

# CHARLIE BIGGS

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## **PROFILE: EXPERIENCED WRITER, EDUCATOR, AND ORGANIZATIONAL-DEVELOPMENT CONSULTANT**

- 27 years of experience in nonprofit management, communications, and fundraising, as well as 17 years of experience teaching English and American Studies at the college level.
- Extensive experience managing nonprofit programs and organizations, working with boards and committees, facilitating short-term and long-term planning, coordinating staff and volunteers, setting and tracking budgets, planning and coordinating facilities upgrades, developing and implementing special projects, and raising funds from foundation, government, business, and individual sources.
- Extensive experience making public presentations, facilitating meetings workshops, and classes, and writing a wide variety of organizational and fundraising materials, including grant proposals and reports, community education materials, and content for web sites and social media.
- Highly self-motivated. Proven ability to set and achieve long-term goals, manage multiple priorities, coordinate staff and volunteers, and work effectively individually and in teams in multiracial and intergenerational work environments.

## **PROFESSIONAL EXPERIENCE**

### **CHARLES BIGGS & ASSOCIATES; Knoxville, TN**

**2018-Present**

- Member of the Coaching/Consulting team at the Alliance for Better Nonprofits in Knoxville, TN.
- Provide organizational and leadership development assistance to nonprofit organizations and Montessori schools in East Tennessee. A list of my clients/partners is available by request.
- As Chair of the Education Committee for the Montessori Alliance of Tennessee, coordinate a team of volunteers across the state organizing local meetings and professional development workshops for the Montessori community. Wrote a charter for the Committee and guidelines for organizing local professional development workshops. Recruited and coordinate volunteers in Knoxville, Chattanooga, Nashville, and Memphis. Meetings and workshops held to date include: Special Needs Workshop, Knoxville, September 2018; West Tennessee Heads of Schools Meeting, Memphis, January 2019; Infant/Toddler Literacy Training, Chattanooga, TN, February 2019; Early Childhood Literacy Training, Knoxville, April 2019.

### **KNOXVILLE MONTESSORI SCHOOL; Knoxville, TN**

**2009-2017**

#### ***Director***

- Coordinated the work of the Knoxville Montessori School (KMS), a nonprofit private school that provides high-quality Montessori education to children from preschool through 5<sup>th</sup> grade.
- Worked with the KMS staff and Board of Trustees to set and monitor the school's annual budget, ensure compliance with local, state, and federal regulations, and develop and implement organizational policies and procedures, long-range plans, and special projects.
- Coordinated marketing and outreach efforts that increased KMS's enrollment by 30% - from 57 students in 2009-2010 to 74 students in 2017-2018.
- Increased KMS's operating income (based on tuition and fees) by 50% - from \$436,288 in 2009-2010 to \$655,483 in 2017-2018. The budget showed a net surplus each year during this period.
- Coordinated the KMS staff, including hiring and training new staff, conducting annual staff evaluations, facilitating staff meetings, etc. During this period, the KMS staff grew from 8 full-time and 3 part-time staff in 2009 to 10 full-time and 4 part-time staff in 2017.
- Coordinated KMS's successful application for accreditation by the International Montessori Council. This involved a multi-year review of the school's academic, administrative, and business

operations by committees made up of staff members, Board members, parents, and alumni, followed by preparation of a 107-page application and extensive supporting documentation.

- Established and administered a need-based financial aid program for KMS that provided up to 50% of tuition to 20%-25% of our students each year.
- Coordinated development and implementation of policies and procedures to support children with life-threatening allergies and asthma consistent with state Dept. of Education guidelines.
- Planned and coordinated facilities upgrades that included renovating the school's classrooms and transforming the playground into a more natural play space.
- Planned and coordinated fundraising campaigns that raised over \$500,000 for facilities upgrades and financial aid.

**CHARLES BIGGS & ASSOCIATES; Knoxville, TN**

**2009**

- Provided writing, editing, web design, and fundraising services to nonprofit organizations in East Tennessee.
- Clients included the Appalachian Community Fund (foundation outreach and proposal writing), the Highlander Research and Education Center (website and blog updates, e-newsletter preparation, and technology support), Statewide Organizing for Community eMpowerment (foundation outreach and proposal writing), and the International Association for the History of Religions (manuscript preparation and editing).

**HIGHLANDER RESEARCH AND EDUCATION CENTER; New Market, TN**

**2003-2009**

***75<sup>th</sup> Anniversary Capital Campaign Coordinator and Webmaster***

- Worked collaboratively as part of a multi-racial, intergenerational team to advance Highlander's work supporting efforts for social, economic, and racial justice in Appalachia and the South.
- Coordinated Phase I of Highlander's 75<sup>th</sup> Anniversary Capital Campaign and assisted with foundation and individual donor fundraising for Highlander's annual budget.
- Wrote grant proposals, reports, appeal letters, and other materials. Met with individual donors and foundations. Helped plan and staff fundraising events in Knoxville, Boston, and New York.
- Coordinated upgrades to Highlander's facilities. Projects included installing a wheelchair lift in Highlander's Workshop Center, making structural and energy efficiency upgrades to the Workshop Center and other Highlander buildings, and renovating the former home of Highlander's founder Myles Horton, which is now used for visitor housing and small meetings.
- Designed, created and wrote content for Highlander's website, blog and e-newsletter.

**LITERATE WEB DESIGN; Knoxville, TN**

**2000-2004**

- Created and maintained web sites for nonprofit organizations and academic institutions.
- Clients included Church Street United Methodist Church, the Knoxville Montessori School, the Highlander Research and Education Center, and the Department of History, the Department of English, the Global Studies Initiative, and the Women's Studies Program at UT Knoxville.

***SOUNDINGS: AN INTERDISCIPLINARY JOURNAL; Knoxville, TN***

**1996-2003**

***Managing Editor***

- Coordinated editing and production of *Soundings: An Interdisciplinary Journal*, which publishes scholarly articles in the humanities and social sciences.
- Helped organize conferences and symposia, including a national conference in 1997 on "The Future of the Harlem Renaissance," attended by over 100 scholars from across the country.
- Co-editor of *Soundings* 80.4 4 (Winter 1997, a special issue made up of selected papers from the Harlem Renaissance conference (see "Publications" below).
- Created and maintained the *Soundings* website.

**UNIVERSITY OF TENNESSEE; Knoxville, TN 1990-2001****Instructor, Department of English and American Studies Program**

- Designed and taught freshman composition, sophomore literature, and upper-division literature and American Studies courses.
- Received the John C. Hodges Excellence in Teaching Award from the English Department, 1992.

**CITY COLLEGE OF NEW YORK; New York, NY 1984-1990****Instructor, Department of English**

- Designed and taught basic writing and freshman composition courses, including the first two sections of computer-assisted freshman composition offered at CCNY.

**FOUNDATION CONSULTANT; New York, NY 1980-1984**

- Provided program evaluation, docket writing, and other services to the New World Foundation, the J.C. Penney Foundation, Joint Foundation Support, and the Norman Foundation.
- Wrote articles and book reviews on organizational development, proposal writing, community organizer training programs, and social justice organizations (see "Publications" below.)

**THE YOUTH PROJECT; Washington, DC 1974-1979**

- **Eastern Office Field Director** (1977-1979) - Directed the Youth Project's Eastern Office, which provided funding and organizational assistance to grassroots social-justice organizations in the Northeast, Midwest, and Appalachia. Supervised a staff of four in offices in Washington, DC, and Knoxville, TN. Organized and helped lead fundraising workshops in Boston, Knoxville, and Washington, DC.
- **Eastern Office Field Representative** (1975-1977) - As part of the Youth Project's Eastern Office, provided funding and organizational assistance to grassroots social-justice organizations in New England and the Midwest.
- **National Office Report and Proposal Writer** (1974-1975) - Wrote reports and proposals for the Youth Project and the grassroots social justice organizations it supported.

**PUBLICATIONS**

- Articles in process: "Combining Business and Non-Profit Values in Montessori Schools," "Creating a Financial Aid Program for Your School," and "Supporting Children with Life-Threatening Allergies and Asthma."
- Co-editor, with George Hutchinson, Allen Dunn, La Vinia Jennings, and Kenneth Mostern. "The Future of the Harlem Renaissance." *Soundings: An Interdisciplinary Journal* 80.4 (Winter 1997).
- "Pragmatic Emerson, Et Alia." Rev. of *The Renewal of Literature: Emersonian Reflections*, by Richard Poirier. *Critical Texts: A Review of Theory and Criticism* 6.1 (1989): 71-81.
- Rev. of *Post-Analytic Philosophy*, ed. John Rajchman and Cornel West. *Critical Texts: A Review of Theory and Criticism* 5.3 (1987): 30-34.
- *Community Organizing: A Retrospective on Support by the Youth Project, 1970-1984*. Washington, DC: The Youth Project, 1984.
- "Everything You Need to Know About Starting an Organization, and Then Some." Rev. of *The Successful Volunteer Organization: Getting Started and Getting Results in Nonprofit, Charitable, Grass Roots and Community Groups*, by Joan Flanagan. *Rural America: A Voice for Small Town and Rural People* 8.3 (May/June 1983): 18.
- Rev. of *Powerline: The First Battle in America's Energy War*, by Barry M. Casper and Paul David Wellstone. *Community Jobs: A Journal of Community Change* 5.6 (July/Aug. 1981): 9.

- "Honing the Edge: A Guide to Community Organizer Training Centers." *Community Jobs: A Journal of Community Change* 3.9 (Nov. 1980): 3-6.
- "Teaching Skills in Community Organizing." *Self-Reliance* 24 (Sept./Oct. 1980): 1+.
- "Bringing Progress to Cape Cod." *Community Jobs: A Journal of Community Change* 3.7 (July 15-Sept. 15, 1980): 7-8.
- "Nine Steps to the Perfect Proposal." *Community Jobs: A Journal of Community Change* 3.3 (March 1980): 9.

## **COMMUNITY SERVICE**

I have been active in a wide variety of community and professional organizations and initiatives. These include the following:

### **CONVERSATIONS ON RACE**

**2018-Present**

- Participant in an ongoing community dialogue about the sources and impact of racism in our society, sponsored by Church Street United Methodist Church and Second United Methodist Church.

### **MONTESSORI ALLIANCE OF TENNESSEE**

**2017-Present**

- Member of the Board of Directors of MAT, a statewide network of Montessori educators and schools.
- Secretary of the MAT Board and Chair of the Education Committee (2018-present). See "CHARLES BIGGS & ASSOCIATES" on page 1 for an outline of my work on the Education Committee.

### **ROTARY CLUB OF BEARDEN; Knoxville, TN**

**2011-2017**

- Member and Secretary of the club's Board of Directors (2014-2017).
- Wrote and produced the club's weekly newsletter (2012-2014).
- Helped raise over \$70,000 from the Rotary Club of Bearden, Rotary District 6780, individual donors, and the Knox County Schools for a new playground at Pond Gap Elementary School, located in one of Knox County's poorest and most diverse neighborhoods.

## **PROFESSIONAL DEVELOPMENT**

I have participated in a wide variety of conferences, workshops, webinars, and other training sessions on nonprofit management, staff and leadership development, fundraising, communications, marketing, social media, Montessori education, social justice organizing, and other topics. These include the following:

- **"The Five Most Important Questions You'll Ever Ask About Your School"** – Participant in a five-session webinar on strategic planning for Montessori schools, led by noted Montessori educator and author Maren Schmidt. Topics covered included defining your school's mission, identifying your ideal customers and understanding their values, measuring the results of your school's work, and developing a long-term strategic plan. (June-July 2018)
- **Consortium for Social Enterprise Effectiveness (CSEE)** - Member of the 2016-2017 cohort of CSEE, an intensive year-long nonprofit leadership development program at the Haslam College of Business at the University of Tennessee, Knoxville. The program consisted of four 2-day sessions that included lectures and discussions, case studies, and individual and small-group activities. Topics covered included understanding power and leadership, exercising leadership in challenging situations, creating a culture of empowerment and accountability, giving effective

feedback, developing and using organizational metrics, managing organizational development, and fundraising and financial sustainability (2016-2017)

- **Alliance for Better Nonprofits** – Participant in the Executive Director Track at the 2017 Board Excellence Conference (May 2017) and Integrated Marketing 101 (January 2016).
- **Nonprofit Management Certificate, University of Tennessee Professional and Personal Development Program** - Completed eight three-hour workshops on the following topics: Leading the Nonprofit Organization, The Nonprofit Economy, Developing a Strong Board, Volunteer Recruitment and Coordination, Introduction to Fundraising, Annual Campaigns, Organizational Development and the Nonprofit, and Nonprofit Strategic Planning. (2013-2014)
- **“Seeing Your Child the Montessori Way”** – Participant in a six-week online parent-education course created by noted Montessori educator and author Maren Schmidt. Also coordinated KMS’s role as a research school for this course and provided regular feedback to Ms. Schmidt during its development (2013-2014).
- **“Undoing Racism Community Organizing Workshop”** – a three-day workshop led by the People’s Institute for Survival and Beyond that challenges participants to analyze the structures of power and privilege that hinder social equity and prepares them to be effective organizers for justice (2003).

### **ORGANIZATIONAL SKILLS**

- Experience hiring, training, coordinating, and evaluating staff.
- Experience developing and monitoring budgets, preparing financial reports, etc.
- Experience working with an elected Board and coordinating volunteers.
- Experience raising funds from foundations, government agencies, businesses, and individuals.
- Experience planning and coordinating special events.
- Experience writing, editing and producing brochures, newsletters, e-newsletters, proposals, annual reports, websites, and other organizational, marketing, and fundraising materials.
- Experience planning and coordinating construction and renovation projects.

### **EDUCATION**

1984 M.Phil., English, Columbia University, New York, NY.

1982 M.A., English, Columbia University, New York, NY.

1974 B.A., cum laude, History and American Studies, Princeton University, Princeton, NJ.

### **REFERENCES**

Available upon request.