

# **Gena Davis Watkins, M.Ed.**

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## **Profile**

A highly-motivated non-profit executive with twenty-five years of fund raising, executive and project management, strategic planning and contract compliance experience. Significant expertise in building strategic alliances with national Fortune 500 corporations, multi-national foundations, and municipal, state and Federal government agencies.

## **Education**

Indiana University Center on Philanthropy, The Fund Raising School, Indianapolis, IN. Certified as Fund Raising Associate, October 1990.

University of Pittsburgh, School of Education, Pittsburgh, PA. Awarded Master of Education (M.Ed.) September 1972. Major – Management Consulting with focus on administrative theory and practice and organizational behavior.

University of Pittsburgh, Pittsburgh, PA. Awarded Bachelor of Science (B.S.), May 1970. Major – Social psychology and statistical analysis with specialized study in organizational behavior.

## **Employment History and Accomplishments**

**Institute for Student Achievement**, Lake Success, New York  
**Vice President and Chief Development Officer**

**March 2004 to March 2010**

Oversaw all ISA private sector fundraising activities with a focus on significantly increasing and diversifying the organization’s financial resources to achieve maximum growth. Primary responsibilities included but were not limited to:

- Formulating, implementing and executing a successful fund raising strategy. Raised *\$6 million* annually in core mission and program support for the national organization and its 80 partner schools in 6 states, including direct fundraising, an *\$800,000* annual awards dinner, and major grants.
- Working collaboratively with the President, Board of Directors and other members of the senior cabinet team to significantly increase the visibility and enhance the reputation of the organization on a national level.
- Strengthening the development department’s internal infrastructure and operating systems to ensure that data collection, analysis and reporting are accurately and effectively managed.
- Helping to define the role of the Board so it could best support fund raising efforts.
- Working closely with the President towards identifying, cultivating and attracting future Board members.
- Providing fund raising training and resources to partner schools.
- Managing the fiscal and programmatic aspects of grants and coordinating grant activities between finance and program departments.

National Urban League, Inc. New York, New York

September 1995 to March 2004

**Senior Vice President and Chief Development Officer:** February 2001 – March 2004

**Vice President for Development:** February 2000 – February 2001

**Director of Development and Corporate Relations:** September 1995 – February 2000

**Senior Vice President and Chief Development Officer:**

- Oversaw all fundraising including corporate, foundations, individuals and direct mail, planned giving, special events and a \$50 million endowment campaign.
- Orchestrated overall strategic planning and implementation of a comprehensive program to generate increased support from corporations, foundations, individuals and special events.
- Accountable for \$5 million in unrestricted funds and \$10-20 million annually in programmatic restricted funds.
- Managed team of 11 full time staff and 6 consultants in New York, North Carolina and Texas.
- Managed budget of \$3 million annually for 5 divisions consisting of corporate development, foundations, individual donors/direct mail, planned giving/endowments, and special events.
- Increased number of \$1 million+ gifts from one to 20.
- Raised largest foundation gift amounting to \$25 million over five years.
- Expanded gifts from individual donors from 8,000 to 28,000.
- Increased net revenue from special events from \$350,000 in 1994 to \$1 million in 2003.
- Launched \$50 million endowment campaign; raised \$23 million in first 18 months.
- Started a national direct mail acquisition program, which raised \$1.5 million. Acquired 20,000 new donors.
- Developed 3-year strategic fund raising plan.
- Orchestrated new training program for 105 affiliates. Trained affiliates in start of the art fund development. Conducted initial training and developed subsequent training program in conjunction with Indiana University School of Philanthropy. Wrote *Fundraising 101* for Urban Leagues, which has become a standard.
- Served as spokesperson for the organization on fund development-related issues and provided leadership to the President in forging strategic alliances and partnerships with corporations and foundations.

**Director of Development and Corporate Relations:**

- Orchestrated planning and implementation of comprehensive program to generate and build financial support from corporations.
- Maintained close contact with decision makers and other key individuals at all major corporations, both donors and prospects. Provided support to the President and Board of Trustees in their fund raising and cultivation efforts with corporations.
- Provided support to the Corporate Associates' Advisory Council and staffed Development Committee of the Board of Trustees.
- Maintained current awareness of League's programs and services at national and affiliate levels.
- Raised \$10 million for the *Campaign for African-American Achievement*.
- Raised \$400,000 annually for the Black Executive Exchange Program (BEEP) and the NULITES (National Urban League Incentive to Excel and Succeed) Youth Leadership Initiative.
- Co-planned launch of NUL affinity telephone care.
- Implemented plans and activities for the National Corporate Invitational Golf & Tennis Tournament and annual Equal Opportunity Day Dinner.

**The Hannah Gray Home, New Haven, Connecticut**

**January 1989 – June 1995**

***Administrator/Development Advisor***

- Served as Chief Operating Officer of 131-year-old home for African-American geriatric women.
- Planned, coordinated and implemented all development and fund raising activities for \$0.5 million historic rehabilitation and \$3 million expansion project.
- Conceptualized, prepared and marketed all proposals and requests for funding and managed \$3.5 million capital campaign and annual fund drive.

**City of New Haven – Office of Housing & Neighborhood Development, New Haven, Connecticut**      **May 1986 – December 1988**

***Director, Housing and Neighborhood Development***

- Appointed by Mayor to serve as Chief Operating Officer of the largest department within the Development Administration of the City of New Haven.
- Charged with administrative oversight and authority for all housing and neighborhood development activities and related services to multi-ethnic and politically diverse populations.
- Accountable for management, effectiveness and cost efficiency of 36 operating programs and 85 individual urban development projects.
- Supervised 30-member professional and administrative support staff and combined Federal, state and municipal budget appropriation of \$30 million.
- Officially represented Administration before citizenry, general public, special interest groups, governmental officials, press and private sector.
- Orchestrated city largest Urban Development Action Grant (UDAG) award, \$10.6 million, for mixed-used housing and retail development for the *Ninth Square District*.
- Negotiated and raised funds for \$300 million *Downtown South-Hill* neighborhood renewal project, which included hotel and conference center, as well as a “first source” job hiring agreement and 30 percent low-moderate income housing mix.
- Designed and implemented *Mayor’s Neighborhood Development Institute* to build capacity of neighborhood development corporations and minority business enterprises. Initial investment of \$150,000 resulted in 1987 ROI of \$2.8 million.
- Restructured City’s premier home ownership program, leading to designation by U.S. Department of Housing and Urban Development as one of the best programs in the country.

**City of New Haven – Office of Downtown & Harbor Development, New Haven, Connecticut**

***Planning and Development Coordinator***

**August 1985 – May 1986**

- As senior project manager, responsible for development facilitation. Assisted in financial analyses, preparation and implementation of development plans and objectives and design of comprehensive programs to advance downtown development goals. Conducted analytical and research studies in all phases of planning and development activity.
- Sole project management responsibility for four downtown development programs: *The Shubert Square District* (\$30 million mixed-use development program); *The Rouse-Chapel Square Mall* (\$20 million inner-city mall); *The Yale Psychiatric Institute* (a highly controversial \$11 million tax exempt facility of the Yale University Medical Complex); *The Downtown South-Hill North Development Feasibility Study* (assumed project responsibility after completion of feasibility study which presented dismal view of project feasibility for near-term.) Formed stakeholder partnership and convinced Norwich, Connecticut-based developer to undertake \$750,000 master planning study of area. Completed master plan and negotiated final development deal.

### **Non-profit Sector and Community Service**

Member, Women in Development, New York, 1988-present

Member, Association of Fund Raising Executives, 1996-present

Member, Hill Development Corporation, 1985-1988

Member, Governor's Blue Ribbon Commission on Housing and Development, State of Connecticut, 1987-1988

Advisor, Department of Missions, AME Church, New York, New York, 1988

Member, National Association of Housing and Redevelopment Officials, 1986-1088

### **Professional Instruction/Certification**

**The Fund Raising School**, Indiana University Center on Philanthropy – October 1990: Certified Fund Raising Executive

**U. S. Department of Housing and Urban Development**, Community Planning and Development Unit – 1987: Housing and Neighborhood Specialist

**Association of Management Consulting Engineers** – January 1973: Certified Management Consultant

**University of Pennsylvania**, Family Planning and Reproductive Health Institute – 1972: Certified Program Associate

### **Publications**

G. Davis, "Building Institutional Capacity through NDI (Neighborhood Development Institute). "A special report to the New Haven Board of Alderman, Committee on Community Development, New Haven, Ct, March 1987.

G.L.Davis and J. Rosner, "Keeping the Commitment: An Action Plan for Housing New Haven's Homeless." An unpublished report commissioned by the New Haven, Connecticut Board of Alderman, Special Committee on the Homeless, New Haven, Ct., September 1987.

G.L. Davis, L. Quigley, et. al. "A Housing and Community Development Planning Agenda." A Special Report to the Mayor of the City of New Haven, New Haven, Ct., January 1986.

E.W. Watkins and G.L. Davis. "The Science, Technology and Research Capabilities of Historically Black Colleges and Universities (HBCUs) in Energy and Energy-related Fields." Final report and findings presented to the U.S. Department of Energy, Washington, D.C., April 1982.

G. Davis-Rodgers, Assoc. Ed. The Progress Report, Volume I: Economic Policy Issues and Alternative Perspectives. Washington, D.C.: By Progress, Inc. 1800 "M" Street, N.W., January 1981.

E.W. Watkins, C.A. West, and G. Davis-Rodgers. "Job Readiness Training and Skills Development Program for Youth: 'Beyond Job Training—Teaching Youth to Get and Hold a Job.'" A model training program developed for the U.S. Department of Labor, Office of the Assistant Secretary for Employment and Training, Washington, D.C., March 29. 1997.