We are worth it!
Framing the Case for Full Cost of Programming

Key Note Speaker

Gordon Campbell
President and CEO of United Way of New York City

Gordon J. Campbell is the President and Chief Executive Officer of United Way of New York City, which creates, leads and supports strategic initiatives that have a measurable and lasting impact in improving education, income stability, and health throughout the five boroughs. Throughout its work, United Way partners with neighborhood agencies, government, businesses, foundations, volunteers and others in order to achieve much more than any one organization working alone.

Mr. Campbell was Chief Executive Officer of Safe Horizon, the nation’s leading victim assistance organization, from 1998 to 2007. During his tenure, Safe Horizon was widely recognized for its compassionate and effective emergency response to the 9/11 attacks. Working with The September 11th Fund, jointly created by United Way of New York City and The New York Community Trust, Safe Horizon disbursed $114 million to 50,000 victims, family members and others impacted by the tragedy. During this nine year period, Safe Horizon’s budget rose from $30.8 to $55.8 million.

Prior to leading Safe Horizon, Mr. Campbell served in senior positions in the Koch, Dinkins and Giuliani Administrations. He was the Commissioner of the New York City Department of Homeless Services and Chief of Staff to the First Deputy Mayor. In addition, he was Deputy Director of the Mayor’s Office of Operations and a mayoral appointee to the City’s Procurement Policy Board. While at the City’s Human Resources Administration, he created and organized the Division of AIDS Services.

Mr. Campbell co-chairs the Age-Friendly New York City Commission and serves on the Board of Directors of BronxWorks. He is a member of the New York City Strengthening Nonprofits Task Force, the New York City Health and Mental Hygiene Advisory Council and the City’s Office of Financial Empowerment Advisory Council. In addition, he is a mayoral appointee to the Health and Human Service Information and Referral Corporation (i.e., 311/211). Previously, he served as a mayoral appointee to the New York City Domestic Violence Fatality Review Board. He was also Chairperson of the Human Services Council, served on the Board of Directors of the 9/11 United Services Group, and was a member of the Executive Council of the Coordinated Assistance Network (CAN).

Before arriving in New York City, Mr. Campbell served as a prosecutor and labor attorney, and was the Chief Administrator for the Seattle City Attorney’s Office.

He received his Juris Doctor from the University of Washington Law School, and his Masters in Public Administration from the John F. Kennedy School of Government at Harvard University. He formerly served for seven years as an adjunct Assistant Professor of Public Administration at New York University’s Robert F. Wagner Graduate School of Public Service.

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Panel Moderator

**Gretchen Dykstra**
Senior Advisor to FMA, Former Commissioner of the NYC Department of Consumer Affairs

Gretchen Dykstra, Senior Advisor to FMA in strategic communications, program development and resource development, has extensive management experience in both nonprofits and government agencies. Founding President and CEO of the World Trade Center Memorial Foundation from April 2005 until May 2006, Gretchen had served under Mayor Bloomberg as Commissioner of the New York City Department of Consumer Affairs, the City’s regulatory agency for small business.

Founding President of the Times Square Alliance (formerly the BID) she was one of the leaders of the dramatic reclamation of that area in the 1990s. Gretchen has held senior positions at the Rockefeller Foundation, the New York City Charter Revision Commission, and the Edna McConnell Clark Foundation.

She has been a freelance writer and a teacher including two years (1979-81) at a teacher’s college in Wuhan, China. Gretchen received her Bachelor of Arts at the University of Wisconsin at Madison and a Masters in Education and later an Honorary Doctorate from the Bank Street College of Education. She serves on the Boards of the Center for an Urban Future as well as Save the Children’s Global Education Advisory Committee and the Global Women’s Water and Sanitation Initiative.

Panel

**Addie Guttag**
Executive and Development Consultant

Addie Guttag consults extensively with organizations in leadership transition. Using decades of experience, she guides newly installed presidents and chief executive officers in the restructuring and staffing of external activities including areas of development, marketing, communications, public policy, and governance. In addition, Ms. Guttag helps boards of all sizes understand and develop internal relations, governing activities, and fundraising responsibilities. With her keen and objective perspective, and rich history of organizational problem solving, Ms. Guttag is the go-to-consultant for major institutional strategizing.

A recognized authority in development and management fields, Ms. Guttag has a wide range of experience in both political and nonprofit fundraising and leading major development campaigns at landmark organizations such as Gay Men’s Health Crisis, UJA-Federation, and The Museum of Television & Radio. Through her stewardship of widely-publicized national and international fundraising campaigns, she successfully raised hundreds of millions of dollars for the World Trade Center Memorial Foundation and the Vice Presidential candidacy of Geraldine Ferraro, where she served as Director of Fundraising, and later, as executive director of Ms. Ferraro’s Political Action Committee.

Additionally, Ms. Guttag has reorganized, stabilized, and increased the fundraising capacity of numerous organizations as diverse as the Aaron Diamond AIDS Research Center; the Brooklyn Botanic Garden; Doctors Without Borders; Gilda’s Club of White Plains; the Gill Foundation; and the Medical and Health Research Association of New York City, Inc., among many others.

Ms. Guttag is currently president of the AJG Foundation; a proud and active board member and treasurer of the International Treatment Preparedness Coalition and the Beekman Hotel; a former board member of American Jewish World Service and the 92nd Street Y; and a graduate of Syracuse University. Ms. Guttag currently resides in New York City.
Mary Jo Mullan  
Consultant to Atlantic Philanthropies, Former VP for Programs at F.B. Heron Foundation

Mary Jo Mullan is Vice President, Programs for the Foundation. She currently serves as co-chair of the Vice President of Programs Network at Philanthropy New York and has also served as co-chair of the Gulf Coast Rebuilding Task Force. She was a founding steering committee member of the Asset Funders Network. She formerly served as co-chair of the board, member of the executive committee, and chair of the membership services committee for the Neighborhood Funders Group. She was a member of planning committees for several annual conferences of the Council on Foundations. She was formerly the deputy director of an office of the Federal District Court charged with monitoring and improving conditions for inmates in New York City’s jails. Prior to that she was a program officer for the Edna McConnell Clark Foundation. Mary Jo holds a J.D. from the New York University School of Law.

Alex Neuhoff  
Partner, The Bridgespan Group

Alex Neuhoff joined Bridgespan in 2001 and is a partner in the New York office. He has worked with nonprofits, private foundations, and community foundations on a wide range of issues including growth, organization, advocacy, and grant-making strategy. Alex’s work has spanned multiple domains, including child welfare, employment, the environment, healthcare, poverty, education, and youth development. He is the co-author, with Bridgespan Partner Bob Searle, of “More Bang for the Buck” (Stanford Social Innovation Review, 2008).

Prior to Bridgespan, Alex worked at Bain & Company, where he helped develop growth strategies for major healthcare, consumer products, and software companies. He was also active in Inspire, a nonprofit volunteer organization that provides strategic consulting services to educational and youth development organizations.

Alex graduated summa cum laude from Dartmouth College with a BA in Economics and Geography. At Dartmouth, he was vice-commodore of the sailing team and a member of Phi Beta Kappa. He also studied geography at the Charles University in Prague and led a service project in a Roma village in Slovakia.

Stephanie Palmer  
Executive Director, New York City Mission Society

Stephanie Palmer has served as executive director of New York City Mission Society since 1996. As the first female executive, she has led New York City Mission Society to create a range of new initiatives, including its after-school programs, foster care and pregnancy prevention programs, the Learning to Work programs, and the Amachi/NY mentoring program for children with incarcerated parents, among others. During her tenure, she has established a robust fundraising infrastructure and tripled the organization’s budget.

From 1992 to 1996, Ms. Palmer served as executive director for the Human Services Council (HSC) of New York City, a membership organization of over two hundred nonprofit human service agencies. With HSC having been created just a year before her arrival, Ms. Palmer helped it become an established organization. Ms. Palmer expanded agency membership; increased board participation by establishing formal committee structures; advocated for government policies addressing the needs of the urban poor; and negotiated the establishment of a Human Services Action Group consisting of for-profit, nonprofit, and government representatives. She now serves on the HSC board.
Ms. Palmer is a founding member of the Black Women for Black Girls Giving Circle, which helps support organizations committed to the empowerment of black girls in New York City. She is a board member of Black Agency Executives, from which she received an award in 2010 for excellence in her past service as president. She also serves on the board of the Nonprofit Coordinating Committee of New York.

Ms. Palmer holds a Bachelor of Arts degree from Middlebury College and a Master’s degree in Educational Administration from Temple University.