

The MAP Team

Emily Goldfarb MAP Lead Consultant



“I grew up in a comfortable family and had many privileges that most people don’t have. When I attended a Quaker college, studied in Bogotá, Colombia, and majored in Latin American studies my perspective on the world and the role of the US changed dramatically. My work in the Central American solidarity movement in the 1980s, especially with Salvadoran refugees here and in El Salvador, re-focused my purpose entirely. My 20+ years in immigrant rights, among other issues, helped me find my current political purpose as a support to others “in the trenches” of justice work.”

Emily has worked as a consultant since 1997 for more than 60 nonprofit organizations and foundations. She is also the Co-Director for RoadMAP, a national independent capacity-building network serving social change organizations and their funders, and the Lead Consultant for the French American Charitable Trust’s Management Assistance Program.

Emily’s consulting work is informed by over twenty years of activism and organizational leadership in the immigrant and refugee rights movement. She is the founding Executive Director (1986-1996) of the Northern California Coalition for Immigrant Rights, where she led a staff of 25, built a broad-based regional coalition of over 100 organizations, and advocated for progressive reforms on the local, state and federal levels.

Emily was a co-founder of Mujeres Unidas y Activas and has served on their board for the past six years. She has been a fortunate Windcall Retreat resident two times and is the co-creator of the My Healthy Organization organizational assessment tool (www.myhealthyorganization.org) designed for social change organizations.

Working primarily with community-based organizations that engage in base-building, community organizing, and policy advocacy, Emily specializes in organizational start-up and development, facilitation, individual coaching, strategic planning, the linking of services to social change strategies, and the design and implementation of capacity-building programs. Emily is bilingual in English/Spanish.

Emily lives in San Francisco, CA with her partner of 20 years and their two cats and can be reached at egoldnrrio@aol.com.

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Consulting clients include Miami Workers Center, Environmental Health Coalition (EHC),
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Elsa A. Ríos, RoadMap Co-Director, Consultant and Certified Coach



“I remember being about 14 years old, forgetting my keys, and having to go for the first time to the factory where my mother worked as a seamstress. When I opened the door, I felt as though I had entered a Charles Dickens novel. The walls were made of cinderblocks covered in thick black soot, there was garbage strewn all over – it was really dismal. There were rows and rows of women crouched over sewing machines - you could sense their sadness, tiredness, hopelessness. I remember thinking this sure isn't the America I see on TV... my social consciousness was forged that day, and by the time I graduated high school, I was an organizer with the Puerto

Rican Socialist Party.”

Elsa is the Co-Director of RoadMap and one of the leading organizational development faculty members of the Move to End Violence initiative. Elsa has more than twenty-five years of nonprofit experience in the areas of management, grant-writing, program design, community organizing and public policy analysis and writing. Her consulting firm, Strategies for Social Change, LLC, specializes in organizational development services and works on numerous issues relevant to communities of color and social justice groups. Her practice areas include strategic planning, executive coaching and leadership development, team building, executive transition planning, board governance and policy advocacy campaigns. She attended the New York University Coaching Training Program and is a certified coach.

During her public service career, prior to becoming a consultant, Elsa held several executive level management positions. Her accomplishments include having served as the Founding Director of the Violence Intervention Program, Chief of Staff for the Puerto Rican Legal Defense and Education Fund, and Senior Policy Analyst for the Mayor's Office on Health Policy (under

Mayor David Dinkins). Elsa served as a trustee of the Jessie Smith Noyes Foundation for six years and on the Board of Directors of the Violence Intervention Program, a grassroots, bilingual/bicultural battered women's organization based in East Harlem.

Elsa is an adjunct faculty member at Baruch College in the School of Public Affairs and a core consultant with the Builders for Change program at Adelphi University. She has taught several subjects including fundraising, leadership and management, strategic planning and cultural competency. She is also the Executive Producer of the Reproductive Justice Toolkit Video Series commissioned by the Funder's Network on Population, Reproductive Health and Rights. Elsa holds a Juris Doctor degree from New York University School of Law, where she received the prestigious Root-Tilden-Snow Scholar Award in recognition of her public service achievements. She also holds a Masters of Science degree in Social Work from Columbia University and is a graduate of the Columbia University's Institute for Not-for-Profit Management.

Elsa lives in Bayside, NY and can be reached at elsa@strategiesforsocialchange.com, or visit <http://www.strategiesforsocialchange.com>. Elsa is fully bilingual (English/Spanish) and has published numerous policy advocacy reports, some of which can be found on the website.

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Consulting clients include the National Latina Institute for Reproductive Health, La Fuente, New Mexico Environmental Law Center, and the National Economic and Social Rights Institute, among others.

Alfreda Barringer, MAP Consultant



“I am unashamedly a product of racially segregated school systems in North Carolina, except one year of forced busing for the sake of integration. When my daughter was twelve and facing a one-hour bus ride each day to attend her first year of junior high school, I shifted from leading Brownie troops and directing children's plays to organizing neighbors to seek equality in our schools, neighborhoods, and city.”

Alfreda has over 30 years of experience in organizational development, nonprofit financial management, planning, and leadership training. Alfreda is Senior Consultant with Grassroots Leadership in Charlotte, North Carolina, and was formerly Director of Operations. She is also a faculty member of Francis Marion University's Nonprofit Leadership Institute. Her mission is to promote life-long learning, encourage inquiry into the cultural and operational dimensions of organizations, and to strengthen nonprofit leaders. She is a Kellogg National Fellow and was a founding board member of Hidden Valley Community Development Corporation. She also served as an appointee to the Charlotte-Mecklenburg Development Corporation.

Alfreda served as a consultant for Southeastern Organizational Development Initiative (SODI), working with a leadership team to help transform thinking about the "what" and "how" of organizational development and to strengthen the OD infrastructure in the southeastern United States. The disability rights organization Advocating Change Together (ACT) features her in a nationally distributed leadership video series called "Tools for Change." Alfreda Barringer was featured in the February 2002 issue of Today's Charlotte Woman magazine and the Charlotte Observer named her as one of its Heroes of Democracy.

She is a writer, motivational speaker, trainer, facilitator, educator, community organizer, poet, singer, and songwriter. She retired after 19 years of voluntary service as chairperson of the North Charlotte (Charlotte District) Performing Arts Department of her national church congregation. Alfreda is a graduate of UNC Charlotte and of the Gallup Leadership Institute. She is a CPA. In addition, she holds a certificate in Community Economic Development from St. Augustine College and the NC association of Community Development Corporations.

Alfreda lives in Charlotte, NC and can be reached at alfredab2@yahoo.com.

References

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Consulting clients include Kentuckians for the Commonwealth (KFTC) and Save our Cumberland Mountains (SOCM).

Carol Cantwell, MAP Consultant



“I’m proof that people can change and become part of the social justice movement. I voted for Reagan in my first election when I was 18. After a rough coming out experience in my twenties, I began to question a lot of what I learned growing up. The people who supported me then were all progressive politically. They were patient teachers of my budding social justice consciousness.”

Carol Cantwell is the founder and Chief Officer of Fun with Financials, a consulting practice dedicated to building the financial health of the social justice sector. Fun with Financials’ mission is to demystify financial information so that it can be used to make informed decisions.

In her work with social justice nonprofits, Carol helps to build strong financial systems that can be maintained over time. She teaches board members, staff, and leaders to read and understand financial statements (balance sheet, income statement, and budget) and uses the organizations’ own reports to analyze current financial health. She assists organizations in creating financial policies to guide budgeting decisions as well as clarifying roles in the budget process.

In her work with foundation boards and staff, Carol emphasizes the responsibility that funders have to understand the entire context of grantee financial information. Carol teaches funders how to read and understand the financial statements currently requested using examples from recent dockets. Carol advocates that funders stop asking for budgets and instead focus on actual financial information that grantees already have available.

Prior to launching Fun with Financials in 2004, Carol spent almost 12 years in various nonprofit financial roles from Office Manager to Chief Financial Officer to Co-Executive Director. In addition to her professional experience, Carol brings a degree in economics to this work as well as her sense of humor and ability to make financials fun!

Carol is a life-long baseball fan who grew up in Boston and lives in San Francisco. Carol can be reached at carol@funwithfinancials.net.

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Consulting clients include Jobs with Justice (JWJ), League of Young Voters (LYV) and the DataCenter.

Margi Clarke, MAP Consultant



“I was raised in Washington D.C. in the late 60’s/early 70’s in my extended family where civil rights marches and peace rallies were regular outings. At age 21, I was lucky to get a paid organizing job in California that led me into a decade and a half working closely with the FMLN and civilian opposition groups in El Salvador -- leading delegations to the war zones, organizing against U.S. military intervention, raising funds and supporting cooperative agriculture throughout Central America. From the early lesson that dissent and solidarity were normal, over time I learned how people’s movements have the power to affect national and international events. My work is guided by those

powerful feelings of unity in action, and lessons-learned across generations, across borders and across communities.”

Margi Clarke’s consulting practice focuses on strategic planning, program evaluation/program development, board/executive leadership coaching, personnel/HR issues, financial management structures, and fundraising strategies.

Margi is a trainer and meeting facilitator who brings insight and sensitivity to complex organizational issues. She has experience working with small and large community-based organizations, and social enterprise businesses in diverse fields including women’s rights, immigrant organizing, economic development, environmental justice, family services, and housing in low-income, multi-ethnic communities. She is bilingual in English and Spanish.

Margi lives in Berkeley, CA and can be reached at MargiClarkeConsulting@gmail.com.

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James (Kim) Gilliam, MAP Consultant



“The dawning of my social awareness was highlighted by the presence of armed national guardsmen on my college campus for two successive years. I have carried my passion for social justice throughout my career which began in the early 1970's as an Alinsky trained VISTA volunteer community organizer.”

Kim Gilliam is a fundraising consultant to a wide variety of social justice and environmental organizations throughout the country. He specializes in working with the staff and board to develop and increase individual donor fundraising. In addition to working one-on-one with clients, he also conducts nationwide major gift fundraising trainings with the Institute for Conservation Leadership in Washington, DC, and has done extensive major gift trainings for the Beldon Fund based in New York.

He brings a strong background in community organizing from his time as a VISTA volunteer in the upper Midwest where he developed campaigns to serve disadvantaged and low income populations. After leaving the VISTA program, he led several nonprofit programs and organizations before entering the field of fundraising in 1984.

After four years as a fundraiser in private education, he became the Chief Development Officer for the Southern Environmental Law Center (SELC), charged with creating and directing fundraising operations for the organization. His primary responsibilities at SELC revolved around securing large gifts from individuals and during his 14-year tenure, the major gifts program grew to generate 50 percent of the organization's \$5 million annual budget. He also had substantial responsibility for national and regional foundation grants that supported the balance of the budget. From 1997-2000, he led the organization's successful \$15.5 million Campaign for the Environmental Future of the South.

In 2002 he entered a full-time consulting practice working with individual clients to develop and enhance both 501(c)3 and (C)4 fundraising efforts. In this capacity, he works closely with boards and staff on fundraising planning, revenue and expense forecasting, fundraising mentoring and coaching, and board training and development.

Kim lives in Charlottesville, Virginia and can be reached at jmsgilliam@aol.com.

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Consulting clients include the Environmental Health Coalition (EHC).

Belma González, Certified Coach



“Like a lot of children raised by immigrant working class parents, I witnessed the daily sometimes nasty, sometimes dangerous injustices my parents tolerated to get food on the table and maintain a roof over our heads. This in combination with watching César Chávez and Dolores Huerta and other ‘60’s activists on TV and then participating in anti-war and reproductive justice activities awoke in me a life-long need to address the inequalities faced by so many in this most powerful and richest country in the world.”

Belma González is a certified coach. She provides assets-based coaching to individuals working in the nonprofit sector, especially social justice activists. She is certified through the Coaches Training Institute and has worked with diverse clients all over the US on leadership enhancement, change management, transitions and work/life balance. As a founding member of Prism Coaching, a coaches of color consortium, Belma is committed to utilizing the assets of race, class and culture in her coaching practice and to advancing cultural awareness in the coaching sector. Belma also partners with Leadership That Works, an accredited coach training school, to provide coach training workshops for nonprofit direct service providers, community leaders and those seeking to become certified coaches (especially people of color working in/with nonprofits).

Belma has been selected to coach participants in sixteen leadership development programs including several UCSF Center for the Health Professions’ leadership development programs, New Generation Leaders of Color (through CompassPoint Nonprofit Services), Horizons Foundation’s Rickey Williams Leader Fellowships, Rockwood Leadership Institute Fellows and Haas Jr. Fund’s Flexible Leadership Awardees.

Belma has over twenty-five years of experience working in the nonprofit sector. She worked with the Center for Collaborative Planning’s Women’s Health Leadership, a leadership development program with over 350 grassroots, primarily women of color, participants. Prior to WHL, Belma worked at Women’s Needs Center, a free clinic serving low-income, uninsured women in San Francisco. She began at WNC as a volunteer and remained nineteen years serving in various staff capacities, including Executive Director. Raised in San José, California, Belma is a bicultural/somewhat bilingual Chicana. She now lives in Oakland, California.

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Rebecca Johnson, MAP Consultant



“I wanted to go south in 1963, to Alabama, to join the Civil Rights Movement. I was an 8-year-old Ohioan and my parents said no. I bided my time and at 15 joined a group of young people who helped close down Applecreek State Hospital at the dawn of the Deinstitutionalization Movement.”

Rebecca first learned the value of technical assistance to a grassroots community organization over 30 years ago, when she was Board President of the Contact Center in Cincinnati. She witnessed how knowledge that is provided in ways that respected the needs and learning styles of adults increased skills, improved community organizing strategies, and gave the low-income African-American women who made up the board a more complex sense of what it means to gain, have and use power. At the Contact Center, these women also taught Rebecca how to do grassroots fundraising, one thrift store bag sale and Appalachian barbeque rib sale at a time.

Rebecca has worked almost exclusively with grassroots community-based organizations, including founding Cooperative Economics for Women (CEW), which organizes with immigrant and refugee women of color seeking to gain access to and control of income, and the Women of Color Fundraising Institute (WOCFI). She has also served as the first technical assistance provider for one of the first foundation-based TA programs, at the Boston Women's Fund (BWF).

The Women of Color Fundraising Institute grew out of her experience providing technical assistance at BWF and sought to provide a high quality, intensive, progressive fundraising, financial management and economics education for women of color with leadership roles in small organizations. Over fifty organizations benefited from WOCFI. Rebecca's fund development experience is wide-ranging, from the aforementioned thrift store sales to serving as primary fundraiser for several projects, through private foundation fundraising, development

of fee for service opportunities and individual donor cultivation. She provides focused, intensive services to the organizations with whom she works.

Rebecca lives in the Dorchester neighborhood of Boston, MA and can be reached at rebecca_johnson@mac.com. Photo credit: Craig Bailey, Perspective Photo, Boston, MA.

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Consulting clients include Mujeres Unidas y Activas and the Miami Workers Center.

Helen Kim, MAP Consultant



“When I was twelve, our family emigrated from Korea and landed in the suburbs of Chicago. As the oldest daughter, I became the translator for my parents and advocate for my family. Later, I organized immigrant women workers, who in sweatshops and electronics assembly lines faced similar conditions my mom had endured. Now, I am blessed to be able to work with leaders and organizations that are committed to base-building and transformative change.”

Helen is an organizational development consultant, leadership trainer and coach with twenty years of experience in working with social change organizations and leaders in the US and internationally. She is a co-author of *Working Across Generations: Defining the Future of Nonprofit Leadership* (Jossey-Bass, 2008) and has facilitated many regional, national, and international convenings on social justice movement building strategies and supporting the next generation of nonprofit leaders.

In addition to being a part of RoadMap, Helen is a team member of Building Movement Project, trainer and coach for Rockwood Leadership Institute, and the Evelyn & Walter Haas Jr. Fund Flexible Leadership Investment Program.

Helen served as International Planning Committee member for Association for Women’s Rights in Development (AWID) 2008 Forum in Cape Town, South Africa and was an advisory member of its Building Feminist Movements and Organizations Initiative. She also served as a trainer for Women’s Funding Network’s Voices on the Horizon and Bridge Builders Leadership Cohort and Women of Color Policy Network’s Lead the Way Fellowship.

Prior to her consultant work, Helen was an adjunct faculty at the San Francisco State University School of Social Work and worked as a community organizer for Asian Immigrant Women Advocates, where she focused on immigrant and worker rights and environmental justice issues. She emigrated from Korea when she was twelve years old and attended Carleton College and the University of Minnesota Law School. A 2009 Gerbode Fellow, Helen aspires to live and work with generosity of spirit and passion for justice.

Helen lives in Oakland, CA and can be reached at helenskim1@gmail.com.

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Consulting clients include SouthWest Organizing Project (SWOP), DataCenter, Center for Third World Organizing (CTWO).

Mary Ochs, MAP Consultant



“My father died when I was very young and my working class family slipped into poverty. When my mother asked for help for my brother people came and searched our house and asked all sorts of personal questions. I got angry and wondered why they assumed we were bad people. My mom’s face often had a look of helplessness and powerlessness. That look propelled me to want to do something. I developed a lot of empathy and rage about injustices especially

as the Civil Rights Movement unfolded. Later, I stumbled upon organizing and knew I had found something that really made sense; it helped transform me and others.”

Mary Ochs has worked as a community organizer and founder/executive director of numerous grass roots, social justice organizations. She worked in the field for over 35 years. She first became involved with community organizing when she volunteered on a campaign to organize welfare recipients. In the recent past, Mary worked as a Field Organizer and as Organizing Director for the Center for Community Change (CCC), a national technical assistance organization to grassroots organizations social justice organizations.

While at CCC, Mary directed the campaign for comprehensive immigration reform, created the youth internship program, provided assistance to the National Campaign for Jobs & Income Support and helped many grassroots groups integrate electoral work into their organizing strategies. Prior to the post at the Center, Mary directed the Community Economic Development Program at the Legal Aid Foundation of Los Angeles. She launched the Foundation's "Creating Capable Community Organizations" workshop series. She also provided customized organizational development assistance to hundreds of groups.

Mary has pioneered work that integrates organizing with economic development strategies. Mary left CCC at the end of 2005 in order to devote more time to directly working with grassroots groups and to mentoring newer organizers.

Mary lives in Los Angeles, CA and can be reached at mochs143@aol.com

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Consulting clients include Jobs with Justice (JWJ), 9to5, League of Young Voters, Urban Habitat, Tennessee Immigrant and Refugee Rights Coalition (TIRRC), Working Partnerships USA.

Shiree Teng, MAP Consultant



"When I first came to this country not speaking a word of English I was 12. I used to watch a lot of TV to learn English. One day on the 6 o'clock news, I saw a group of angry white parents throwing rocks at yellow school buses carrying small black children from Roxbury to South End; they called themselves BusStop. I knew then there was something very fundamentally wrong with this country."

Shiree Teng has worked in the social sector for 30 years as a social and racial justice champion – as a front line organizer, network facilitator, capacity builder, grantmaker, and evaluator and learning partner. Shiree brings to her work a lifelong commitment to social change and a belief in the potential of groups of people coming together to create powerful solutions to entrenched social issues.

Shiree has an intimate understanding of the issues and challenges related to working in communities of color and dynamics of class, culture and power. Having spent her life in the social sector, Shiree comes to the work from the perspective of building capacity. For the past twelve years, Shiree has worked as a Program Officer and Consultant to Packard Foundation's Organizational Effectiveness program. Shiree leads the statewide technical assistance team of La Piana Associates to support The California Endowment's Healthy Returns Initiative. She has worked on the evaluation and capacity building teams for the Hewlett Foundation's Neighborhood Improvement Initiative. She is also the lead evaluator for NCDI's five-year capacity building effort funded by the W.K. Kellogg Foundation in Benton Harbor, Michigan, as well as the Mid-South Delta region. Shiree leads by serving: she uses a culturally-based approach and relies on core competencies of strategic thinking, listening and synthesizing, connecting, and mobilizing action.

Shiree chairs the board of Ella Baker Center for Human Rights and previously LeaderSpring and other social sector groups. In 2008, Shiree received the Alliance of Nonprofit Management Capacity Builder of the Year Award, and was a member of Grantmakers for Effective Organizations (GEO) National Conference Planning Committee.

Born and raised in Hong Kong, Shiree is fluent in three Chinese dialects. Having lived and worked in Watsonville and Salinas with cannery and farmworkers, Shiree has a functional understanding of Spanish. She holds degrees in Social Welfare and Psychology from the University of California, Berkeley and is a doctoral student in Human and Organizational Development at Fielding Graduate University. She lives in the Fruitvale District in Oakland.

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