



CHIEF DEVELOPMENT OFFICER
GULF OF MAINE RESEARCH INSTITUTE
Portland, Maine
[Gulf of Maine Research Institute](#)



The Aspen Leadership Group is proud to partner with the Gulf of Maine Research Institute in the search for a Chief Development Officer.

The Chief Development Officer will lead the development and execution of the Gulf of Maine Research Institute's (GMRI) annual fundraising activities, long-term capital funding initiatives, and development-related marketing and communications efforts. Working with the President, Management Team, Strategic Gifts Committee, and Board of Directors, the Chief Development Officer will implement operating and capital campaigns that will drive GMRI's emergence as an international center for marine research, education, and community impact.

The Chief Development Officer will foster a culture of philanthropy within the organization and assure that the organization's corporate culture, systems, and procedures support donor-centric fundraising. The Chief Development Officer will work directly with board members, volunteers, and GMRI staff to define institutional development strategies, develop fundraising materials, research prospective donors, cultivate/solicit/steward donors, document/track pledges and gifts, and increase the public's awareness of GMRI's work.

The Gulf of Maine Research Institute pioneers collaborative solutions to global ocean challenges. Its scientists explore dynamic ocean systems from marine life to environmental conditions to coastal economies. GMRI infuses its research findings into the policy arena and designs solutions with fishermen and seafood businesses to protect fishery resources, harvest them responsibly, and market them as premium quality food. GMRI nurtures a culture of leadership in communities that depend on the sea. GMRI's education programs cultivate science literacy and build a foundation of collaborative problem-solving among the next generation of leaders, scientists, citizens, and stewards. Each year, GMRI serves over 25,000 stakeholders from Cape Cod to Nova Scotia.

GMRI is locally focused and globally relevant. GMRI is dedicated to the resilience of the Gulf of Maine ecosystem and the communities that depend on it. It supports solutions that will broadly benefit the bioregion and its diverse communities over generations to come. GMRI leverages the Gulf of Maine's significance as a testbed for adaptation to environmental change and responses to global opportunities and challenges. GMRI is committed to the principles of independence and objectivity. It engages deeply in complex and often controversial marine issues. GMRI's research is evidence-based, transparent, and nonpartisan. GMRI convenes diverse and often competing stakeholders to solve complex problems. It works with partners and networks to leverage knowledge, relationships, and resources to increase shared impact. GMRI's commitment to excellence ensures that thoughtful, entrepreneurial, and persistent staff who aspire to high levels of impact are recruited and empowered.

REPORTING RELATIONSHIPS

The Chief Development Officer will report to the President and CEO, Don Perkins.

PRINCIPAL OPPORTUNITIES

The position of Chief Development Officer at the Gulf of Maine Research Institute offers a mission-driven fundraiser an extraordinary opportunity to undertake work that is both challenging and deeply meaningful in one of the nation's most livable small cities. Portland, Maine (and surrounding towns) offer good schools, a vibrant food and arts scene, engaged and approachable community leaders, and wonderful access to outdoor adventure at sea, on rivers and lakes, or in the mountains. Equally important, the successful candidate will be joining an entrepreneurial and energetic team that embraces a collegial and collaborative culture around philanthropy. The team shares responsibility for fundraising goals and celebrates the successes of all team members, program staff, and the donors who ultimately make GMRI's work possible.

This is an exciting moment to assume leadership of a market-focused, results-oriented organization with an impressive track record. GMRI has grown rapidly over the past two decades, emerging as one of the region's most respected marine NGOs due to its program impact and the exceptional caliber and commitment of its board, management team, and staff. Within the rich depth and breadth of GMRI's science, education, and community work, the organization is known for implementing local solutions that have global relevance, including

- discovering that the Gulf of Maine is one of the fastest warming ocean regions and demonstrating the power of predictive models to inform climate-ready stewardship and business strategies;*
- working with fishermen to implement management strategies to end overfishing and diversify into aquaculture while preserving important economic and cultural values;*
- working across the supply chain to shift seafood sourcing practices to more local and sustainable options and supporting the growth of shellfish farms; and*
- immersing 12,500+ of Maine's middle school students and teachers in authentic hands-on science experiences every year.*

A diverse mix of federal and foundation grants, corporate giving, and individual philanthropy supports an annual operating budget of approximately \$13 million, with the potential to grow by 40% to achieve the aspirational vision set out in GMRI's current strategic plan. Recent notable achievements include authoring the Ocean Chapter of the 4th National Climate Assessment; opening the second-generation, NASA-funded LabVenture education program; securing seed funding for an Ocean Business Accelerator to develop internal revenue generating opportunities and for-profit subsidiaries; and launching a new climate center to support coastal communities seeking to develop mitigation and adaptation strategies.

The position of Chief Development Officer combines strategy and management with the rewards of working directly with a portfolio of current and prospective principal donors to harness their passions toward five to eight figure gifts. Growth of individual philanthropy is a primary focus for GMRI's Development Team. The Chief Development Officer will drive the evolution of a next-level fundraising team to support GMRI as it breaks out as an international leader at the intersection of climate change, fishery stewardship, and community development. The successful candidate will join a team with solid systems and strong donor retention across a small (~ 600) core of generous donors. GMRI is currently working on a three-phase endowment campaign, with the first \$20 million phase completed at \$23 million and the second \$15 million phase at \$8 million. The challenge and opportunity for the incoming Chief Development

Officer will be to capitalize on this momentum. Donor acquisition will be key, as will enabling existing donors to think in an aspirational way about their annual giving as GMRI leans into some of the most pressing issues of our time – food sustainability, education to support science literacy, and coastal climate resilience.

–Don Perkins, President and CEO

PRIMARY RESPONSIBILITIES

Strategic Planning

The Chief Development Officer will

- participate with the President, Management Team, staff, and board to develop the organization's mission and direction;
- provide input on long-term strategic planning across the organization;
- participate as a member of the Management Team overseeing operational, planning, policy development, and cross-functional management;
- ensure that fundraising strategies are carried out in keeping with the organization's values, vision, mission, and plans; and
- monitor developments in philanthropy and fundraising to inform the staff and Board on current issues, trends, and opportunities.

Development Management

The Chief Development Officer will

- represent GMRI in the community and with donors, prospects, regulators, development committee(s) and fundraising volunteers;
- assure sound fiscal operation of fundraising function, including timely development, implementation, and monitoring of budgets;
- ensure high functioning staff can access sufficient resources to accomplish aspirational goals;
- foster smooth operations in GMRI's development function through forward planning and timely resolution of disruptions;
- establish performance measures, monitors results, and evaluate the effectiveness of GMRI's fundraising efforts;
- provide regular reports to the board, relevant committees (Strategic Gifts, Finance, and Executive), development team, and management team; and
- manage development of and compliance with GMRI's fundraising and philanthropic principles, policies, and procedures and generally excepted code of ethics for fundraising executives.

Fundraising Management

The Chief Development Officer will

- lead goal setting, strategy identification, benchmarking, and evaluation;
- work directly with and support board members, volunteers, and GMRI staff to implement ongoing, personalized strategies, identify and quality a robust pipeline of potential supporters, and to cultivate, solicit, and steward donors;
- collaborate with staff, board, and volunteers to align prospect interests to GMRI's highest priority needs, with an eye to growing individual philanthropy while sustaining strong foundation and corporate track record;
- provoke conversations about audacious ideas and game changing opportunities to take GMRI to the next level;

- guide the design and implementation of cost-effective donor outreach and engagement programs and compelling fundraising materials to achieve goals, while maintaining a high level of quality and a solid return on investment;
- enlist the help of other Management Team members and program staff to bring donors closer to the impact of GMRI's work;
- share philanthropic success stories, challenges, and opportunities with the broader GMRI community;
- communicate personally with donors around pledge agreements and payments; and
- ensure that GMRI's story and giving mechanisms (current and legacy) make it easy for donor to give.

Personal Portfolio

The Chief Development Officer will

- communicate with ~ 100 current and prospective high value donors in a continuous cycle of research, strategy, cultivation, solicitation, and stewardship;
- engage staff, volunteers, and board members in prospect research, cultivation and solicitation efforts;
- solicit contributions on behalf of the organization, with a primary focus on five to eight figure annual, strategic, and capital contributions; and
- attend public, private, and donor centric events throughout the year as a key representative of GMRI.

Marketing and Communications:

The Chief Development Officer will

- monitor and cultivate institutional sensitivity to GMRI's competitive position in the complex web of GMRI's local/state/regional/national/ international research, education, community, and donor markets;
- leverage organization-wide communications strategy and content in coordination with the Communications Manager, Management Team, and external advisors to meet fundraising needs;
- collaborate with Communications Manager to meet development needs through print, email, web, social, and other outreach channels;
- uphold GMRI brand standards within development communications;
- ensure productive use/reuse of blog, newsletter, press clips, and other assets provided by our Communications Team;
- provide donor-focused feedback to Communications Team to inform organization-wide messaging; and
- support and monitor development and execution of events strategy as part of long-term development donor engagement activities.

Volunteer Management

The Chief Development Officer will

- lead efforts to identify, cultivate, recruit, develop, and manage fundraising volunteers and leadership;
- develop agendas for meetings so that the Strategic Gifts Committee can fulfill their responsibilities effectively;
- engage volunteers in strategy development, encourages questioning, and promotes participatory decision-making;
- work with the President, Chair, and Strategic Gifts Committee Chair to define expectations for fundraising volunteers and evaluate performance;

- inform the President and volunteer leadership on the condition of the fundraising programs and on all important factors influencing it; and
- serve as member of Nominating Committee to identify and recruit GMRI board members who will support GMRI's mission.

Systems Development Management

The Chief Development Officer will

- oversee and participate in budgeting for evolution of systems supporting fundraising, communications, tracking, and reporting;
- provide regular reports on institutional development and communications to the Strategic Gifts Committee, board, President, donors, and prospects;
- assure regular monitoring and maintenance of prospect research and gift record files to provide an audit trail for all gifts and pledges; and
- ensure department support for systems management, availability of systems, operations continuity, and disaster-recovery.

Human Resources

The Chief Development Officer will

- identify, select, develop, motivate, and evaluate human resources, both professional and volunteer, to support development activities;
- hire and manage external fundraising counsel, as appropriate;
- assure stability by creating a working environment that is rewarding to staff;
- identify and support staff participation in professional development programs in fundraising, grantsmanship, estate planning, corporate social responsibility and information technology management; and
- establish personal accountability for development staff and evaluate performance annually.

KEY COLLEAGUES



Don Perkins

President and Chief Executive Officer

Don Perkins has served as GMRI's President and CEO since 1995. Don works with GMRI's staff, board, and external partners to drive GMRI's evolution as a strategic science, education, and community institution that serves the Gulf of Maine bioregion and to scale GMRI's impact beyond. Since 2013, Don has served as the Executive Director of the Harte Charitable Foundation developing their investments in the stewardship and sustainable development of the Gulf of Mexico. Don is dedicated to building creative, strategic organizations, traditional or virtual, that contribute to solving intractable problems and creating new opportunities in marine conservation, STEM literacy, and common property governance and management.

Don is active in the marine policy arena on multiple levels. He currently serves on the board of the Gulf of Maine Lobster Foundation and recently co-chaired the Governors Ocean Energy Task Force. He was co-founder of Friends of Casco Bay and the Maine Marine Research Coalition. He previously served on the boards of the Gulf of Maine Council on the Marine Environment, Gulf of Maine Ocean Observing System, Maine Department of Marine Resources Advisory Council, and Maine Legislature's Task Force on the Development of Aquaculture. Reflecting his broader interest in governance, Don currently serves on the board of MMG Insurance.

Don brings an unusual mix of corporate and non-profit experience to GMRI. Prior to joining GMRI, Don instructed at the Hurricane Island Outward Bound School, directed the Marine Conservation Corps in California, served as a financial advisor to Native American tribes, advised The Health Foundation on its Latin American initiatives, and managed the operations of Binax, Inc., which provided diagnostic tests and tools for infectious diseases.

Don was born in Waterville, Maine and has lived in a variety of Maine's coastal and inland communities, as well as overseas in Israel and Brasil. Don holds a B.A. in Anthropology from Dartmouth College and a M.B.A. from the Stanford University Graduate School of Business. Don's greatest sources of pleasure are his family, sailing along the coast of Maine, and an early morning run or swim.



Blaine Grimes
Chief Ventures Officer

Blaine Grimes has led the development and community relations department since 2005. Blaine has been selected to serve as GMRI's first Chief Ventures Officer to develop GMRI's new business development and social investment capacity. Blaine has begun her transition to this new role from the role of Chief Development Officer, and will complete it when her successor starts work at GMRI.

Blaine's primary responsibility has been to lead GMRI's strategic fundraising initiatives to ensure that GMRI has the resources in place to maximize its impact and achieve its ambitious program goals in the coming years. She has also been responsible for GMRI's marketing and public relations efforts, as well as its burgeoning volunteer program. Blaine spends most of her time keeping in touch with the community that is so vital to the Gulf of Maine Research Institute's future.

Blaine came to GMRI with more than twenty years of business leadership and strategic marketing experience in a wide range of industries, with career concentration in the fields of healthcare and biotechnology. She has a lifetime interest in both science and technology, as well as a passion for the ocean and is delighted to feed those interests in service to the Gulf of Maine Research Institute.

Blaine received her undergraduate B.A. from Amherst College and her M.B.A. with Distinction from Harvard University.

She has served on the board of the Cape Elizabeth Education Foundation and currently serves as vice president for the HBS Club of Maine.



Pam Erickson
Donor Engagement Officer

Pam first joined GMRI in June 2017. In her role as Donor Engagement Officer, she shares GMRI's work with a community of supporters and friends. Pam is dedicated to the mission of stewarding the Gulf of Maine ecosystem and the hard-working communities that depend on it. She's excited to help build the partnerships that bring this work to fruition.

Prior to joining GMRI, Pam founded and served as Executive Director of Coastal Studies for Girls in Freeport. Throughout her career, she has worked with people ages 5-85 in experiential education centers around the country.

Pam is both an experienced teacher and a passionate learner. After receiving her undergraduate degree from the University of Wisconsin LaCrosse, she went on to earn a Master's Degree in Education from the University of New Hampshire.

In her free time, Pam enjoys the outdoors. She is a Registered Maine Guide and Sea Kayak Guide, with a deep love for Maine and our oceans. When she isn't in a boat on Casco Bay, you might find her teaching a Let Your Yoga Dance class or spending time with her dogs.



Kyle Garvey
Manager, Individual Giving

Kyle Garvey joined GMRI in 2019 as Manager, Individual Giving. In his role, he engages our annual fund and major gift donors, along with managing related projects.

Prior to GMRI, Kyle was at the Harvard Law School as Associate Director for Major Gifts and Annual Fund programs. He also worked on the fundraising teams at MIT Sloan School of Management, Dana-Farber Cancer Institute, and Harvard Business School. He earned his BA from Trinity College in Connecticut.

In his free time, Kyle enjoys outdoor sports and exploring the food and drink that Boston and Portland have to offer.



Jill Harlow
Director of Organizational Giving and Philanthropy Services

Jill Harlow joined GMRI in 2003, and currently serves as the organization's Director of Organizational Giving and Philanthropy Services. She works closely with the President, Chief Development Officer, and program staff to articulate the outcomes of GMRI's Science, Education, and Community programs and to identify opportunities for individuals, corporations, and foundations to invest the organization's vision. Much of her work is done behind the scenes, including proposal writing, prospect research, and

fundraising strategy.

Jill is a place-based person, with a deep affinity for Maine's natural resources and traditional industries. She brings to GMRI a strong sense for the unique characteristics and personalities that have historically defined Maine's communities and excitement about the state's potential to leverage its connection to the sea in new ways in the 21st century.

While Jill considers herself first and foremost a writer, she has broad range of experience in fundraising, public relations, marketing, and graphic design. She has put these skills to work for such organizations as Good Will-Hinckley, Dyer Associates, and Machias Savings Bank. She has also worked as a technician at the Mount Desert Biological Laboratory.

Jill is a Colby graduate and an alumni of the Williams Mystic Maritime Studies Program and the Salt Center for Documentary Field Studies.



Elijah Miller
Communications Manager

Elijah Miller became communications manager at GMRI in July 2015. In his role, Elijah manages GMRI's content production, media relations, and web presence.

Elijah previously supported GMRI's development team in the role of campaign coordinator. Prior to joining the organization, he worked in development at Maine Cancer Foundation and later in corporate communications for L.L.Bean.

Elijah Graduated Summa Cum Laude from the University of Southern Maine, where he studied communications and marketing.

Elijah is an avid fly fisherman, camper, and beach-goer. Whether he's wading in a stream, canoeing on a pond, or swimming in the ocean, you're most likely to find him in the water.

PREFERRED QUALIFICATIONS

Gulf of Maine Research Institute is seeking a Chief Development Officer with

- a successful track record of cultivating and securing significant funding from individual, corporate, foundation, state, and federal funding sources;
- demonstrated leadership abilities for developing and executing strategies to accomplish ambitious goals;
- strong interpersonal skills and a sense of humor;
- ability to relate comfortably with individuals and groups from diverse backgrounds;
- experience managing multiple tasks in a rapidly changing environment;
- service in a marketing management, strategic consulting, or development role for a rapidly growing organization; and
- interest in marine science, marine stewardship, and/or Gulf of Maine community (strongly preferred).

A bachelor's degree is required for this position. At least ten years of service in a strategic management role in a nonprofit, public, or for-profit organization is preferred as is graduate or professional training in marketing, strategic planning and/or development.

DIVERSITY AND INCLUSION

Gulf of Maine Research Institute is proud to confirm its 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 strictly 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.

SALARY & BENEFITS

Gulf of Maine Research Institute offers a competitive salary and benefits package.

LOCATION

On October 1, 2005, the Gulf of Maine Research Institute officially opened a 44,000-square-foot research and education laboratory on its 5.5 acre site in the heart of Portland, Maine's working waterfront. Its facility includes wet labs, analytical labs, office suites, conference rooms, and the Sam L. Cohen Center for Interactive Learning.

The lab fosters research partnerships among the region's leading research institutions, education institutions, the fishing community, private industry, and other stakeholders; provides an effective vehicle for marine researchers to share their work in a meaningful way with Maine students, teachers, and families; and serves as an economic engine, creating high quality jobs, as well as training opportunities for graduate and undergraduate experiences for student from colleges and universities across the region.

GMRI believes in the importance of community as the fundamental building block to resolving complex marine resource issues. Its facility was conceived to encourage collaboration across disciplines and institutions. Formal and informal meeting spaces are clustered around a three-story glass atrium which visually connects the city to the harbor. GMRI is proud to share its lab with some of the leading marine research organizations in the region and to interact with the rich mix of scientists, fishermen, legislators, and educators that regularly gather there.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. Review of applications will begin immediately and will continue until the successful candidate has been selected.

To apply for this position, visit:

[Chief Development Officer, Gulf of Maine Research Institute.](#)

To nominate a candidate, please contact Don Hasseltine:

donhasseltine@aspenleadershipgroup.com.

All inquiries will be held in confidence.