaders and the organizations they serve.

Please donate to Cause Effective at <https://causeeffective.networkforgood.com/>

Cause Effective: Non-Profit Growth Partner

2021 Board of Directors

Zanetta Adams-Pilgrim (Chair)

ZAP Consults

Didi Lacher (Vice-Chair)

Did Lacher Advisory

Tom Schier (Treasurer)

JPMorgan

Amy Wolf (Secretary)

The New York Community Trust

Katrina Bandong

BDO FMA

Mark Castle

BNY Mellon

Kelsey Louie

The Door

Ross Pasquale

Kustomer

Charko Patterson

Google

Gabriella Polur

Brooklyn Tide Advisory

Pedro Reyes

JPMorgan Chase

Claire Scanlon

BNY Mellon (ret.)

Michell Speight

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Nelson Fernandez

Patricia Jenny

The New York Community Trust

GraceAnn LaForgia

Starr Companies

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Moore Philanthropy Advisors

Anita Nager

Philanthropic Consultant

Lata Reddy

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Kramer Levin Naftalis & Frankel

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Maliha Ahktar

Administrative & Program Assistant

Raiesa Ali

Program Assistant

Joseph Barretto

Senior Affiliate

Kirsty Bryant

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Senior Advisor

Janay Daniel

Director of Programs

Erin Dotson

Senior Affiliate

Yvonne Garcia

Senior Affiliate

Lakimja Mattocks

Senior Affiliate

David McGoy

Senior Affiliate

Cynthia Reddrick

Senior Associate

Shyla Rivera

Senior Director of Operations

Jessica Scheer

Senior Affiliate

Sonya Shields

Senior Associate

Kim St. Bernard

Senior Affiliate

2021 Interns

Aabid Ally

CJ Case

Breanna Civil

Ethan Julien

Gwendolyn Oh

Maryorie Perez

Daphne Rincon

Adam Sowan

Sabena Warren

Shannon Wiredu

[Email us](mailto:info@causeeffective.org) today to discuss how Cause Effective can help your organization thrive

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