

THE  
VIRGINIA G.  
PIPER  
CHARITABLE TRUST

# notebook

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5

IN THIS ISSUE:  
Good Shepherd Villa  
Arizona Quest for Kids  
The Black Theatre Troupe





## WHAT'S IN OUR NOTEBOOK: CRACKING CODES AND BUILDING SUCCESSFUL EQUATIONS



Judy Jolley Mohraz  
President and CEO

“Cracking codes” and “building successful equations” are hardly terms associated with the work of nonprofits, but we think those terms do apply to the grantees profiled in this Piper Notebook. Every strong nonprofit tackles, as part of its daily work, challenging problems that are also engaging experts throughout the country. And when agencies develop successful programs with measurable impact that “crack the code” of long-standing social problems, we think it is the triumph of efforts as intense and focused as those of “code” breakers.

Look, for example, at what nonprofits are doing to address physical decline among older Americans. We know that more than a third of adults aged 65 years or older fall each year and that the average healthcare cost of a fall injury for those over 72 is approximately \$20,000. By 2021, the cost of all fall injuries among the elderly is expected to reach \$32.4 billion annually. And the loss of independence and mobility means diminished quality of life and frequent clinical depression. How do we as a nation address one of the major factors in death and decline of older Americans and also curb exploding healthcare costs?

Good Shepherd Villa has tackled this national challenge by introducing a program that enables older citizens to become physically stronger, more flexible and better able to maintain balance. They challenge the idea that seniors must endure a long, slow physical and mental decline and are determined to help participants “crack the code” of ill-health and disability, enabling them to add life to years, not just years to life.

Close to the other end of the age spectrum, youth ages 10 through 14 are at another crucial point in life. The Carnegie Corporation has studied how

our society, as well as individual families, can ensure that adolescents develop into successful adults. Not surprisingly, their research contends that:

*The years 10 through 14 are a crucial turning point in life's trajectory... an optimal time for interventions to foster effective education, prevent destructive behavior, and promote enduring health practices.*

Couple the critical nature of these years with the grim statistics of Arizona's high school dropout rate. The challenge then becomes: How do we as a community ensure that students gain the educational foundation essential to success as an adult? David Highmark, champion of Arizona Quest for Kids, a mentoring program that has produced remarkable results, believes the program has "cracked the code" by ensuring that students can thrive academically and go on to college. Effectively addressing the problem of high school dropout rates is as essential to national economic competitiveness and security as cracking the legendary codes threatening national security was a half century ago.

The fragility of arts organizations is a common lament today in communities throughout the country. National studies have documented the perilous state of many small and mid-size arts organizations. In the face of multiple social, demographic and economic challenges, cultural groups must develop, test and measure the results of new strategies and elements. They are as intentional as mathematicians creating new solutions to age-old logic problems. Rarely is there a single element that will bring about a solution, but several elements of a carefully calibrated equation.

Such is the case with the new strategies The Black Theatre Troupe has instituted this year to strengthen the only professional African-American theater troupe in the Four-Corner states. New marketing strategies, technology enhancements and an expanded venue have all led to the development of a stronger, more stable organization.

Trustees and staff at Piper Trust see every day the results of nonprofit leaders grappling with issues that are fundamental to the economic and social future of this community, just as they are essential to the ongoing vitality of this nation. These are not matters of small concern, and we applaud the code breakers and equation builders of this community. ♦

## TABLE OF CONTENTS

- 3 What's in Our Notebook:  
Cracking Codes and Building  
Successful Equations**
- 6 Good Shepherd Villa: Declining to Decline**
- 14 Arizona Quest for Kids:  
Seeking 'Diamonds in the Rough'**
- 20 The Black Theatre Troupe:  
Meeting Challenges,  
Measuring Success**
- 24 Grant Announcements**
- 26 Fundraising with Jerry Panas**
- TRUST NEWS**
- 28 Sharon Harper Appointed Trustee**
- 28 2004 Piper Fellows Announced**
- 29 Director of Communications  
Joins Trust**
- 30 ABOUT THE TRUST**

### < On the Cover

Kathryn Beebe and Kenneth Bondhus participate in an exercise ball class that is part of Good Shepherd Villa's Abundant Life Wellness Program.







Weight training increases strength and improves physical wellness.

## GOOD SHEPHERD VILLA: DECLINING TO DECLINE

**E**sther Meyer fell. The 91-year-old was out enjoying an evening at the theater with some friends when she tripped on the carpeting and fell down some steps, crushing her hip and pelvis. Finding herself in the hospital and wheelchair-bound, Esther explored her options. Replacement surgery was a consideration, but she decided instead to try the therapy program provided through the health care center at Good Shepherd Villa, a nonprofit senior continuum of care community in Mesa that has served older adults in the East Valley since 1983.

In addition to the care center, the 14-acre Good Shepherd Villa campus includes senior apartments, assisted living and skilled care units serving more than 200 residents.

"The doctor treating me at the hospital told me that Good Shepherd's care center was 'A-number- one'," she explained. "So I decided to give it a try, especially since I live in an apartment at the Villa. The doctor and therapy group at the care center were just wonderful! After attending rehab sessions every day for six weeks, I was well enough to return home and continue living on my own."

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**"Wellness . . . incorporates physical, spiritual, social, mental and emotional well-being. Of these dimensions, physical wellness is essential."**

– Claudia Sajevic

Just as she was wondering how to best continue her recovery, she heard about a new program at Good Shepherd Villa—the Abundant Life Wellness Program.

"Wellness is a multidimensional concept that incorporates physical, spiritual, social, mental and emotional well-being," said Good Shepherd Villa

Administrator Claudia Sajevic. "Of these dimensions, physical wellness is essential. Our goal for this program is to increase physical functioning in older adults by offering structured and supervised programming that is both safe and effective. Regular participation in physical activities, especially those that improve strength and balance, has been shown to slow and even reverse the effects of aging."

Attending classes three times a week, Esther was soon out of her wheelchair and using a walker. Her balance and strength continued to improve. She quickly advanced to using a cane. Today, she is a vital and active member of the community and no longer uses any additional support to get around.

"The group setting is very motivating," she said. "I would never do this alone. Exercise is now a part of my lifestyle, not just a once-in-a-while thing."

Since joining the program as a charter member a little over a year ago, Esther's upper body strength has improved 175 percent; lower body

strength, 86 percent; static balance, 227 percent; lower body flexibility, 90 percent; and endurance, 83 percent. She has also been removed from the high-risk category for falls and disability.

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**“Exercise is now a part of my lifestyle, not just a once-in-a-while thing.”**

**– Esther Meyer**

“Good Shepherd Villa began with a vision of incorporating the concept of wellness on our campus and then expanding it to the surrounding community, which is significantly populated with older adults,” said Sajevic. “We believe the program will help significantly reduce the need for nursing care, reduce healthcare costs and improve the lives and health of our residents and community members.”

In order to reach out to the community, Good Shepherd initially partnered with neighboring Victory Lutheran Church, agreeing to offer the program to its older members. Funding for the initial implementation of the program came in the form of a three-year, \$170,000 grant from The Virginia G. Piper Charitable Trust in August 2002.

“We liked the collaboration, their plan for community outreach and that the program was based on a well-researched, proven model,” said Piper Trust Program Officer Carol Kratz. “Research shows there are three key elements to quality

## COMING OF AGE IN ARIZONA

This is the first time in the history of the United States that the older population is growing faster than the general population. Demographics indicate that the 65+ population is doubling, the 75+ is tripling, and the 85+ population is quadrupling. A recent report, “The Coming of Age,” completed by St. Luke’s Health Initiative in Phoenix, begins by outlining how this trend is affecting us as a state:

- Almost 20 percent of Arizona’s population will be 65 or older in 2025 (compared to 13 percent today), with about 365,000 over the age of 80.
- One-third of Arizonans between the ages of 40 and 59 are caring for an elder and are concerned about their own ability to pay for their medical and living expenses as they grow older.
- Eighty percent of seniors rely on informal caregiving by family members when they can no longer live independently. This translates into over \$2 billion per year in lost wages, depleted savings and the economic value of informal caregiving.
- Arizona seniors are 13 percent of the population and account for 40 percent of healthcare costs in the state.
- As Arizona has struggled to cope with the last decade’s explosive growth, infrastructure and planning decisions have tended to overlook the needs of an aging population.





Wellness Director Jason Wright sees vast improvements in the mobility of Wellness Program participants.



Exercise ball class is an advanced offering of the Wellness Program.

aging: prevention of disease and disability, attainment of peak physical and psychological functioning, and participation in rewarding and productive activities. This program seems to have them all.”

With funding in place, Good Shepherd consulted with Age Dynamics, Inc., a wellness consulting firm based in Eugene, Oregon, specializing in designing wellness programs for older adults that is headed by noted gerontologist John Rude. They also hired a wellness director to run the program.

“It is absolutely critical to hire a professional, degreed, certified individual to supervise this kind of program,” said Sajevic. “The ultimate success of this program – and others like it – centers on having someone who can connect with and encourage this age group, and who has an intimate knowledge of their capabilities and limitations. Our Wellness director, Jason Wright, is the perfect fit.”

With a degree in exercise and wellness from Arizona State University and certification as a health and fitness instructor from the American College of Sports Medicine in Indianapolis, Wright came to Good Shepherd Villa from the Red Mountain Multigenerational Center in Mesa where he worked as a fitness instructor.

“When I first came on board, I never thought it would be like this – meaning I thought it would be like pulling teeth to get folks to participate,” said Wright. “The first day of the program, I held two classes. About 21 people showed up at the fitness center to enroll. I got through that OK and then went over to the clubhouse for the second sign-up and couldn’t believe it. There were about 75 people there ready to get started!”

The Abundant Life Wellness Program officially began in January 2003,

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**“There are folks around here that haven’t raised their hands above their heads for 10 years. It just doesn’t need to be that way.”**

**–Ken Bondhus**

with classes offered both at Good Shepherd and Victory Lutheran.

Program participants first complete a fitness assessment to identify their individual strengths and weaknesses in specific areas directly related to the ability to perform daily activities. Results are then used to devise specific exercise programs, track improvements and identify those at increased risk for future disability. Participants are reassessed every 12-16 weeks to monitor progress and make adjustments to their individual programs.

“We love our report cards,” said Good Shepherd Villa resident Bette Klischer, 76, referring to the assessments. “It makes you feel so good to see how you’ve progressed and what your next goals will be.”

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**“When I first started, I couldn’t fasten my own bra. Now I can grab my wrist in back.”**

**– Challis Aper**

On average, each person in the program participates in exercise classes at least twice a week, with class sizes ranging from 10 to 15 participants. Through the combination of effective, supervised exercise programs and consistent participation, the program has yielded dramatic improvements in strength,

balance, flexibility, agility and endurance.

When asked why he participates regularly in the program, Ken Bondhus, 91, had a ready answer.

“I needed help with my balance, which is now much better,” the Good Shepherd Villa resident said. “Before, I didn’t like to get out and walk with others because I’d inadvertently bump into them and it would embarrass me. I don’t have that problem now.

“I exercise on all the equipment, but my favorite is the exercise balls,” he continued. “They’re the greatest thing since sliced bread! You can work on almost any part of your body – legs, arms, back – my back and pelvis haven’t been this loose and flexible in years!”

A charter member of the Wellness Program, Ken’s lower body strength has improved 117 percent; upper body flexibility, 900 percent; lower body flexibility, 33 percent; dynamic balance 87 percent; and static balance an amazing 11,600 percent (no, this isn’t a typo).

“We need these programs,” he said. “There are folks around here that haven’t raised their hands above their heads for 10 years. It just doesn’t need to be that way.”

Challis Aper agrees.

“My doctor is very happy that I’m in this program because I’m a diabetic,” said Aper, 70, a member of Victory Lutheran Church. “While I haven’t lost weight, I have much better muscle tone and flexibility. When I first started, I couldn’t fasten my own bra. Now I can grab my wrist in back.”

Wellness staff notices other changes as well.



“When we first started, we saw people who hadn’t been out of their apartments in a long time,” said Wright. “Since the Wellness Program, people have been more willing to come to activities and go on outings. It’s really become a priority for them.”

“Folks are beginning to plan doctor’s appointments and other important activities around their wellness classes,” added Sajevec. “And there are folks who have never worn sweats in their entire life showing up to meetings in them because they have to get to their wellness class right after the meeting’.”

In addition to its core classes, the Wellness Program offers a variety of specialized and supplemental exercise classes such as a stability ball class and water aerobics. While there is a strong emphasis on physical activity, the program also incorporates classes and activities that focus on other areas of life, including nutrition, fall prevention, arthritis disease management and spiritual healing services.

On top of its growth at Good Shepherd Villa and Victory Lutheran Church, the Wellness Program recently expanded to Mesa Senior Center East. With this expansion, Bryce Barnes, a wellness specialist trained to work with older adults, was added to the staff.

“I really enjoy the one-on-one time with older adults,” said Barnes. “It’s exciting to see the impact on their lives.”

The interest level at the Mesa Center was far greater than expected. More than 40 individuals showed up to be enrolled and assessed for the program. Participants say they already notice improvements in balance and strength, energy level, functional abilities and overall well-being.

Currently, the Abundant Life Wellness Program serves over 150 seniors, ages 56-100 between the three facilities. Classes are offered Monday through Friday at Good Shepherd; Monday, Wednesday and Friday at Victory Lutheran; and Monday through Wednesday at Mesa Senior Center East. An impressive 27 classes a week are offered through the program.

“Good Shepherd Villa understands the positive impact that regular physical activity and the other components of wellness can have on healthy aging,” said Wright. “It is our intention with this program to significantly reduce the number of years in life in which older adults live in disability, thereby not just adding years to life, but life to later years. You’re never really too old to get benefit from physical exercise.”

Ken Bondhus agrees.

“I used to walk like a 90-year-old; now I’m 91 and walk like I’m 60. It’s not about shuffleboard and bingo anymore.” ♦

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**You’re never really too old to get benefit from physical exercise.”**

**– Jason Wright**



Good balance is essential to physical wellness.





Arizona Quest  
Mentoring Director  
Rochelle Turner  
visits with Quest  
participant Chandra  
Hawkins about her  
college plans.



## ARIZONA QUEST FOR KIDS: SEEKING ‘DIAMONDS IN THE ROUGH’

**W**alking into the Arizona Quest for Kids office at Madison Park School in Phoenix can feel like downing a triple shot of espresso.

“There’s always so much going on here,” said Ann Oehmke, Arizona Quest director of academics and enrichment, “whether it’s students and their mentors meeting, parents stopping by for a visit, mentors gathering to talk about their experiences or Quest staff discussing the next round of enrichment activities.”

This energy and enthusiasm is typical of the initiative, launched at the school in January 2000 as a pilot designed to help reduce the state’s high school dropout rate and provide financially disadvantaged youth the opportunity to attend college.

“The program provides adult mentors and college scholarships to talented and deserving young students from families with few financial resources,” explained Oehmke. “Candidates are identified at the fifth-grade level and are matched with an adult mentor until they reach college age. Once the student successfully graduates from high school—meaning at least a 3.0 grade point average—Arizona Quest for Kids provides the equivalent of four years’ tuition at one of Arizona’s three state universities.”

This unique program is based on a model in Naples, Florida, where 100 percent of the students selected for the first class have graduated from high school and over 90 percent have entered post-secondary schools. The concept was brought to Phoenix by David A. Highmark, chairman and CEO of Northern Trust Bank of Arizona, who had recently moved from Naples and was impressed with the program.

“I’ve always thought it was a good idea to match kids with mentors,” said Highmark. “It’s an approach that’s proven statistically effective in a number of areas. And fifth grade is the perfect time to start with these kids. If you can grab them then and work with them, there is a real chance for success.”

After evaluating the first two years of the Arizona Quest program and finding significant gains in math, language and reading achievement, The Virginia G. Piper Charitable Trust awarded a three-year, \$250,000 grant to the organization to help expand the number of youth served and to enhance the services provided to participating youth and their families.

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**“The program provides adult mentors and college scholarships to talented and deserving young students from families with few financial resources.”**

– Ann Oehmke

“Research shows a significant connection between school achievement and dropout rates,” said Trust Program Officer, Marilee Dal Pra. “The bottom line is, kids that do well in school, stay in school. And that’s exactly what the Quest program is all about.”

Mentoring activities often include an interactive game, sharing a weekly experience, a walk on the campus to visit their classroom and teacher, reading a book together, writing poetry, visiting the library, research on the Internet, a special

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**“Research shows a significant connection between school achievement and dropout rates.”**

**– Marilee Dal Pra**

celebration, directed discussions or simply sharing friendships and time together.

The Quest office at Madison Park School is always full of shining examples.

“I really like Quest,” said sixth-grader Andy Sandoval, 11. “So far, we’ve been on trips to the Arizona Science Center, ice skating and lots of other places. My mentor, Curt, is great. Each time we get together he teaches me new things and we also play games.”

When asked how it was that he decided to become a mentor in the Quest program, Curt Allday, 31, responded.

Numerous studies underscore the critical need for programs that address barriers to academic achievement, particularly among economically disadvantaged youth. Key findings include:

- Among students scoring in the top one-third on an achievement test, students from low-income families were five times as likely to forego college as students from high-income families. Source: Department of Education’s National Education Longitudinal Study.

- Among low-income students with high test scores not planning on attending college, nearly 60 percent cited an inability to afford school as a reason for their decision. Source: Carnegie Council on Adolescent Development.

- Only 48 percent of students from low-income families went directly on to college from high school, compared with 78 percent from high-income families. Source: Carnegie Council on Adolescent Development.

- Americans with bachelors degrees earn about 1.8 times as much as high school graduates; those with a university degree make on average about \$2.1 million over a lifetime, compared with \$1.2 million for a high school diploma; and those with master’s degrees can expect to earn \$2.5 million, doctoral degrees \$3.4 million. Source: 2002 U.S. Census Bureau study.

"I saw an article in *The Arizona Republic* asking for volunteers and was very impressed with what I read. So I went to the Web site mentioned in the article and was even more impressed after reviewing the description and aspirations of the Quest program, so I signed up.

"For me, it's a 'pay it forward' kind of thing," he said. "I had a mentor when I was young who really made a positive impact on my life and I wanted to return the favor. Andy and I have become good friends – it's a friendship more than anything else. We're both taking a lot out of it. It's an incredible program."

At another table, one of the Quest kids was working with his mentor out of a college algebra book.

"Evar is a perfect match for me," said seventh-grader Joey Preston, 12, of his mentor, Evar Nering. "I am very interested in math, and Evar was a math professor at Arizona State University for 31 years. He is also good in physics and with computers, which I excel in as well. I love to build things."

Joey continued.

"The other thing I like about the program is that there is no pressure or competition – you just do the best you can and stay above a 3.0," he said.

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**"For me, it's a 'pay it forward' kind of thing. I had a mentor when I was young who really made a positive impact on my life and I wanted to return the favor."**

**– Curt Allday**

**Joey Preston discusses an algebra problem with his mentor, Evar Nehring.**





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**“We’ve cracked the code with this program. If we get this on people’s radar screens, it will only enhance the success we’re already having.”**

**– David Highmark**

“I get a lot of satisfaction out of the program – it’s great to be able to set and meet your own goals.”

“Joey is a very gifted youth,” said mentor Nering. “I had a lot of theories about how to approach this responsibility when I started two years ago, and just about every one of them

has been a complete failure! I’ve been in education all my life, and one of the things I’ve learned is that a syllabus can be a straightjacket. The great thing about this program is that it gives you the freedom to adapt to the kids’ goals and personal wants. With Joey, I only need to steer a little bit.”

The 82-year-old Nering has gotten into the program in a big way, spending substantially more than the one hour per week required – as do many other Quest mentors.

“Last spring I bought parts of a computer and invited a group of four Quest kids over two separate times to try and put it together,” he said. “I showed them the parts, explained what I wanted them to do and let them go at it. Both groups were able to build the computer and get it to run!”

In addition to mentoring, the program provides a variety of enrichment opportunities to broaden the students’ life experiences and involvement in their community. Youth are exposed to elements of the world outside of their customary surroundings, such as museums, college campuses and other intellectually stimulating venues.

“Family support is also a big part of the program,” said Arizona Quest for Kids Executive Director Randy Mettler. “If you want to be successful with these kids, you have to engage their families and work with them to address the barriers they may be facing. This can include helping them obtain loans, enrolling them and/or older siblings in continuing adult education, offering career counseling resources or any number of other needed services. It’s a multi-faceted initiative.”

Over the past three years, the program has grown from one site serving seven students to 13 sites serving 160 students in six school districts. Highmark has great expectations for the program, not only in Arizona, but nationally.

“We’ve cracked the code with this program,” said Highmark. “It successfully addresses all the barriers and challenges that have historically kept these kids from realizing academic and societal success. If we get this on people’s radar screens, it will only enhance the success we’re already having.” ♦



Andy Sandoval and his mentor, Curt Allday, try to out strategize each other in a game of Othello.

### OTHER GEMS FROM ARIZONA QUEST PARTICIPANTS

Jynual Edwards, 13, Seventh Grade: "Quest is giving me a great opportunity to do something with my life. I don't have to be a dropout. It's there for me."

Chandra Hawkins, 13, Seventh Grade: "Having a mentor is great. I have a mom, but not a dad. Now I have another mom who can take time out of her day to help me out."

Irma Osorio, 13, Eighth Grade: "You can be positive that you'll go to college, have a career and even have a little spending money."

Geriann Baretto, 14, Eighth Grade: "The Quest program gives you the self-confidence to believe in your dreams."



Captivating performances are the hallmark of The Black Theatre Troupe's productions.



## THE BLACK THEATRE TROUPE: MEETING CHALLENGES, MEASURING SUCCESS

**N**ow you know I'm crazy trying to have a black theatre in a city where there are no black people!"

These are the words The Black Theatre Troupe Executive Director David J. Hemphill heard from the company's founder, Helen K. Mason, almost anytime they got together.

In the summer of 1969, Mason, a City of Phoenix parks and recreation supervisor, noticed the absence of a vital, resonant voice within the Valley's arts community.

"Helen had a passion for the richness and wisdom found in the stories and experiences of black culture," said Hemphill. "So, for more than 30 years – until her death in 2003 – she dedicated herself to giving the African-American voice a place where it could be lifted and heard by all."

Since 1970, Helen Mason's dream and now her legacy have evolved into a company that "promotes excellence in the performing arts with an emphasis on people of color." As the only professional African-American theatre company in the Four-Corner states, The Black Theatre Troupe conducts educational workshops and produces quality plays that reflect the

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**"The Black Theatre Troupe promotes excellence in the performing arts with an emphasis on people of color."**

– David Hemphill

African-American experience to help illuminate the culture to the Phoenix metropolitan area and throughout Arizona.

"In the early years, it was difficult for the company to aspire to be any greater, because there wasn't enough artistic investment," said Hemphill. "For example, as executive director, I often found myself having to design and actually build the sets for our different performances. That doesn't give you much time to spend on things like audience generation and recruiting quality actors and productions."

The Black Theatre Troupe benefited from funding from the National Stabilization for the Arts in 1996 and 1998 and was able to develop measures to evaluate its marketing efforts. In 1999, with a three-year funding commitment from the Flinn Foundation, the company added marketing and development staff, resulting in solid increases in single ticket and subscription sales and in corporate contributions.

As with virtually every business throughout the country, however, the downturn in the economy in 2001 interrupted the organization's progress. Budget cuts forced the company to eliminate its marketing position, resulting in drops in single ticket and subscription sales. At this point, Executive Director Hemphill began looking for ways to stabilize the



**The Black Theatre  
Troupe's productions  
offer a variety of  
artistic venues.**

organization and keep it moving forward. He approached The Virginia G. Piper Charitable Trust for support to continue the company's marketing initiative. The Trust responded with a two-year, \$100,000 grant.

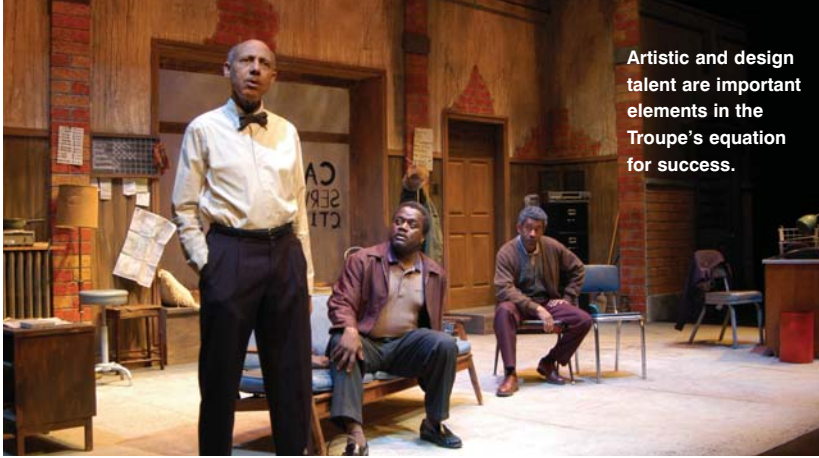
"Over the past several years, The Black Theatre Troupe has worked very hard to build its audience base and increase its name recognition by investing in artistic talent and expanding its outreach to the community," said Trust Program Officer Carol Kratz. "Their collaborative efforts with other arts, corporate and nonprofit organizations and a commitment to position themselves as an important cultural bridge between races and ethnicities throughout the state provide an equation that promises to add to their success."

With Trust funds and other support, The Black Theatre Troupe intends to increase its single ticket, subscription sales, individual and corporate contributions by 30 percent.

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**". . . The Black Theatre Troupe has  
worked very hard to build its  
audience . . . by investing in artistic  
talent and expanding its outreach to  
the community."**

**– Carol Kratz**



Artistic and design talent are important elements in the Troupe's equation for success.

Outgrowing the artistic and physical provisions of the 200-seat Helen K. Mason Center for the Performing Arts, the company began looking for other downtown venues. During its 2000-2001 season, The Black Theatre Troupe presented two productions at Herberger Theatre Center's Stage West in downtown Phoenix.

"The only way the company would continue to grow and expand is to be mobile," said Hemphill. "It was an artistic and financial stretch, but the audiences backed us and are now demanding more."

For 2002-2003, the company produced its entire season outside of the Mason Center for the first time in the company's history, with performances at Herberger Theatre and the John Paul Theatre on the campus of Phoenix College.

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**"The Black Theatre Troupe provides a cultural resource – a Black theatre – that provides a window, however small, into the African-American experience."**

**– Kenneth Weene**

"The Black Theatre Troupe offers a venue for very talented actors and actresses to ply their craft," said patron Kenneth Weene. "In addition to excellent acting, it provides a cultural resource – a Black theatre – that provides a window, however small, into the African-American experience. It is important to keep the talent and

powerful offerings of this company here in greater Phoenix."

Hemphill is confident that The Black Theatre Troupe's 2003-2004 season – its 34th — will be a watershed year for the company, both in terms of professional, quality productions and broadening its audience base.

"Investing in better production values – the best designers, directors and performers available — has allowed the company to become more ambitious and forward thinking," said Hemphill. "I now feel we can compete with other acting companies and feel more encouraged than ever that we'll be around in the future. Helen would be proud!" ♦



## GRANT ANNOUNCEMENTS

### Early Childhood

Total grants awarded in this area: \$1,312,375

#### Arizona Coalition for Tomorrow Charitable Fund, Inc.

[www.acthealthfair.org](http://www.acthealthfair.org)

24 Months / \$30,000

To provide financial support for the 2003 and 2004 Annual Head Start Health Fair.

#### Arizona Community Foundation

[www.azfoundation.org](http://www.azfoundation.org)

12 Months / \$15,000

To support an early childhood behavioral and public awareness research project.

#### Arizona Institute for Public Life

[www.azinstitute.org](http://www.azinstitute.org)

12 Months / \$100,000

To develop a model immigrant center in faith-based communities to assist immigrant families in meeting the needs of their young children.

#### Association for Supportive Child Care

[www.asccaz.org](http://www.asccaz.org)

12 Months / \$50,000

To support a collaborative effort to develop and pilot quality assessment standards and tools for child care centers in Maricopa County.

#### Child Crisis Center East Valley, Inc.

[www.childcrisis.org](http://www.childcrisis.org)

12 Months / \$93,840

To support an ongoing collaborative project to provide assessments for children entering crisis care.

#### McLean Hospital

[www.mclean.harvard.edu](http://www.mclean.harvard.edu)

24 Months / \$698,535

To test promising strategies that use afterschool programs to help struggling elementary school readers.

#### St. Joseph's Foundation

[www.ichosetjoes.com](http://www.ichosetjoes.com)

24 Months / \$325,000

To support the development of

an innovative multi-level physician training program in Development and Behavioral Pediatrics conducted through the Arizona Child Study Center.



### Youth

Total grants awarded in this area: \$1,201,789

#### Community Asset & Resource Enterprise Partnership

(480) 233-7374

12 Months / \$42,000

To relocate two on-site classrooms to expand the space available for out-of-school programs.

#### Dysart Community Center

(623) 583-0016

12 Months / \$46,789

To hire a staff person to develop the teen program and recruit volunteers to operate the program.

#### Literacy Volunteers of Maricopa County, Inc.

[www.literacyvolunteers-maricopa.org](http://www.literacyvolunteers-maricopa.org)

24 Months / \$70,000

To support enhanced GED instruction to 200 students ages 16 to 20.

#### Mercy Housing SouthWest

[www.mercyhousing.org](http://www.mercyhousing.org)

24 Months / \$98,000

To support afterschool and summer programs for at-risk children and youth ages 7-12 residing at five of its housing sites.

#### Our Lady of Guadalupe Catholic Mission

(480) 963-3207

12 Months / \$350,000

To help build a new religious education building that will be used to support a variety of community services for the town of Queen Creek including afterschool programs.

#### Phoenix Children's Hospital Foundation

[www.phoenixchildrens.com](http://www.phoenixchildrens.com)

24 Months / \$185,000

To support Crews'n Healthmobile, a mobile clinic that provides primary and preventive healthcare to homeless and runaway youth in Greater Phoenix.

### Society of

#### St. Vincent de Paul

[www.stvincentdepaul.net](http://www.stvincentdepaul.net)

12 Months / \$250,000

To provide endowment support for the health clinic and help launch the 'Friends of St. Vincent de Paul Society' fundraising campaign.

#### Westside Food Bank

[www.westsidefoodbank.org](http://www.westsidefoodbank.org)

24 Months / \$160,000

To expand the Kids Cafe' Program that provides a healthy evening meal to low income children.

### Elderly

Total grants awarded in this area: \$286,234

#### Arizona State Library, Archives and Public Records

<http://www.lib.az.us/index.html>

7 Months / \$15,000

To support a collaborative planning process designed to develop a Life Options Center.

#### Centennial Village Corporation

(480) 833-6036

12 Months / \$45,434

To provide safe and reliable transportation to low-income, mobility-impaired seniors.

**Chandler Public Library**  
[www.chandlerlibrary.org](http://www.chandlerlibrary.org)  
 7 Months / \$15,000  
 To support a collaborative planning process designed to develop a Life Options Center.

**Peoria Public Library**  
[www.library.peoriaaz.com](http://www.library.peoriaaz.com)  
 7 Months / \$14,800  
 To support a collaborative planning process designed to develop a Life Options Center.

**Other**  
 Total grants awarded in this area: \$13,175,750

**Arizona Grantmakers Forum**  
[www.arizonagrantsmakersforum.org](http://www.arizonagrantsmakersforum.org)  
 12 Months / \$10,000  
 To support the development of the organization and secure consulting assistance from other Regional Associations of Grantmakers.

**Arizona Health Policy and Law Initiative**  
 (602) 631-4613  
 6 Months / \$750  
 To support the Arizona Children's Health Research Agenda meeting in January 2004.

**Arizona State University**  
[www.asu.edu](http://www.asu.edu)  
 36 Months / \$10,000,000  
 To endow the Virginia G. Piper Center for Creative Writing, the Piper Chair in Residence Program and to fund partial renovation of the Virginia G. Piper Writers' House.

**Chicanos Por La Causa, Inc.**  
[www.cplc.org](http://www.cplc.org)  
 12 Months / \$150,000  
 To support a capital project to strengthen funding for programs serving children and families.

**The Neighborhood Christian Clinic**  
[www.nmaz.org/clinic.htm](http://www.nmaz.org/clinic.htm)  
 12 Months / \$10,000  
 To assist in the opening of the new clinic.

**Scottsdale Healthcare Foundation**  
[www.shc.org](http://www.shc.org)  
 36 Months / \$3,000,000  
 To support the expansion of the Virginia G. Piper Special Care Unit at the Osborn Campus.

**YWCA of Maricopa County**  
[www.ywcamaricopacountyaz.org](http://www.ywcamaricopacountyaz.org)  
 2 Months / \$5,000  
 To provide support for the Haven House facility.



**City of Tempe Community Services Department**  
[www.tempe.gov](http://www.tempe.gov)  
 7 Months / \$15,000  
 To support a collaborative planning process designed to develop a Life Options Center.

**Scottsdale Community College**  
[www.sc.maricopa.edu](http://www.sc.maricopa.edu)  
 7 Months / \$15,000  
 To support a collaborative planning process designed to develop a Life Options Center.

**Libraries for the Future**  
[www.lff.org](http://www.lff.org)  
 18 Months / \$99,000  
 To support technical assistance and guidance efforts provided to organizations interested in planning and implementing Life Options Centers.

**Arts & Culture**  
 Total grants awarded in this area: \$735,834

**Alliance for Audience**  
 (602) 622-7694  
 36 Months / \$250,000  
 To support the Alliance for Audience, a new collaborative effort of over 40 arts and cultural organizations, to better market and promote cultural experiences in the Valley.

**Battelle Memorial Institute**  
[www.battelle.org](http://www.battelle.org)  
 9 Months / \$135,834  
 To support the development of a strategic plan for the Regional Task Force on Arts & Culture.

**The Phoenix Symphony**  
[www.phoenixsymphony.org](http://www.phoenixsymphony.org)  
 12 Months / \$350,000  
 To purchase, install and implement Tessitura software and related hardware to assist in donor relations and audience development.

**Maricopa County Library District**  
<http://mclld.maricopa.gov>  
 7 Months / \$12,000  
 To support a collaborative planning process designed to develop a Life Options Center.

**Mesa Senior Services Incorporated**  
[www.mesaseniorservices.com](http://www.mesaseniorservices.com)  
 7 Months / \$15,000  
 To support a collaborative planning process designed to develop a Life Options Center.

**Neighbors Who Care, Inc.**  
 (480) 895-7133  
 24 Months / \$40,000  
 To support the expansion of a volunteer program that assists homebound and frail elders.



*"Having the right board member is as important as a major gift and the most important thing you can do for your organization."*

*"Thank a donor seven times a year and they will give you more the following year."*

*"It takes four-and-a-half times the effort to get a new gift as it does to get a renewal. Make sure you don't lose folks off your data base."*

**T**hese are just a few of the many pieces of valuable advice Jerry Panas, well-known philanthropic consultant, shared at a daylong seminar on fund development and trustee governance. More than 240 people from nonprofits across the Valley attended the December 2, 2003 event sponsored by the Piper Trust.

The morning session, designed for executives and board members, focused on current trends in philanthropy and their impact on nonprofits, along with training on board members' responsibilities in fundraising and governance.

"The Baby Boomers turned 50 a couple years ago," said Panas. "In the next four years, we will see \$11.4 trillion passed from one generation to the next. You need to identify these folks, win their trust and get them in your hug."

In order to develop stronger boards, Panas suggests developing a contract that spells out both what is expected of a board member and what the organization will promise to board members in return for their commitment.





**Seminar participants benefitted from a variety of workshop activities.**

**“ . . . attracting donors has to do with asking people to invest in great causes.”**

– Harry Papp

"For example," said Panas, "you might ask a board member to attend all meetings, be a roaring advocate for the organization, make a significant gift and call on others to make gifts in exchange for providing monthly status reports on the organization's activities, holding timely, substantive and productive board meetings, and working to make the experience the most rewarding and fulfilling she or he has ever had."

The afternoon session, geared toward nonprofit executives and development officers, focused on fund development techniques and included a special session with Panas and local philanthropist Harry Papp. In an interview format, they discussed the characteristics needed to be successful in fundraising and some of the key demographics of the Phoenix area's donor base.

“A successful development person is hardworking, passionate about what he or she is raising funds for, communicates and writes well and has a presence that compels people to give,” said Papp. “With Phoenix being such a new community and being home to people from all over the country, attracting donors has to do with asking people to invest in great causes. It’s about what they can do to save lives or change lives that will get them to invest their money here.”

The rest of the afternoon was spent learning about “asking for the gift.” Panas’ formula for success? The right person asks the right prospect for the right amount in the right way at the right time for the right cause.

"Raising money doesn't have to do with money, it has to do with changing lives," concluded Panas. "People want to give to the future of this country. If you listen carefully enough, you'll get the gift."



### Sharon Harper Appointed Trustee

Appointed in December 2003, Sharon Harper is the newest Piper trustee. She is president and chief executive officer of The Plaza Companies, one of Arizona's premier developers of innovative senior housing and medical facilities. Her community activities include serving as immediate past-chairman of the Greater Phoenix Economic Council, chairman of the board of trustees and a member of the board of regents for Brophy College Preparatory, and a member of the board of directors for Banner Health Systems.

"It is my great honor to serve as a Trustee of The Virginia G. Piper Charitable Trust," said Harper. "The

legacy of Mrs. Piper, to enhance the quality of healthcare, education, the elderly, the arts, children, and religious organizations, is what will make and keep our community great and enhance the quality of life for our residents. The other Trustees are regarded with such respect and I look forward to serving along with them to protect and further the vision of Mrs. Piper."

A native of Mankato, Minnesota, Harper is a graduate of Creighton University in Omaha, Nebraska.



Kenneth Schutz

Pamela Martin

### 2004 Piper Fellows Announced

Two nonprofit executives have been awarded Piper fellowships to enable them to more effectively lead their organizations.

Pamela Martin, president and executive director of the Phoenix-based Homeward Bound, will participate in a 14-day experiential learning laboratory in Maine that includes strengthening

individual/leader effectiveness, organizational capacity building, systemic change and innovation, and maximizing workforce and community contributions. In addition, she will visit best practice programs in San Jose, California and New York City that serve the homeless and/or domestic violence families, and provide training opportunities to Homeward Bound staff.

Kenneth Schutz, executive director of the Desert Botanical Garden in Phoenix, will use his Piper fellowship to become fluent in the Spanish language by enrolling in a two-month language immersion program in Cuernavaca, Mexico, enabling the Garden to better serve the Spanish-speaking communities of Maricopa County. He will also visit botanical gardens in four Mexican cities in order to glean additional information and ideas from other native gardens.

its home community of Flint.

Prior to her tenure at the Mott Foundation, Osowski was the Assistant Press Secretary for the Michigan Department of Natural Resources.

Osowski holds a bachelors degree in communications and a masters in community and regional development from Michigan State University.

“Effective communication with our grantees, nonprofits, and the public are essential as the Trust develops its grantmaking initiatives and becomes more engaged in community issues,” said Judy Mohraz, President and CEO of the Trust. “We are delighted that Val, who has a wealth of experience at a foundation known for its fine publications and communication efforts, is joining our staff.” ♦

### **Director of Communications Joins Trust**

Valerie A. Osowski joined the Trust in November 2003 as its Director of Communications. Osowski comes to the Trust from Flint, MI, where she served as Director of Communications for the C.S. Mott Foundation, an international philanthropy that does grantmaking in the areas of civil society, environment, poverty and



## ABOUT THE TRUST



### Virginia G. Piper

The Virginia G. Piper Charitable Trust was established through the philanthropy of Virginia G. Piper, a long-time Paradise Valley resident and widow of Paul V. Galvin, founder of Motorola. After her marriage to Kenneth M. Piper in 1969, she supported Arizona organizations committed to children, elderly, healthcare and medical research, education, arts and culture, and religion. Following her death on June 14, 1999, Mrs. Piper left instructions to continue the Trust and her legacy by making grants to nonprofit organizations in these six areas whose work enhances the lives of people in Arizona, primarily in Maricopa County.

The Trust has chosen four initiatives for its early years of grantmaking: early childhood, youth, elderly and arts and culture.

Thanks to Mrs. Piper's generosity and thoughtful planning, her legacy will continue far into the future.

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