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VIRGINIA G. PIPER CHARITABLE TRUST | July 2008



TOUCHES
OF
GREATNESS
in Nonprofit Leadership
and Organizational
Sustainability

July 2008

Piper Notebook is a magazine published four times each year — April, July, October (annual report), and January — by Virginia G. Piper Charitable Trust to inform the community about the work of the Trust and its grantees in Maricopa County, Arizona.

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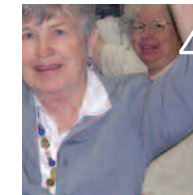
ON THE COVER AND LEFT

Kids benefit from the safety and security of the playground at Homeward Bound. The Phoenix social service agency provides transitional housing for families with children who are homeless or fleeing domestic violence. The story of Milon Pitts, Homeward Bound director of client services and 2006 Piper Fellow, appears on page 14.

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OF NOTE by Judy Jolley Mohraz

This *Piper Notebook* profiles several nonprofits that embody these qualities: They are healthy, innovative and forward-directed organizations. The issue also profiles four Piper Fellows reflecting the range of experiences and the impact sabbaticals have on nonprofit leaders.



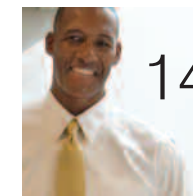
COVER STORY — Touches of Greatness in Nonprofit Leadership and Organizational Sustainability by Jane Ferguson

All great organizations are led by great leaders, says Jim Collins, and it's just wrong-thinking to insist that disciplined thought and action are the exclusive purview of business. The stories of four nonprofit organizations suggest strategies for moving on the pathway toward greatness.



Resources

Find books on nonprofit governance and sustainability and a list of Arizona organizations serving nonprofit organizations.



Piper Fellows Program: Four Fellows/Four Sabbaticals

Each year, Virginia G. Piper Charitable Trust names Piper Fellows. Milon Pitts, Lisa Glow, Theresa Leon and Ken Schutz — all current or previous fellows — offer lessons learned during Piper Fellowships.

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Fundraising Expert and ASU Lodestar Center Launch Fund Development Training; Importance of Maintaining Public Trust Points to Adopting Best Practices; Back-to-School Grant Program Provides Clothes for School Children

Of Note

BY JUDY JOLLEY MOHRAZ, Ph.D.
President and CEO

Reversing the 80:20 ratio

Remember the 80:20 trap? It's the one when leaders spend 80 percent of their time focused on the problems facing the organization and only 20 percent on the glimmering opportunities.

The 80:20 trap can snare us all today, especially among nonprofits mired in an economic downturn at the same time that demand for services increases and costs rise. The challenges and deficits are real.

But it is seizing the strategic opportunities and building on assets that will carry organizations forward. To identify and act on those opportunities, an organization must have strong, vital leadership — both at the staff and board level, along with organizational agility and savvy understanding of new ways to gain financial stability.

This issue of the *Piper Notebook* profiles several nonprofits that embody these qualities: They are healthy, innovative and forward-directed organizations. It is perhaps not by accident that three

IT IS SEIZING THE STRATEGIC OPPORTUNITIES AND BUILDING ON ASSETS THAT WILL CARRY ORGANIZATIONS FORWARD. TO IDENTIFY AND ACT ON THOSE OPPORTUNITIES, AN ORGANIZATION MUST HAVE STRONG, VITAL LEADERSHIP — BOTH AT THE STAFF AND BOARD LEVEL, ALONG WITH ORGANIZATIONAL AGILITY AND SAVVY UNDERSTANDING OF NEW WAYS TO GAIN FINANCIAL STABILITY.



of the four leaders of the nonprofits described in the following cover article have been Piper Fellows. These CEOs seized the opportunities to remove themselves long enough from the day-to-day pressures of their work to replenish their spirits and consider where new

opportunities for their organizations existed. They honed skills, rubbed shoulders with thought leaders and, in one case, learned how to incorporate the legendary service training of the Ritz-Carlton Hotels in the culture of a nonprofit.

Four other Piper Fellows are also profiled in this issue in order to suggest the range of experiences and the impact these sabbaticals had on nonprofit leaders. It is our deep conviction that burned out

leaders overwhelmed by the problems that pile up year after year in this demanding sector are less likely to discover the opportunities and new ways of leading an organization than those whose spirits have been lifted and skills enhanced. Their stories exemplify personal and organizational renewal.

It is timely to highlight the Piper Fellows program

VIRGINIA PIPER'S KEEN GAZE FROM HER PORTRAIT WILL CONTINUE TO REMIND US OF OUR RESPONSIBILITIES, AND WE WILL CONTINUE TO MAKE GOOD COFFEE, SO WE LOOK FORWARD TO WELCOMING MANY OF OUR PARTNERS TO OUR NEW LOCATION.

because this year the Piper trustees reflected on seven years of the Fellows program and determined that we should make even more funds available as part of each fellowship. To complement each sabbatical experience, the Fellow's organization will receive funding for staff and board professional development. Piper Fellows also are eligible to apply for a Piper Organizational Enhancement award.

We encourage any nonprofit leader to learn about the Piper Fellows guidelines and consider applying. Applications for 2008 Piper Fellowships are due September 15.

Beyond the dollars

The Trust has always believed that it must offer nonprofits more than grants. No one at the Trust would ever trivialize the benefits of the financial awards. But we can also support nonprofits in less tangible ways such as bringing in national experts and convening groups to tackle community problems.

Piper Academies feature national experts who offer workshops and training on issues such as high impact communication, fundraising and best practices in specific fields. Kay Sprinkel Grace, recognized author and development guru,



presented one of the Piper Academies two years ago. We learned that she had worked for a year with public broadcasting stations across the nation to help them successfully build their annual funds. We asked her if she couldn't offer similar assistance to Valley organizations. You can read about the outcome of that conversation in this issue.

We've moved

Change is afoot at Piper Trust as we move from our offices in Scottsdale where we have been located since we opened in September 2000. We are now housed in our own building in Phoenix at 1202 East Missouri Avenue, and we hope it will enable us to serve our community even more effectively. Virginia Piper's keen gaze from her portrait will continue to remind us of our responsibilities, and we will continue to make good coffee, so we look forward to welcoming many of our partners to our new location.

What is very clear to every trustee and staff member is that Virginia G. Piper Charitable Trust is only as strong and effective as our nonprofit partners, so we will always search for ways to strengthen organizations, support leaders, and help organizations turn the 80:20 trap on its head. *



Phoenix-area Girl Scouts create circles of leadership for girls and adult volunteers.



TOUCHES OF GREATNESS

in Nonprofit Leadership and Organizational Sustainability

BY JANE FERGUSON
DIRECTOR, COMMUNICATIONS

Professor Henry Higgins famously asked why protégé Eliza Doolittle couldn't be "more like a man?" This rhetorical question, of course, is central

to the story's plot and purpose about the essential differences of male and female.

When well-meaning critics suggest organizations in the nonprofit world should be "more like a business," the rejoinder from leading management guru Jim Collins is "wait just a minute." Collins says the things that make good organizations great, both for-profit and nonprofit, are two things: The conscious choice to be great and a disciplined approach to achieving that greatness. All great organizations are led by great leaders, he adds, and it's just wrong-thinking to insist that disciplined thought and action are the exclusive purview of business.

Collins does, however, acknowledge that in their path toward greatness nonprofit organizations face additional challenges. He notes that nonprofits must often accomplish their missions within diffuse power structures of staff and volunteers and with a financial structure far more uncertain than commercial enterprises.

The stories of four Maricopa County nonprofit organizations, all deeply rooted in their missions, suggest strategies for moving on the pathway toward greatness in nonprofit leadership and sustaining organizations:

- Girl Scouts – Arizona Cactus-Pine Council provides a story of a new kind of leadership that is building a strong organization of staff and volunteers to serve girls in this new century.
- Phoenix Art Museum offers a look at a successful capital campaign resulting from board and staff focused on long-term requirements as well as day-to-day financial challenges.



"AT ONE MEETING, WE SAT ON EXERCISE BALLS, IT SOUNDS FUNNY BUT THIS INTENTIONAL APPROACH TO ALTERING HOW WE PHYSICALLY WORKED TOGETHER, CHANGED THE POWER DYNAMIC, AND THE TYPICAL PATTERNS OF INTERACTION MELTED AWAY LEAVING ENGAGED DIALOGUE WHERE THINGS COULD REALLY HAPPEN."

Tamara Woodbury
CEO
Girl Scouts – Arizona Cactus-Pine Council

- Crisis Nursery presents a narrative of an organization that has regrouped around essential services that fit both mission and capabilities.
- Interfaith Community Care gives insights into social enterprise and earned-revenue ventures to build momentum for long-term success.

**Girl Scouts:
Circle of leadership**

In “Good to Great and the Social Sectors,”* Jim Collins singled out Frances Hesselbein as a leader accomplished at “getting things done within a diffuse power structure.” He tells the story of Hesselbein in an interview on the occasion of her becoming CEO of Girl Scouts of the USA in physically depicting for the *New York Times* reporter the Girl Scouts organization on a lunch table using plates, cups and saucers to create concentric circles linked with knives, forks and spoons.

The message was that the mainly volunteer organization had many power sources and leadership hubs with a complex governance structure that meant decision-making was not centralized. She showed herself as a glass off to one side of this “topless” organic organization; she saw her role as an influencer and leader. Hesselbein, now in her 90s, transformed the Girl Scouts at a time of powerful social change for women and girls but not as the key decision-maker. Instead, she recommended and modeled change.

These lessons have not been lost on others. As a teenager, Tamara Woodbury, CEO of the Phoenix area council of Girl Scouts, met Frances Hesselbein and the two have had a continuing close mentoring relationship since. Today, Woodbury is a national leader in Girl Scouting and changes she is helping bring to local Girl Scouts governance are making ripples around the country. She is leading fundamental change in the future of Girl Scouts nationwide.

Woodbury is working toward what she calls “trustworthy” leadership, away from hierarchy and toward engagement and action. “In a hierarchical organization, where winning and losing are paramount, you lose certain aspects of everyone,” she said. “Our emerging organization is based on the quality of relationships, recognizing not just rational skills but emotional intelligence, as well, where all gain from sharing information.”

At the staff level, individual performance was downplayed in favor of collaboration. Woodbury

suspended individual performance reviews for a year to cement the learning from participation in self-managed teams. She also asked each employee to answer the question: When do you feel most alive in your work? By answering that question, the individual employee could focus on what they love and whom they serve.

Other big changes started in the volunteer leadership system. Whenever groups met, they sat in circles. “At one meeting, we sat on exercise balls,” Woodbury said. “It sounds funny but this intentional approach to altering how we physically worked together, changed the power dynamic, and the typical patterns of interaction melted away leaving engaged dialogue where things could really happen.”

Underneath this visual symbol of the circle, the organization has achieved measurable success. *Over the past year, the local Girl Scouts recruited 3,200 troop leaders and co-leaders and registered more than 9,000 girls, all of whom are new to the organization.* The revamped management and volunteer systems have generated newly energized and empowered individuals and a renewed organization focused on recognizing each girl’s innate skills, qualities and capabilities to help make the world a better place.

**Phoenix Art Museum:
Financial stability**

The Phoenix Art Museum is one of the stellar cultural institutions in Arizona. Started in 1959 with 25,000 feet of museum space, the organization and campus have grown several-fold with major construction and art acquisition efforts. In the current decade, the museum ran the most

* Collins, Jim (2005). “Good to Great and the Social Sectors: Why Business Thinking Is not the Answer.”



successful arts capital campaign in the state’s history to add a wing for contemporary art, a sculpture garden and new museum entrance, as well as build the endowment. This project began as a \$30 million project including \$18.5 million in city of Phoenix bonds and then grew with overwhelming community support to a total campaign of \$51 million.

In assessing the campaign’s success, James Ballinger, museum director, noted that the museum has benefited from a strong board. “Trustees have always kept our eyes on the long term,” said Ballinger. “As we deal with day-to-day economic challenges, we also have been working toward the horizon. The board has fostered that thinking all along.”

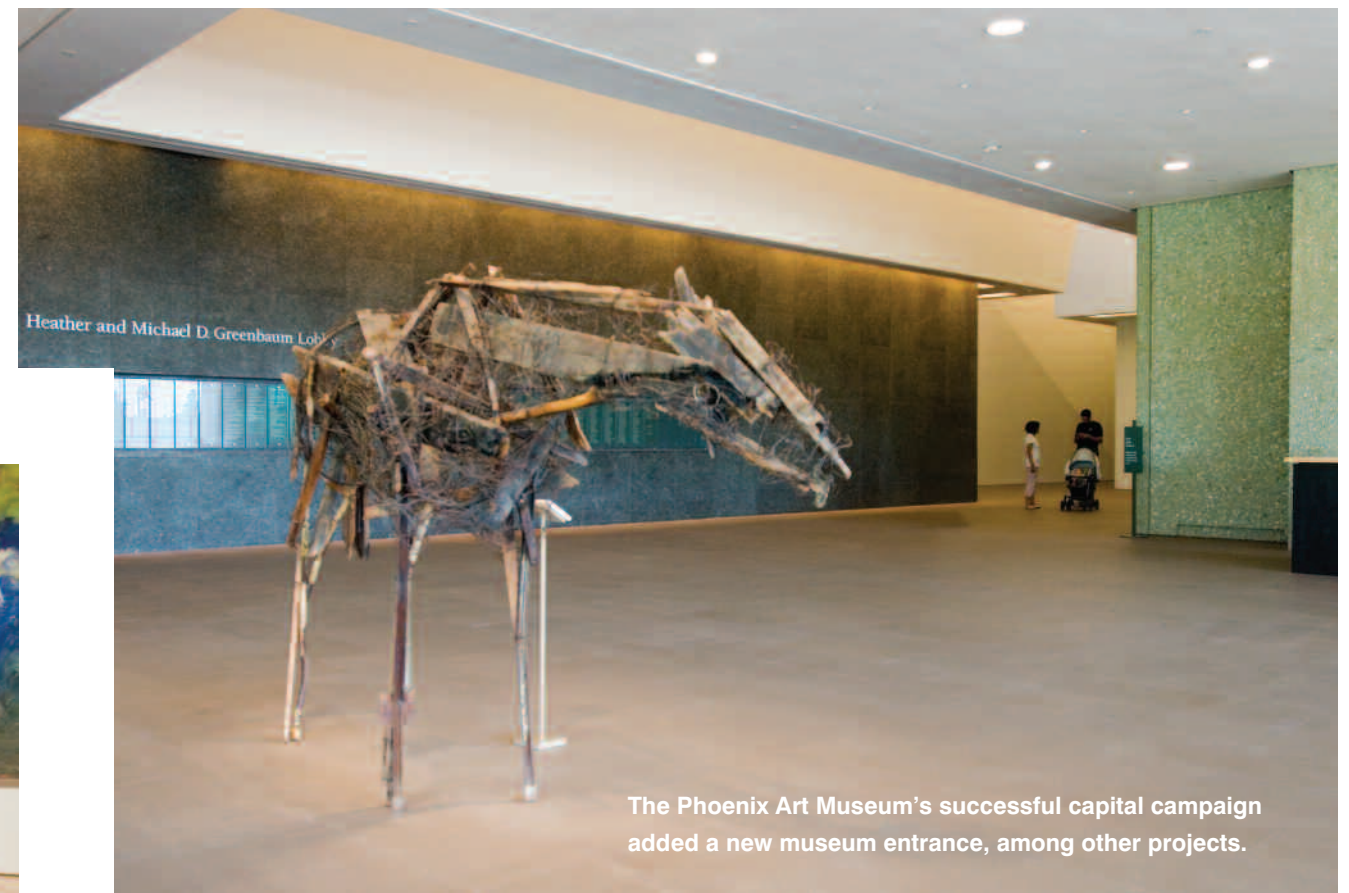
Economic challenges are very real and Phoenix Art Museum, like all museums in the country, faces tough times. Exhibition costs, for example, are

skyrocketing. Art valuations have increased exponentially and thus fees for a current exhibition from Europe increased 300 percent since the museum started planning three years ago. Increased insurance rates on the greater valuation, gasoline prices, packing and shipping costs, as well as the weak dollar against the Euro, increased the cost of getting the exhibition here from roughly \$400,000 to \$1 million.

Major capital campaigns and expansions at museums of all sizes also bring with them increased costs for operations at a time when the economy has slowed. And completing a capital project requires rebalancing. Ballinger noted that campaigns change and expand, and greater investments then translate into increased operating budgets at the completion of the project to bring the new facilities and improvements into ongoing operation.

“TRUSTEES HAVE ALWAYS KEPT OUR EYES ON THE LONG TERM. AS WE DEAL WITH DAY-TO-DAY ECONOMIC CHALLENGES, WE ALSO HAVE BEEN WORKING TOWARD THE HORIZON. THE BOARD HAS FOSTERED THAT THINKING ALL ALONG.”

James Ballinger
Sybil Harrington Director
Phoenix Art Museum



The Phoenix Art Museum’s successful capital campaign added a new museum entrance, among other projects.

“When the museum last expanded in the mid-1990s some of the same issues surfaced,” said Ballinger. “We are in the middle of the budget now with a goal of working to rebalance and manage our growth.”

Ballinger believes that increased public funding is the greatest opportunity for stability and sustainability for all arts and culture organizations in Arizona. He noted that the Phoenix Art Museum would need to add \$40 million to its endowment just to cover the gap in annual income that other comparable art museums in the country receive in public funding.

“Year after year we look at opportunities for continued growth even in the midst of tough economic times as we pursue our mission to bring great art from around the world to the people of Arizona,” Ballinger said. He added that one of the longest-standing museum trustees, one who keeps a thoughtful eye on the horizon, also “reminds us just how far we’ve come.”

Crisis Nursery: Intentional change

Crisis Nursery’s mission is to break the cycle of child abuse and neglect by providing protection, support and opportunities to troubled families and their children. That mission inspired the agency to open 31 years ago and has sustained it since.

“We started as an agency that was totally community based, responding to the immediate needs of families coming individually and through community organizations,” said Marsha Porter, Crisis Nursery executive director. “We’ve had that consistent mission throughout our history but programs changed.”

In the 1990s, shortages of foster homes produced a crisis in the child welfare system. More and more Crisis Nursery beds were taken by children through Child Protective Services until two-thirds of the children served were wards of the state. These children typically needed longer term care, and many of the CPS placements were very



The FACES program at Crisis Nursery, Phoenix, provides developmental child care for children from at-risk families.



young children requiring special facilities and added staff.

“For the first time, we were turning away families coming directly from the community and it was changing the nature of our program,” said Porter. “We were straddling the line between children in the child protection system and children and parents in the community who needed our support to gain strength and prevent their children from ending up in state care.”

Now, the Family to Family initiative of the Annie E. Casey Foundation has taken root in Phoenix. This program is based on the philosophy that children as wards of the state should not be in group care but in family care. The Casey Foundation invests in communities where the public sector agrees to dramatically reduce the number of children in group situations and increase foster care.

“CPS has been wildly successful in placing children directly into foster homes, and some of those are now foster homes that we supervise,” said

“WHILE IT MAY LOOK LIKE THE ORGANIZATION IS GOING ONE STEP BACKWARDS WITH A DROP IN THE BED COUNT, WE ARE MOVING IN THE DIRECTION OUR VOLUNTEER LEADERSHIP AND STAFF HAVE LAID OUT. CRISIS NURSERY IS FOCUSED ON WHAT WE DO BEST: OPENING OUR ARMS TO THE IMMEDIATE NEEDS OF CHILDREN AND STRUGGLING FAMILIES IN OUR COMMUNITY.”

Marsha Porter
Executive Director
Crisis Nursery



Porter. “Today, there are only a handful of state wards under the age of seven in shelter care in Maricopa County, compared with over 150 just two years ago.”

The redirection of children to foster families has opened spaces for children from vulnerable families who need shorter-term emergency help. And for children living with their families, *Crisis Nursery’s FACES (Families and Children Experiencing Success) program provides developmental child care for children and intergenerational enrichment experiences for their families to help them grow stronger.*

“While it may look like the organization is going one step backwards with a drop in the bed count, we are moving in the direction our volunteer leadership and staff have laid out,” said Porter. “Crisis Nursery is focused on what we do best: opening our arms to the immediate needs of children and struggling families in our community.”

Interfaith Community Care: Social enterprise

In 1981, a group of Sun City, Arizona, citizens concerned about a lack of services to help older adults stay in their homes to “age in place” formed a human service organization, Interfaith Community Care, supported by the Ministerial Association of more than 50 congregations and service clubs. The volunteer-based service provided grocery shopping and counseling for older adults living alone. In subsequent years, more services were added. Interfaith identified the need to focus on respite for family members caring for elders with dementia and other chronic diseases and created adult day care sites, many in churches. Six Interfaith adult day care centers now operate in the West Valley.

More recently, Interfaith addressed a common problem among older adults, loneliness, by opening a café and community gathering place where informal socialization as well as classes and other services are brought together. This latest venture, Chez Nous in Sun City West, brought not only expanded outreach but also a source of revenue. Interfaith had entered the social enterprise arena — developing ventures to build earned income.

This fall, the organization will open a brand-new Hellen and John M. Jacobs Independence Plaza in Surprise, Arizona. One building will have an adult day care for 30 elders, a day care center for 100 children ages six weeks to five years and an

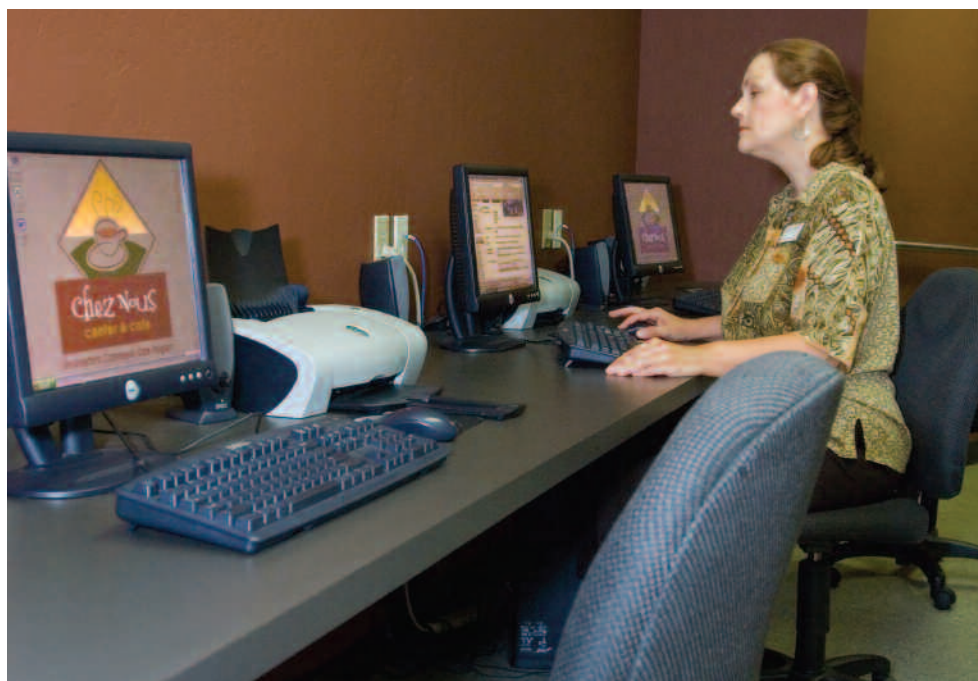
intergenerational center where elders and children can interact while completing Montessori activities that benefit both. A second building will house a social center and community café, a used book store and nutrition and catering services.

That’s a lot of growing and new ventures for an organization that almost closed its doors in 1999.

“In that year, we went through an internal crisis and acted immediately to downsize and regroup,” said Michelle Dionisio, president and CEO, who has headed Interfaith since then. “We engaged the community to get buy-in from our stakeholders. We created committees on fundraising, marketing and programs. We came up with a tactical plan to get the organization back on its feet financially. And we were able to do that in 18 months.”

At the same time, the organization built such a strong board that today people ask to serve on the board. There also are 400 volunteers and a staff of 120 who are trained in service excellence using the famous Ritz-Carlton approach to customer service.

Dionisio points out that the organization has grown by capitalizing on successes. The intergenerational programming, for example, grew out of the Peoria Adult Day Care Center being next door to an elementary school. When the children came over for activities, center staff noticed “remarkable things coming from the interactions.” The café concept of light meals has been so popular that it was not a huge leap to imagine a second café and a kitchen that could prepare 500 meals for all the adult day care sites as well as take on outside catering assignments.



Chez Nous café is an entrepreneurial venture for Interfaith Community Care, offering programs and services for older adults in the West Valley.



“SOCIAL ENTERPRISE IS NEW FOR US, AND WE WILL TAKE IT SLOWLY BECAUSE WE HAVE A LOT OF LEARNING TO DO. BUT WE’RE VERY PASSIONATE ABOUT WHAT WE DO, COMMITTED TO NURTURING OUR RELATIONSHIPS, AND THE COMMUNITY REALLY WANTS US TO SUCCEED.”

Michelle Dionisio
President and CEO
Interfaith Community Care

The café, bookstore, catering and the child care center are new earned-income sources. These ventures will also provide enhanced community programming and volunteer positions for the increasing number of growing-older adults.

“Social enterprise is new for us, and we will take it slowly because we have a lot of learning to do,” said Dionisio. “But we’re very passionate about what we do, committed to nurturing our relationships, and the community really wants us to succeed.”

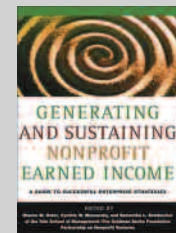
Last Word

Jim Collins was surprised that more than a third of the original readers of *Good to Great* were nonprofit leaders. In fact, he then became a student of the social sector. In the author’s note to the monograph, “Good to Great and the Social Sectors,” he wrote, “I’ve come to see that it is simply not good enough to focus solely on having a great business sector. If we only have great companies, we will merely have a prosperous society, not a great one.”

Here’s to greatness in the social sector. *

Resources

BOOKS & MONOGRAPHS



Generating and Sustaining Nonprofit Earned Income: A Guide to Successful Enterprise Strategies. Sharon M. Oster, Cynthia

W. Massarsky and Samantha L. Beinhacker, editors. Yale School of Management—The Goldman Sachs Foundation’s Partnership on Nonprofit Ventures, Jossey-Bass, 2004. 352 pages, \$52. This comprehensive guide provides business planning strategies for generating a reliable income stream to reduce nonprofit dependence on traditional funding sources.



Good to Great and the Social Sectors, A Monograph to Accompany Good to Great: Why business thinking is not the answer. Jim Collins, 2005. 36 pages,

\$11.95, available only through online retailers. This monograph is a follow-on to *Good to Great*, answering specific questions from readers from the social sector—up to 50 percent of the book’s original readership. The study is based on interviews and workshops with over 100 social sector leaders.



Governance as Leadership: Reframing the Work of Nonprofit Boards. Richard P. Chait, William P. Ryan and Barbara E. Taylor. Board

Source, John Wiley & Sons, Inc., 2005. 198 pages, \$50. This book represents a new framework for a new covenant between trustees and executives: More macro-

governance in exchange for less *micromanagement*. It serves boards as both a resource of fresh approaches to familiar territory and a lucid guide to important new territory.

ARIZONA ORGANIZATIONS SERVING NONPROFITS

Alliance of Arizona Nonprofits The Alliance of Arizona Nonprofits is an association formed in 2004 to advance the common interests of the more than 20,000 nonprofits in the Grand Canyon State. The Alliance is an action-oriented group of partners across the state, both nonprofits and those in the community who support them, dedicated to furthering the common interests of Arizona’s nonprofits. 602.279.2966, www.arizonanonprofits.org

Arizona Endowment Building Initiative

AEBI is a program of the Arizona Planned Giving Institute, an Arizona public charity founded in 2006. Created to give Arizona nonprofit organizations the tools and education they need to develop and implement endowment-building programs that seek outright gifts to endowment and also direct future gifts via wills or estate plans. 602.279.9166, info@azebi.org, www.azebi.org

Arts & Business Council of Greater Phoenix

The Arts & Business Council links the vitality and expertise of the business community with nonprofit arts and cultural organizations to benefit the community as a whole. Originally chartered to specifically develop and administer the volunteer match program known as Business Volunteers for the Arts (BVA), the organization has grown to offer a

broader range of services. 602.234.4711, www.artsbusinessphoenix.org

Chicanos por la Causa, Inc.

Chicanos por la Causa sponsors the Career Management Institute, a three-day management training program that gives managers the opportunity to receive advice and insights for recognizing and dealing with situations that accelerate and promote their management careers. The intense sessions enable aspiring Latinos and those working with Latinos to overcome workplace challenges. 602.257.0700, www.cplc.org

Lodestar Center for Philanthropy and Nonprofit Innovation

The Lodestar Center at Arizona State University builds the capacity of the social sector by enhancing the effectiveness of those who lead, manage and support nonprofit organizations. The center provides research, education, technical assistance and conference activities that provide stakeholders with knowledge and tools that enhance their effectiveness and impact. 602.496.0500, nonprofit@asu.edu, www.asu.edu/copl/nonprofit

NPower Arizona

NPower is a network of locally based nonprofit organizations providing comprehensive, high-quality and affordable technology assistance to other nonprofit and community organizations. Founded in 1999, the NPower Network today includes 12 local affiliates, including Phoenix, which provide a wide range of IT-related services to more than 4,000 nonprofit organizations annually. 602.343.6797, info@npoweraz.org, www.npoweraz.org

Each year, Virginia G. Piper Charitable Trust names Piper Fellows and makes awards to their organizations, up to \$30,000 each, to support the professional development of these outstanding senior executives. Fellows are leaders of 501(c)(3) nonprofit organizations serving Maricopa County. They typically receive one month to two months of work-release time from their organizations. Fellow applications are due September 15. For more information, go to www.pipertrust.org.

MILON PITTS: Coaching clients and motivating staff.

No one works harder than Milon Pitts. That is why he can challenge homeless mothers with limited options to roll up their sleeves and get on their feet. His message is quintessential tough love: “Any job is a good job. Follow your budget. Do the work or you’re out. It won’t be easy or smooth but, in the end, it will be okay.”

Milon, client services director at Homeward Bound in Phoenix, knows of which he speaks. He grew up in the toughest part of Los Angeles and, because he never knew his father and his mother was on drugs most of his childhood, was virtually on his own from age 12. Two of his brothers were murdered.

“I was lucky enough to have sports and went to Iowa State on a football scholarship,” he said. That college experience opened his eyes and allowed him to dream. Although a football career didn’t materialize because he is blind in one eye due to being struck with a rock as a child, he didn’t allow that blow to defeat him.

He returned to L.A. and after some time staying with friends set out to get himself on track. For six months, he worked days at Sycamores-Pasadena Children’s Training Society as day treatment coordinator; he showered there and then slept on the bus to a local Sears processing center where he worked nights. After that grueling period, he got his own place and only then could he contact his college sweetheart and future wife on the telephone to let her know he was all right.



Homeward Bound provides transitional housing and a broad range of social services for families with children who are homeless or fleeing domestic violence. Since 1990, the agency has assisted homeless and low-income families throughout Maricopa County to regain control of their lives and become self-sufficient. Homeward Bound not only assists families in the short-term by providing housing, but also strives to effect long-term change by teaching families basic life skills. For families willing to work to repair their lives, Homeward Bound provides the necessary resources and support for them to be successful.

Milon joined the organization in 1998. It has been a good fit, drawing on his skills in counseling and mentoring people. Dr. Pamela Martin, Homeward Bound president and executive director, was a Piper Fellow in 2003 and encouraged Milon to apply for a Fellowship in 2006. During his sabbatical, he attended three one-week workshops offered by the National Training Institute to enhance his leadership, interpersonal and strategic planning skills. He also works with an executive coach to clarify his personal and business goals.

“The personal interaction course I took at the National Training lab was the toughest class I’ve ever taken,” Milon said. “I realized the good stuff in me and that I had a lot of work to do. I’m now more comfortable in my own skin. It has always been my mission to help people do better for themselves but this training put legs to what I believe. Every day, I’m a better father, husband, counselor, leader and follower as a result.”

He is now at a stage where he feels he has much to offer the world. He wants to help others find what motivates them to find their dreams. “I’m good at discovering someone’s history and finding what can push them to success,” he added. “I love putting my finger on the hot button that can give someone a path so they can run with it toward a better life.” *



“I’M GOOD AT DISCOVERING SOMEONE’S HISTORY AND FINDING WHAT CAN PUSH THEM TO SUCCESS. I LOVE PUTTING MY FINGER ON THE HOT BUTTON THAT CAN GIVE SOMEONE A PATH SO THEY CAN RUN WITH IT TOWARD A BETTER LIFE.”

Milon Pitts (Piper Fellow 2006)
Director of Client Services
Homeward Bound



“MY VISION IS THAT SARRC WILL BECOME A SUSTAINABLE ORGANIZATION THAT SERVES MORE CHILDREN AND FAMILIES THROUGH BOTH THE REPLICATION OF BEST PRACTICES AND THE EXPANSION OF SERVICES TO UNDERSERVED POPULATIONS AND COMMUNITIES.”

Lisa Glow (Piper Fellow 2007)
President and CEO
Southwest Autism Research and Resource Center

LISA GLOW: Looking at social enterprise opportunities.

Ten years ago, Lisa Glow had a successful law career as a litigator in a national firm. In her free time, she volunteered in the community with children and on nonprofit boards. “Working with at-risk kids as a mentor woke me up to the work that I wanted to do for the rest of my life, and I knew it must involve helping children and families,” Lisa said.

It also got her thinking how great it would be to work in the community. Thereafter, she got a call from Governor Janet Napolitano, then attorney general, to join her staff, spending the next seven and a half years focusing on women and children’s issues in state government. During those years, Lisa worked closely with the community and found it fulfilling to see results at a grassroots level.

In 2006, she took her dream job of running a nonprofit organization when the Southwest Autism Research and Resource Center asked her to head the organization. “SARRC is very well-respected with a great board of directors and I jumped at the opportunity to grow the organization to another level of service for this exceptional population of children and adults,” Lisa said.



Expanding organization and services

Her focus has been on building the organization, which conducts autism research and provides clinical services for children diagnosed with autism spectrum disorders.

“My vision is that Southwest Autism Research & Resource Center will become a sustainable organization that serves more children and families through both the replication of best practices and the expansion of services to underserved populations and communities,” Lisa said.

Visiting social enterprise sites

As for all nonprofits, growth requires new sources of funding. And Lisa has been interested in successful ventures in social entrepreneurship. Thus, was born the kernel of the idea for a Piper Fellowship to explore thinking around developing revenue-generating enterprises within the SARRC organization. She won a 2007 sabbatical to do just that.

During her fellowship now in progress, Lisa is making site visits to innovative entrepreneurial programs such as Dancing Deer Bakery in Boston, Housing Works in New York City, and Lakeview Disability Center in Pensacola, Florida. She also will pursue nonprofit leadership training opportunities at Harvard University and The Shambala Institute for Authentic Leadership in Halifax, Nova Scotia.

“I am very inspired coming back from site visits where I saw programs in social entrepreneurship and services for people with autism,” said Lisa. “We’re not looking to replicate any specific business or programmatic model but, through our process, discover

what’s best for our organization in our market. Ideally, we will have a plan coming from this to help create employment options for adults living with autism.”

The best scenario would be opportunities for adults with autism working in the community for a SARRC business. One opportunity might be partnering with the Desert Botanical Garden. The Garden buys a quantity of butterflies each spring and SARRC could take on raising these beautiful insects.

“What if,” Lisa asks, “our clients were butterfly ranchers?” *

Theresa Leon:

Taking skills and service to a higher level.

Theresa (Terri) Leon is a fifth generation Arizonan of Mexican heritage. “We didn’t grow up speaking Spanish in my family and we lost a lot of Mexican culture living in a middle-class Anglo neighborhood in North Phoenix,” she said.

Leon became fluent and literate in Spanish as an exchange student in Mexico during her sophomore year in college. But over the years, she has experienced pain in understanding the impact that acculturation has on identity and how an individual is perceived.

“You owe it to yourself”

“My dad never forgot who he was or the sacrifices made by those before him,” she added. He was an important role model. When Terri thought she would skip college, her dad who had a master’s degree in social work suggested that she “owed it to herself to give it a try.” She did and, of course, it was life-changing.

She, too, earned a master’s degree in social work and worked for nine years as a social worker in two different school districts. The school calendar was convenient as she reared her child as a single mom.

In the summer of 2001, Friendly House in Phoenix hired Terri to use her counseling skill. That same year, she was invited to submit an application for a new chief operating officer position and she got the job.

Friendly House has an 85-year history and was originally established to address the problems of immigration and the naturalization of new Latino immigrants. Today, Friendly House serves area clients who are first-generation Americans originating from more than 20 countries. The social services agency provides adult education and employment services, family

counseling and programs for children, youth, elderly and disabled individuals. Friendly House encourages dual language and dual culture skills in its K-8 charter school.

Terri is responsible for Friendly House program operations, which involves human resources and training, budget management, communications and outreach.

The opportunity for a Piper Fellowship was something she couldn’t pass up. Nonprofits often put training and professional development at the bottom of the priority list, she notes, both for reasons of resources and not taking time away from tending to the needs of clients. She is a current Piper Fellow and is relishing in the chance to step back, reflect and grow.

Benefit of peer exchange

Her goal is to prepare for new and expanded responsibilities and take Friendly House to another level of leadership and service. Terri’s sabbatical field plan includes attending Leadership at the Peak at the Center for Creative Leadership, working with a personal coach throughout the fellowship year and completing final coursework for a nonprofit management degree at Arizona State University.

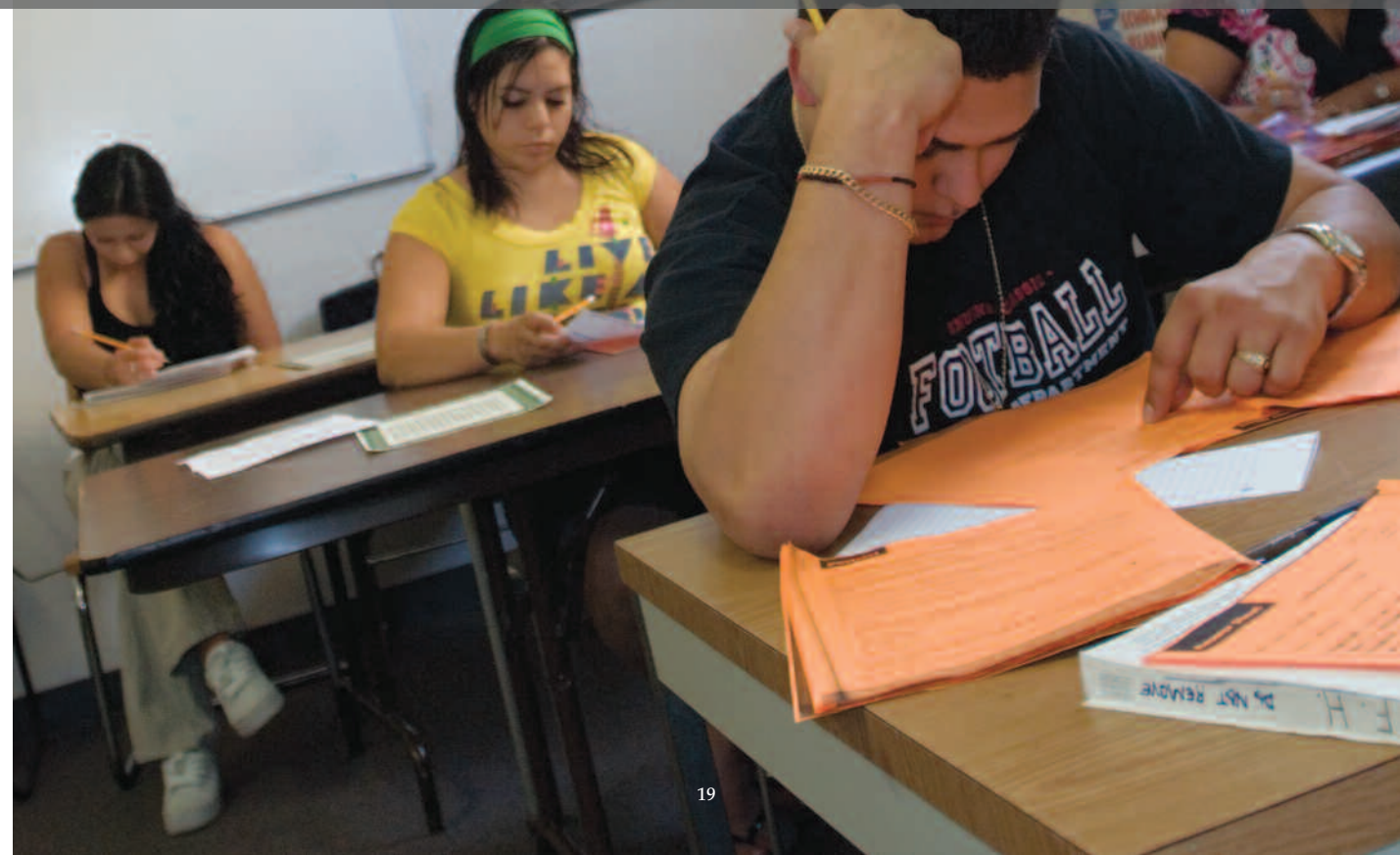
“An unexpected benefit of the fellowship experience is the chance to get together on a monthly basis with other Fellows,” Terri said. “These are people I wouldn’t necessarily meet otherwise, and I appreciate having access to colleagues to share ongoing issues and problems.”

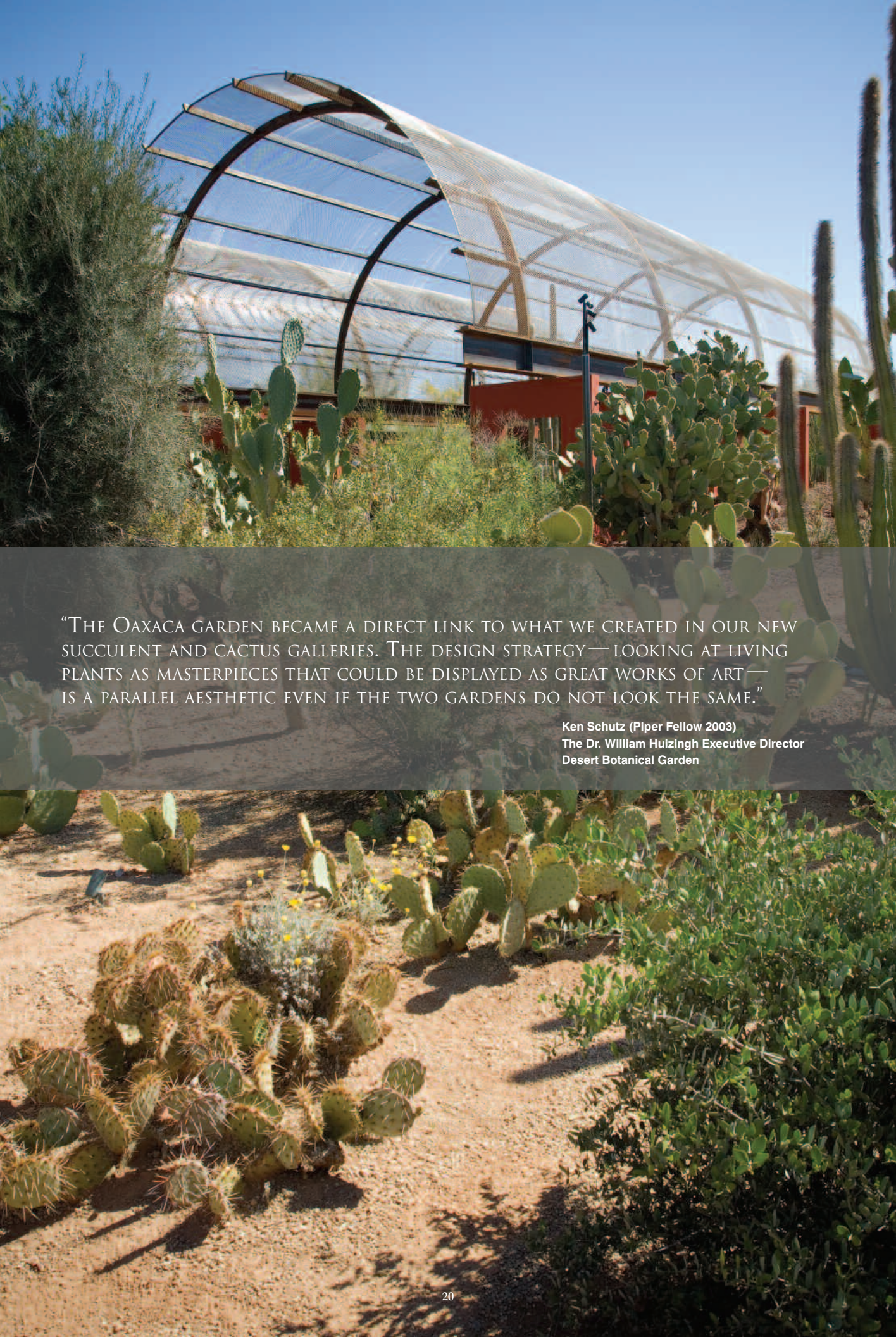
This information sharing and problem solving fills a personal need, one that she also likes to pass on to others day by day. “I take great satisfaction in telling the bright-eyed teenagers in our school when I have a chance, “don’t you owe it to yourself ...” *



“MY DAD NEVER FORGOT WHO HE WAS OR THE SACRIFICES MADE BY THOSE BEFORE HIM. HE TOLD ME I OWED IT TO MYSELF TO GIVE COLLEGE A TRY AND I EVENTUALLY EARNED A MASTER’S DEGREE IN SOCIAL WORK, JUST LIKE MY DAD.”

Theresa Leon (Piper Fellow 2007)
Director of Program Operations & COO
Friendly House





“THE OAXACA GARDEN BECAME A DIRECT LINK TO WHAT WE CREATED IN OUR NEW SUCCULENT AND CACTUS GALLERIES. THE DESIGN STRATEGY—LOOKING AT LIVING PLANTS AS MASTERPIECES THAT COULD BE DISPLAYED AS GREAT WORKS OF ART—IS A PARALLEL AESTHETIC EVEN IF THE TWO GARDENS DO NOT LOOK THE SAME.”

Ken Schutz (Piper Fellow 2003)
The Dr. William Huizingh Executive Director
Desert Botanical Garden

KEN SCHUTZ: Cross-cultural learning and leading.

Ken Schutz directs the Desert Botanical Garden, an organization committed to advancing excellence in education, research, exhibition and conservation of desert flora. In addressing that mission he continually draws on opportunities to expand knowledge for himself, the Garden staff and patrons themselves.

He started as teacher in residence at the Baltimore Zoo in the 1980s. “I was a zoo guy and a science guy who learned by doing but without formal entrepreneurial education,” he said.

With a bachelor’s degree in biology and a master’s in education, he decided to get an MBA at the University of Virginia Darden School of Business where he gained a well-rounded executive education. In the process, though, he realized he would remain in the not-for-profit realm.

Ken honed his skills as executive director of the Science Museum of Western Virginia. During his tenure, the under-capitalized museum got back on a trajectory of success, gaining greater financial footing and national museum accreditation.

In 2001, he came to Phoenix. “I was attracted by the Desert Botanical Garden’s holistic approach to environmental education with a focus on science, conservation and the visitor experience,” Ken said. He arrived in a period of growth as footings for \$17 million in new buildings were in the ground. He set out to build the Garden’s audience by broadening its appeal to families. Local attendance and membership have both more than doubled under his leadership.

Embracing Latino audiences and culture

About two years into his work in Phoenix, he applied for a Piper Fellowship. His idea was to build a learning program around providing greater service to Spanish-speaking audiences and embracing Latino culture in everything the Garden does.

“The Sonoran Desert has no borders yet like many institutions we have skewed Anglo in the Garden,” Ken said. “It is very important for all of us that the Garden become bilingual and bicultural. My Piper Fellowship focused on gaining fluency in Spanish and visiting Mexican desert gardens, and the learnings from that experience have had enormous impact on what we are trying to accomplish today in the Garden.”

Spanish immersion and Mexican gardens

He spent his sabbatical in an eight-week Spanish immersion program in Cuernavaca, Mexico, where his days were consumed with Spanish-only classes and nights with piles of homework. On weekends, he visited gardens.

The most pivotal experience for his thinking—and a garden he returned to often and brought groups from Phoenix to visit—was the beautiful botanical garden in Oaxaca in the southern coastal highlands.

“The Oaxaca garden became a direct link to what we created in our new succulent and cactus galleries,” Ken said. “This Mexican garden focused on the

beauty of individual plants. The design strategy—looking at living plants as masterpieces that could be displayed as great works of art—is a parallel aesthetic even if the two gardens do not look the same.”

The Desert Botanical Garden now has more bilingual staff and signage, more desert landscaping classes and other educational programs in Spanish and more research and conservation collaborations with Mexican institutions.

“The Fellowship experience has affected the Garden and what we do every day,” Ken concluded. *



Arts and Culture

Total grants awarded in this area: \$1,055,000



Arizona Science Center
Phoenix
\$1,000,000/48 months
www.azscience.org

To support a capital campaign for revitalizing hands-on exhibits, programs and facilities, and for expanding the endowment and working capital.

Phoenix Conservatory of Music
Litchfield Park, AZ
\$55,000/36 months
www.PCMrocks.org

To support organizational brand positioning and implementation of a donor development plan.

Children

Total grants awarded in this area: \$974,500

Boy Scouts of America – Grand Canyon Council, Inc.
Phoenix
\$800,000/48 months
www.grandcanyonbsa.org
To support a capital campaign to upgrade existing facilities and expand scouting programs for youth.

Gabriel's Angels
Mesa, AZ
\$50,000/12 months
www.gabrielsangels.org
To support technology enhancements to improve volunteer and donor communications.

Girls For A Change
Phoenix
\$90,000/36 months
www.girlsforachange.org
To provide leadership opportunities for girls from low-income communities in Maricopa County.

Southwest Human Development
Phoenix
\$14,500/12 months
www.swhd.org
To support the Infant Toddler Feeding Program by offering in-service presentations to medical professionals regarding the impact of early feeding difficulties on children and families.



Valley of the Sun United Way
Phoenix
\$20,000/3 months
www.vsuw.org
To provide additional funding for the Adopt-A-Pool-Fence program to support 13 additional pool fence installations.

Education

Total grants awarded in this area: \$300,000

Teach For America
Phoenix
\$300,000/36 months
www.teachforamerica.org
To support a new Early Childhood Education Initiative to place Teach For America corps members in pre-kindergarten programs in low-income areas of Maricopa County.

Healthcare and Medical Research
Total grants awarded in this area: \$73,000

Prevent Child Abuse Arizona
Prescott, AZ
\$68,000/24 months
www.pcaaz.org
To support and expand the Never Shake A Baby Arizona program in Maricopa County.

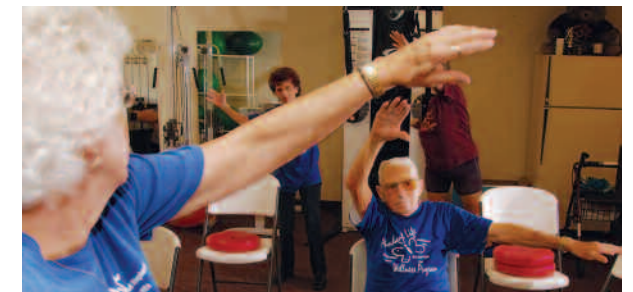
The Salvation Army
Phoenix
\$5,000/12 months
www.tsasw.org
To support the annual Salvation Army Water Drive that supplies water to various hydration stations in Maricopa County.

Older Adults

Total grants awarded in this area: \$164,560

Arizona Health Care Foundation
\$20,000/18 months
www.azhca.org
To provide fall prevention training sessions to designated staff of assisted living communities in Maricopa County.

Arizona Governor's Advisory Council on Aging
\$138,300/18 months
www.azgovernor.gov/GACA/
To create a Fall Prevention Coalition for Maricopa County that would include developing a technical assistance website, increasing the number of "Matter of Balance" trainers and disseminating marketing materials.



Arizona Governor's Office on Aging
\$6,260/12 months
www.azgovernor.gov/aging/
To provide support for the 2008 Governor's Conference on Aging.

NONPROFIT FUNDRAISING

Fundraising Expert and ASU Lodestar Center Launch Fund Development Training

Kay Sprinkel Grace, known for consulting with public television stations across the country in their successful annual fundraising efforts, came to Maricopa County in 2007 as the headliner for a Piper Academy. Her message was so stimulating to the assembled grantees that Piper Trust wanted to create a longer-term training that could have a deep impact on a group of highly motivated nonprofit leaders. A program emerged building on both Sprinkel Grace's prior work with National Public Television and the local mentoring and training expertise of Lodestar Center for Philanthropy and Nonprofit Innovation at Arizona State University.

Webinars and on-call consultants

"Building Capacity for the Future with Kay Sprinkel Grace" will run through January 2009. The program includes a half-day orientation session, six 90-minute web-based curriculum sessions, follow-up conference calls, the services of a local "on-call" consultant and a final presentation session.

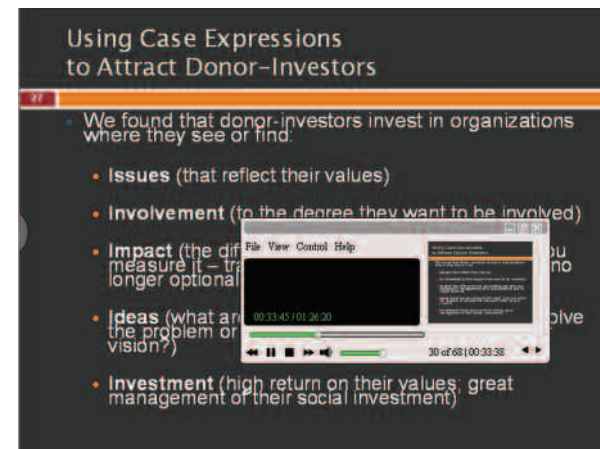
"It's amazing," said Regina Nixon, executive director, Phoenix Conservatory of Music, following the first webinar with Sprinkel Grace. "The webinar content was so impressive and the whole professional development process so much easier when it can be done in the office. We got a web link to the recorded session within a half-hour so I could share it with my whole board; plus, we can return to it whenever we want."

Nixon's energetic board chair Nai Wang, who also sat in on the live webinar, added, "It had to be the most jam-packed session I've attended, full of interesting tidbits, like a good movie that doesn't drag." The president of an educational software firm, KP Education Systems, Wang said

the training program would help him and the other Phoenix Conservatory board members to be better fundraising ambassadors to the community.

Homework after each session

Following each webinar, the participating nonprofits have homework assignments on the session's topic. They work with the consultants in person and by conference call. By the end, the outside work comprises a fund development plan for the organization.



Topics for the online sessions include: mission, vision and values; case development; board leadership development; staff leadership development; planning for development, and prospect identification and development.

Nixon's goal is to increase the Phoenix Conservatory's individual donor base and create the marketing materials necessary to accomplish that goal. She wants the board and staff to have the fundraising tools they need to help the organization be successful. "We've worked with marketing and development consultants previously but it has never been as practical and focused on nonprofit realities as this program," she added.

PARTICIPATING NONPROFITS HAVE HOMEWORK ASSIGNMENTS ON THE SESSION'S TOPIC. THEY WORK WITH THE CONSULTANTS IN PERSON AND BY CONFERENCE CALL. BY THE END, THE OUTSIDE WORK COMPRISES A FUND DEVELOPMENT PLAN FOR THE ORGANIZATION.



Participating organizations are all current or previous Piper Trust grantees. Eighteen nonprofits are taking part in the program:

- A New Leaf
- Actors Theater of Phoenix
- American Heart Association
- ANASAZI Foundation
- Arizona Theatre Company
- Big Brothers Big Sisters
- Boys & Girls Clubs of Metropolitan Phoenix
- Catholic Healthcare West Foundation
- Central Arizona Shelter Services
- Children's Action Alliance
- Childsplay
- Friends of the Tempe Public Library
- ICAN
- Interfaith Community Care
- Liberty Wildlife Rehabilitation Foundation
- Neighbors Who Care
- Phoenix Conservatory of Music
- Recording for the Blind & Dyslexic

The ASU Lodestar Center coordinates the team of six consultants that includes Nancy Grace, Tina Jennings, Gayle Pincus, Diane Roberts, Stu Smith and Trisha Stuart. Each consultant works with three participant organizations. *



Kay Sprinkel Grace

NONPROFIT ACCOUNTABILITY

Importance of Maintaining Public Trust Points to Adopting Best Practices

The Enron scandal of the last decade led directly to the national Sarbanes-Oxley legislation. In the wake of that scandal, and with some very public stumbles by national charities after 9/11, Congress turned its eye on the nonprofit sector. The first major philanthropy and charities legislation since the sweeping legislation of 1969 came in the Pension Protection Act of 2006, which brought the first regulation of donor-advised funds and other new controls. Congress has signaled that it will continue to look at nonprofits to ensure they are acting in the public interest.



Voluntary action

One important aspect of increased scrutiny has been the voluntary attention the nonprofit sector has devoted to proactive policies for excellent governance, transparency and accountability to ensure acting in the public interest.

At the request of Sen. Charles Grassley (R-IA), former Senate Finance Committee chairman, Independent Sector launched the Panel on the Nonprofit Sector to conduct a thorough investigation of current practices among nonprofits and foundation.

The Panel's final report in June 2005, offered more than 120 potential actions.

"AS SPIFFY AS WE THOUGHT WE WERE WHEN WE RECEIVED THE PIPER BEST PRACTICES EXPECTATIONS, WE TOOK A CRITICAL LOOK AT OURSELVES AND INSTITUTED ADDITIONAL CONTROLS OVER AND ABOVE THOSE EXPECTATIONS. HIGH STANDARDS WORK!"

Susan Goldwater Levine
Executive Director
Hospice of the Valley

In January 2006, Diana Aviv, president of Independent Sector, presented a Piper Academy to 200 Valley nonprofit leaders on the Panel's report and also spoke to the Piper Board of Trustees.

Demonstrating Piper Trust's commitment to public trust and accountability, Piper Trust staff recommended and trustees adopted the requirement that all nonprofits enact eight best practices to be considered for a grant.

Positive reactions

Since January 2007, all new recipients of competitive grants have adopted the best practices. The reaction among Piper grantees has been overwhelmingly positive, including the following recent comments:

Joyce Richards, president, Junior Achievement of Arizona, said her organization values the model best practices because they make a positive connection to Junior Achievement's key audiences. "These guidelines and tools have enabled us to better embrace and foster a culture of accountability and transparency so critical in promoting credibility and trust with our donors and volunteers," she added.

Teach For America believes adopting the best practices is a step toward sustainability. The organization's Phoenix development director, Dayna Cobarrubias, said, "By encouraging its grantees to employ best-practice requirements, Piper Trust is helping to promote sustainable practices for the nonprofit sector which will ultimately empower organizations across the Valley to implement their critical missions in a sustained way."

Finally, Susan Goldwater Levine, executive director of Hospice of the Valley, acknowledged that adopting an attitude of principled action leads to setting even higher standards. "As spiffy as we thought we were when we received the Piper best practices expectations, we took a critical look at ourselves and instituted additional controls over and above those expectations," Levine said. "High standards work!" *

Best Practices for Nonprofits

The trustees of Virginia G. Piper Charitable Trust believe that public trust and accountability are fundamental to their legal, ethical and fiduciary responsibilities. To be considered for competitive funding, Piper Trust requires potential grantees to enact eight best practices recommended by the Panel on the Nonprofit Sector:

Form 990. The board, or audit committee, must review the nonprofit's Form 990 tax return each year before submission.

Audit. A nonprofit with \$1 million or more in annual revenue must have an annual independent audit and should establish an audit committee with financially literate membership.

CPA review. A nonprofit with annual revenues between \$250,000 and \$1 million must have financial statements reviewed by an independent CPA.

Conflict of interest. The nonprofit must adopt a strict conflict of interest statement that the staff and board annually review and sign.

CEO compensation. The full board of the nonprofit must approve any change in the compensation of the CEO.

Travel reimbursement. The nonprofit must have travel policies with clear guidelines on types of expenses that can be reimbursed and the documentation required for reimbursement.

Board size. The nonprofit must have a minimum of three members on its governing board, and at least one-third of the members should be independent.

Whistleblower policy. The nonprofit must establish policies and procedures that encourage individuals to come forward with credible information about illegal actions or violations of adopted policies.

Back-to-School Grant Program Provides Clothes for School Children



The significant slights of childhood often relate to not having what other children have. Imagine being a child going to school without basic clothes, shoes and undergarments and the blow to self-esteem.

Many Maricopa County children do face going to school without adequate clothing because their families can't afford to outfit them. And schools are hard-pressed to help them.

For six years, Piper Trust has tried to improve that situation in Maricopa County by helping the neediest children obtain the clothing necessary to successfully attend school. Piper trustees allocated \$500,000 for the 2008-2009 school year, providing clothing grants to 240 elementary schools in Maricopa County with 50 percent or more of students eligible for the federal free and reduced price lunch program.

"I was driving to work in August 2002 and heard a radio report on a group of mothers running a drive for school clothing for children who might not have new clothes otherwise," said Jim Bruner, Piper trustee. "I brought the story to the trustees, who allocated \$50,000 for clothing grants to Maricopa County schools most in need."

Piper Trust does not specify how the schools use the grant awards but does stipulate that the funds must be used for clothing and not for transportation or personnel costs to administer the grant. The Trust tries to streamline the grant process to avoid the grants being burdensome to the schools.

"We are very thankful to have a partnership with Piper as we all work together for the good of our

children," said Marylou Palmer, principal of Moon Mountain School in Phoenix. "When a child has clothes and shoes that are appropriate for school, his self-esteem is boosted, and the research supports that self-confidence is key in helping a child succeed within the educational environment."

Piper Trust encourages the participating schools

to look for ways to maximize their grants. The Peoria Unified School District, for example, has a growing used-clothing program. Peoria Pantry collects gently used and laundered clothing and recycles them to children and families in need.

Intervention specialist

Lisa Cooper then uses the Piper Trust grant to purchase shoes, socks and underwear, items that cannot be "recycled," for distribution at the pantry.

The Assistance League of Phoenix and the Assistance League of East Valley are local chapters of a national organization that promotes Operation School Bell to provide new school clothing or uniforms and hygiene kits to children in need. The Back-to-School Clothing Drive Association has a Valleywide new clothing extravaganza in July and its SAFE (Student Attire For Education) Program provides matching funds to qualifying schools for school uniforms and backpacks.

"A year ago, we started telling the back-to-school grant story to encourage others to contribute to school-clothing programs," said Bruner. "I gain a lot of personal satisfaction in helping children get a good start in school yet what Piper Trust funds is only a fraction of what is needed." *

"WHEN A CHILD HAS CLOTHES AND SHOES THAT ARE APPROPRIATE FOR SCHOOL, HIS SELF-ESTEEM IS BOOSTED, AND THE RESEARCH SUPPORTS THAT SELF-CONFIDENCE IS KEY IN HELPING A CHILD SUCCEED WITHIN THE EDUCATIONAL ENVIRONMENT."

Marylou Palmer
Principal
Moon Mountain School, Phoenix

VIRGINIA G. PIPER CHARITABLE TRUST

Virginia G. Piper Charitable Trust is a private, independent foundation committed to honoring Virginia Galvin Piper's legacy of supporting organizations whose work enhances the lives of people in Maricopa County, Arizona. Following the philanthropic example of her first husband, Paul V. Galvin, the founder of Motorola, Mrs. Piper wrote, "For me, managing the stewardship of charitable giving is a moment to moment dignified responsibility of a truly high calling in human affairs and human relations."

Moving from Chicago with her second husband, Kenneth M. Piper, Mrs. Piper lived in Paradise Valley, Arizona, for the last three decades of her life and quietly but steadily worked to strengthen Phoenix-area nonprofits. Following her death in



Virginia Galvin Piper

1999, the Trust received approximately \$600 million, becoming one of the 100 largest foundations in the United States. In its grantmaking, the Trust has continued Mrs. Piper's interest in supporting healthcare and medical research, children, older adults, arts and culture, education and religious organizations.

Today, trustees and staff strive to preserve Mrs. Piper's spirit of "high calling" and stewardship in all their work. Piper Trust has invested more

than \$232 million in nonprofits and programs. Trust grants have benefited nearly 850 nonprofit organizations. With its focus on one geographic region, Piper Trust works to be more than a grantmaker by convening groups to address community issues, bringing national thought leaders to meet with nonprofit executives and fostering collaboration in the philanthropic sector. *



From left: Paul Critchfield, José Cárdenas, Sharon Harper (seated), Laura Grafman, James Bruner, Arthur DeCabooter, Stephen Zabalski

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