



Chief Development Officer
Gulf of Maine Research Institute
Portland, Maine

THE SEARCH

The Gulf of Maine Research Institute (GMRI) seeks an experienced, strategic, and aspirational leader to serve as its next Chief Development Officer (CDO). Reporting to the President and Chief Executive Officer (CEO) and serving as a key member of the management team, the CDO will advance GMRI's mission of developing and delivering collaborative solutions to global ocean challenges by crafting and implementing a strategic philanthropic plan that will lay a foundation for sustained financial success that matches the vision and scope of GMRI programs.

The Gulf of Maine Research Institute's mission is to develop and deliver collaborative solutions to global ocean challenges. This independent, objective nonprofit organization is dedicated to the resilience of the Gulf of Maine ecosystem, economy, and the communities that depend on it. GMRI leverages the Gulf of Maine to test and develop solutions to challenges facing marine environments around the world. The organization collaborates with stakeholders to support healthy ocean ecosystems, a thriving blue economy, sustainable seafood, and climate-resilient coastal communities. GMRI has grown rapidly over the past two decades, emerging as one of the region's most respected institutions due to its strategic approach, program impact, and the exceptional caliber and commitment of its staff, leadership, and Board of Directors. The organization has a proven track record of recruiting and empowering its thoughtful, entrepreneurial, and tenacious staff of approximately 90 experts and is committed to being a world-class employer of choice.

Playing a vital leadership role within GMRI, the CDO is presented with a unique opportunity to evolve and lead a strategic, creative, and driven development program. The CDO will set organizational fundraising goals and objectives that build upon the strengths of the current development program to meet and exceed GMRI's needs, now and into the future. Importantly, this individual will play a key role in galvanizing a new generation of funders while maintaining deep and meaningful ties with the organization's long-standing and most generous benefactors.

The CDO will oversee a team of eight across all areas of development including major, principal, annual, planned, and institutional giving as well as government grants; donor engagement and stewardship; development operations; and board relations. By aspiring to new levels of excellence and possibility, the CDO will strategically enhance the development function into a philanthropic enterprise of unsurpassed effectiveness through the implementation of creative fundraising tactics; innovative engagement strategies; robust donor pipeline development, including the diversification of funding sources and an

emphasis on growing individual giving; clear and achievable goals; and data-informed decision making. The CDO will also demonstrate success in large campaigns, personally cultivating, soliciting, and stewarding major and principal gifts from individuals and foundations, as well as the ability to guide and support senior leaders in their own fundraising efforts, serving as an advisor and co-strategist for soliciting transformational gifts.

The successful candidate will have a proven track record of elevating a comprehensive fundraising and engagement operation that sets a high bar for philanthropic revenue, and the enthusiasm, drive, and professionalism to achieve organizational goals. As a leader and manager, the CDO will promote a culture of excellence, collaboration, and professional growth and set clear direction, priorities, and measurable goals for the development team. The CDO will also provide the highest level of support to GMRI's Board of Directors and its Development Committee, with an emphasis on further cultivating and stewarding the philanthropic generosity of the Board and assisting the CEO in the identification and recruitment of new Board members, as appropriate. With superior written and oral communication skills, the CDO will demonstrate the ability to champion the impact, strategic priorities, and vision of GMRI, adopting the organization's message and voice, and translating it to diverse audiences. To this end, the CDO must also demonstrate an ability to fully immerse themselves in the life of the organization to effectively serve as a chief spokesperson to prospective and existing donors. Importantly, the CDO will bring a passion for GMRI's mission and vision, with a strong understanding of and appreciation for the organization's history, impact, and achievements. A background in scientific organizations is desirable; a passion for science is preferred.

The Gulf of Maine Research Institute has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in strict confidence to the firm as indicated at the end of this document.

ABOUT THE GULF OF MAINE RESEARCH INSTITUTE

The Gulf of Maine Research Institute develops and delivers collaborative solutions to global ocean challenges. This independent, objective nonprofit organization is dedicated to the resilience of the Gulf of Maine ecosystem and the communities that depend on it. GMRI leverages the Gulf of Maine to test and develop solutions to ocean challenges around the world. The organization collaborates with stakeholders to support healthy ocean ecosystems, a thriving blue economy, sustainable seafood, and climate-resilient coastal communities.

GMRI's evidence-based, transparent, and nonpartisan approach allows them to convene diverse and often competing stakeholders to solve complex problems. Their unique, interdisciplinary approach combines five key capacities:

- **Science:** Research that deepens scientific understanding of the Gulf of Maine ecosystem, economy, and communities;

- **Education:** Hands-on science learning experiences for students and educators as an investment in the next generation of climate- and data-literate ecosystem stewards;
- **Community:** Support for the communities that depend on the Gulf of Maine, including fishermen, aquaculturists, and seafood supply chain businesses;
- **Climate Center:** Local, state, national, and global climate actions to help coastal communities thrive in a warmer world; and,
- **Gulf of Maine Ventures:** Creating, scaling, and investing in blue economy high-impact companies that advance GMRI's nonprofit mission.

Scientists at GMRI were the first to publish research revealing rapid warming in the Gulf of Maine. As of 2021— the hottest year on record for the Gulf of Maine — this body of water has warmed faster than approximately 98 percent of the world's ocean. As they help coastal communities in their own region mitigate and adapt to the impacts of rapid warming, GMRI leverages the Gulf of Maine as a testbed to develop solutions that are relevant around the world.

In recent years, GMRI has deepened its role as a primary owner of waterfront property in Portland, Maine, taking on the responsibility to protect and preserve working waterfront access and demonstrating a model of low-carbon, climate-resilient solutions for this key infrastructure. Acquired by GMRI in 2021, Union Wharf is Portland's oldest continuously used wharf on Commercial Street. The Institute's plans for Union Wharf include expanding its capacity to support innovative fishermen and fish processors, the aquaculture industry, and other marine economy innovators.

PORTLAND, MAINE

A growing city of over 65,000 with a metropolitan area of over 500,000, Portland, Maine sits on the beautiful and scenic Casco Bay on a peninsula in southern Maine. Home to bold coasts, high peaks, rural farmlands, and thousands of lakes and rivers, Maine contains a diverse set of cultures and traditions including indigenous peoples and lifelong residents, as well as new immigrants who have just arrived and are excited to call Maine home. Portland has long been a city of immigrants and recently welcomed new residents from across the globe who have added to the City's diversity.

Once a fishing port established in 1632, Portland offers historic 19th-century architecture juxtaposed with a blossoming entertainment and dining industry. With fairs and music festivals, endless opportunities for the outdoor enthusiast, locally sourced farm-to-table dining options, and all of the arts, cultural, and recreational offerings of a big city with a small-town feel, Portland is truly an up-and-coming destination on the East Coast. The city is also home to the University of Southern Maine, Maine College of Art &

Design, The Roux Institute of Northeastern University, and the University of New England, Portland campus (colleges of Dental Medicine, Pharmacy, Health Professions, and Osteopathic Medicine).

Portland sits on the traditional lands of the Waponahiyik (Wabankai People/Dawnland People), including the Mi'kmaq, Wolasttoqewiyik (Mailiseet), Panuwapskewiyik (Penobscot), Aponahkewiyik (Abenaki), Peskotomuhkatiyik (Passamaquoddy). GMRI recognizes that Portland's history exists before its establishment as an English colony.

LEADERSHIP AND GOVERNANCE

Glenn Prickett joined the Gulf of Maine Research Institute as President and CEO in September 2023. He has served in a variety of environmental leadership roles over the course of his 35-year career, working across NGOs, government agencies, volunteer organizations, and the private sector. Most recently, he served as the President and CEO of the World Environment Center, a global organization that advances sustainable development through corporate business practices across Europe, Latin America, and North America. Before that, Prickett served in senior executive and management roles at The Nature Conservancy (TNC), Conservation International, and the U.S. Agency for International Development. Prickett also previously served as board co-chair at the Keystone Policy Center and strategic planning chair at the Woodwell Climate Research Center. Throughout his career, Prickett has focused on climate change, leading projects related to greenhouse gas mitigation in various sectors like energy, forestry, and agriculture. He has also been involved in corporate partnerships for climate resilience and adaptation. Prickett's prior marine-related work includes projects focused on fisheries policy, coastal flood insurance, and natural infrastructure.

GMRI is governed by a 23-member [Board of Directors](#) and two advisory committees: a Science Advisory Committee and an Education Advisory Committee. Both committees support the institute's complex, multidisciplinary, and entrepreneurial nature.

FUNDRAISING AND FINANCIAL OVERVIEW

Now is a pivotal moment for both GMRI and the communities it serves. Their diverse mix of federal and foundation grants, corporate giving, and individual philanthropy supports an annual operating budget of approximately \$20 million, which has grown consistently over the course of the last decade and is poised to grow further in the coming years. GMRI's proven ability to deliver and sustain impact, along with its financial security and long-tenured senior management team, create a stable platform for future growth.

In FY23, GMRI raised \$20.5 million, of which 12% came from individuals, 41% from corporate and foundation support, and 42% from federal and state grants.

ROLE OF THE CHIEF DEVELOPMENT OFFICER

Reporting to the President and CEO, the Chief Development Officer (CDO) serves as a key member of the management team and partners with this group to establish funding priorities and strategies for all of GMRI's goals and objectives. The CDO will establish and implement a comprehensive and strategic development program designed to fully support the organization's mission and programs, building upon the strengths of existing philanthropic efforts. The CDO will galvanize the existing team, working across major and principal gifts, annual giving, foundation and corporate relations, donor stewardship/events, database management, and gift processing/records, to seize new and creative funding opportunities, ensuring transformational support for years to come.

The CDO will bring experience in raising significant philanthropic support for an organization while building its constituency, as well as a high level of scientific communication credibility critical to connecting with a sophisticated and diverse set of donors and expanding the volume of unaffiliated prospects.

KEY RESPONSIBILITIES AND DUTIES:

Strategic Vision & Fundraising

- Serve as the architect of and leader for a strategic, cohesive, and systematic development program to broaden fundraising, outreach, and engagement activities, and increase philanthropic revenue year-over-year.
- Prepare GMRI for future fundraising endeavors, ensuring an optimally deployed staff and an effective, efficient infrastructure that will support success.
- Assess GMRI's fundraising potential and craft a sophisticated multi-year fundraising and engagement strategy that will result in sustainable long-term growth in philanthropic contributions, in keeping with the organization's mission and core values.
- Based on GMRI's emerging strategic plan, identify compelling funding priorities and match them with existing and potential donors. Leverage the new strategic plan to energize, inspire, challenge, and motivate the GMRI community.
- Build and set the strategic framework and direction for a planned giving program.
- Personally cultivate, solicit, and steward a select prospect portfolio. Lead by example, demonstrating success and ensuring that timely steps are taken toward solicitation.

- In partnership with the CFO, develop and deploy a strategic and forward-thinking operating model that utilizes and is enabled by metrics, data, and development benchmarking with an eye toward best practices.

Executive Engagement

- Guide and support the CEO in his role as chief spokesperson and fundraiser, serving as an adviser and co-strategist in cultivating prospective donors and soliciting transformational gifts. Similarly guide and support senior leaders, programmatic staff, and other key constituents in all development-related activities, ensuring that their time spent is productive, meaningful, and personally rewarding.
- Serve as an active member of the management team. Build collaborative professional relationships with peers and foster a strong team orientation. Work with a broad range of diverse individuals and groups to achieve shared goals.
- Participate in organization-wide strategic planning and implementation efforts and contribute to discussions that guide strategies and policies shaping GMRI's future. Listen and contribute to strategic insights.
- Promote a culture of philanthropy among the Board of Directors and staff through continuous education about the critical importance of philanthropy, especially unrestricted giving, to GMRI's organizational health.
- In coordination with the CEO, advance philanthropic conversations at the Board level and solicit Board participation in executing development plans.

Staff Management

- Lead, support, and mentor GMRI's development staff, promoting a culture of excellence, collaboration, and professional growth. Further develop a diverse and high-caliber staff that is well-prepared to meet the ongoing challenges and opportunities of an ambitious program.
- Oversee development personnel activities, including the hiring, training, defining of job descriptions, and performance review processes for the team. Enhance professional development, career planning, and employee wellness opportunities for development staff.
- Actively and meaningfully prioritize, promote, and maintain a commitment to diversity, equity, and inclusion within the development enterprise and throughout the organization.

- Maintain a leadership style that is fair, equitable, open, inspiring, empowering, and motivating to staff. Foster a work environment that recognizes and rewards performance, supports new ideas and risk-taking, builds confidence, encourages interaction and teamwork, and reduces silos. Serve as an advocate for staff, representing their concerns and needs.

QUALIFICATIONS AND CHARACTERISTICS

While few candidates will possess all the qualifications and characteristics, the ideal candidate for the CDO role will bring many of the following professional qualities, skills, and experiences:

- A minimum of ten years of progressively responsible experience envisioning, developing, and implementing a successful and comprehensive development program at an organization of equal or greater size and complexity, including successfully managing a large capital campaign.
- A passion for and commitment to the mission and vision of GMRI, as well as an appreciation for and understanding of the organization's impact.
- Strong planning and analytical skills, proven experience in developing and effectively implementing an organization-wide development plan.
- Proven track record of accomplishment in six-and-seven-figure gift solicitations and cultivation of prospective donors.
- A range of experience from a variety of sources, including individual and institutional giving, and public funding, with a track record of results across all areas. Fluency in a range of gift vehicles.
- Existing strong relationships with prominent national or global climate and ocean donors
- Deep understanding of resource management in terms of time, effort, budget, and funding, and evidence of strategic decision-making in the allocation and tracking of resources.
- Demonstrated success working with a Board of Directors/Trustees consisting of prominent business and scientific leaders and their networks.
- Strong listening, verbal communication, and writing skills, with an ability to distill complex scientific topics to donors with a wide range of scientific sophistication.
- Demonstrated experience building and managing a high-performing development team through inspiring and motivating others.

- The ability to attract and recruit top talent, delegate effectively, celebrate diversity within the team, and manage performance.
- Exhibits self-awareness, humility, and an understanding of others that enhances interpersonal communication and management abilities.
- Strong internal focus on equity and transparency across the organization.
- A good listener with a deep interest in and respect for diverse internal and external stakeholders.
- Ability to manage confidential information with discretion and tact.
- Strong personal integrity and work ethic, as well as a sense of humor and perspective.
- Bachelor's degree required. Advanced degree preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/gulf-maine-research-institute/chief-development-officer>.

Electronic submission of materials is strongly encouraged.

Rebecca Kennedy, Partner (she/her)

Becky Piper, Managing Associate (she/her)

Courtney Cabansag, Associate (she/her)

Cortnee Bollard, Senior Search Coordinator (they/them)

Research shows that people belonging to structurally marginalized groups often only apply to jobs if they meet 100% of the qualifications. As no one ever meets 100% of the qualifications, we encourage you to apply if you feel that most of the above qualifications reflect your experience and expertise.

Gulf of Maine Research Institute has a long-standing policy and commitment to providing equal access and equal employment opportunities in all terms, conditions, processes, and benefits of employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status. GMRI's employment decisions are made without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, or veteran status.

Applicants and employees are encouraged to voluntarily self-identify their race/ethnicity, gender, disability status, and veteran status to assist GMRI in fulfilling various data reporting requirements of the federal government. This self-identification is completely voluntary, will be kept confidential and separate from your application data, and used only to meet federal reporting requirements. Providing or declining to provide this information will not result in adverse action of any kind.