

# + notebook

VIRGINIA G. PIPER CHARITABLE TRUST | March 2011



## PICTURING MARICOPA

A View of Respite and Resilience  
for Vulnerable Neighbors

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< Cover: Picturing Maricopa photographer Brad Armstrong captured the cover photo of Victor working at The Centers for Habilitation. Victor loves his work. He is always happy. He knows he has challenges—he's legally blind for one thing—but Victor doesn't realize he lives with disabilities. He loves life.

^ "Sam" (above) and his siblings lived at Mesa's Child Crisis Center for over two years because their mother couldn't take care of them. At a festive party when the children were going to be released from the shelter to their grandfather, the mom asked to speak, "I know I've made bad choices. I want to do better. I want to thank you for the care you've given my kids." She is now inspired to work to gain custody of her children. This Picturing Maricopa photo was taken by Rick D'Elia.

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# Of Note

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

## **Picturing Respite and Discovering Strength**

*Where does a single mother turn for respite when caring around the clock for a child with profound physical challenges?*

*Who provides meaningful employment for a disabled adult eager to work and earn a paycheck?*

*Where does a victim of domestic violence go, children in tow, to find a safe haven?*

*Who will help a single woman, pregnant, who has no support?*

*Where does a wife turn for assistance when caring for a husband diminished by Alzheimer's?*

*How can the oldest and the youngest in our community find joy together?*

The photographs for this year's Picturing Maricopa remind us of the nonprofits who respond to these needs every day. The pictures focus on the clients they serve, and it is symbolic that the nonprofit staff remains invisible—for so much of this essential work is invisible to the public. But without the unwavering commitment of the staff of these nonprofits, our community would have a more ragged soul.

We honor the work of the 15 nonprofits featured in this issue. We also honor the children, young adults and elders pictured here who face challenges many of us rarely encounter. This exhibition is about grace, courage and commitment in our community.

## **Engaged Boards, Good Governance**

The Worth Noting section on good governance might seem a sharp break with the Notebook's theme. Yet none of the nonprofits recognized in these pages could serve the community without strong effective boards of directors. Fiscal stability, efficient delivery of services and strategic planning for an uncertain future require engaged boards. This year the Piper Trust is offering a series of Piper Academies in partnership with BoardSource to provide training on good governance. We know without strong boards, nonprofits stumble, and people like those profiled in the following pages will go unsupported and unserved.

As you study the pictures of our neighbors, remember the people beyond the picture frames who make these organizations sing. \*



Kyle never stops smiling during pet therapy at Ryan House. His parents find respite from continual care and Kyle, like other children with life-threatening conditions who visit Ryan House, gains a sense of self and important interaction with the Ryan House care team. Damon Sauer took the Picturing Maricopa photo.

# PICTURING MARICOPA

## A View of Respite and Resilience for Vulnerable Neighbors

### **Pictures Are Potent**

“Too often we don’t make an emotional connection with the reader,” commented Marsha Porter, CEO of Crisis Nursery, talking about designing the agency’s annual report. “Annual reports by definition are filled with numbers and statistics.”

Yet Crisis Nursery in Phoenix was able to create a special 2010 annual report featuring photos Steve Dreiseszun shot as part of Picturing Maricopa 2010.

“Steve’s talent and images allowed Crisis Nursery to make the numbers come alive through the faces and stories of real children and families we served last year,” Porter said.

Fifteen Valley photographers created hundreds of images for 15 grantee organizations like Crisis Nursery. A selection of photographs representing each photographer and agency along with the stories they tell appear on the following pages.

These images convey vital stories about resilience in places where attaining that quality seems unlikely. The theme was respite care at some of the most important organizations serving the needs of the Valley’s most vulnerable people—children, teenagers and older adults—and their families and caregivers.

“These photos capture the essence of real people who need caring support as they face some of life’s most difficult challenges,” said Elizabeth Banta, executive director of Duet – Partners in Health & Aging, another of the 15 agencies included in Picturing Maricopa 2010.

“In just a few months, the powerful images have allowed us to share our story through an art

exhibit at Arizona State University, in our newsletter and as backdrop for a workshop and a fundraiser,” Banta said.

### **Images Tell Stories**

The goal of Picturing Maricopa was to provide quality photographs to grantee agencies to use in websites, annual reports and brochures.

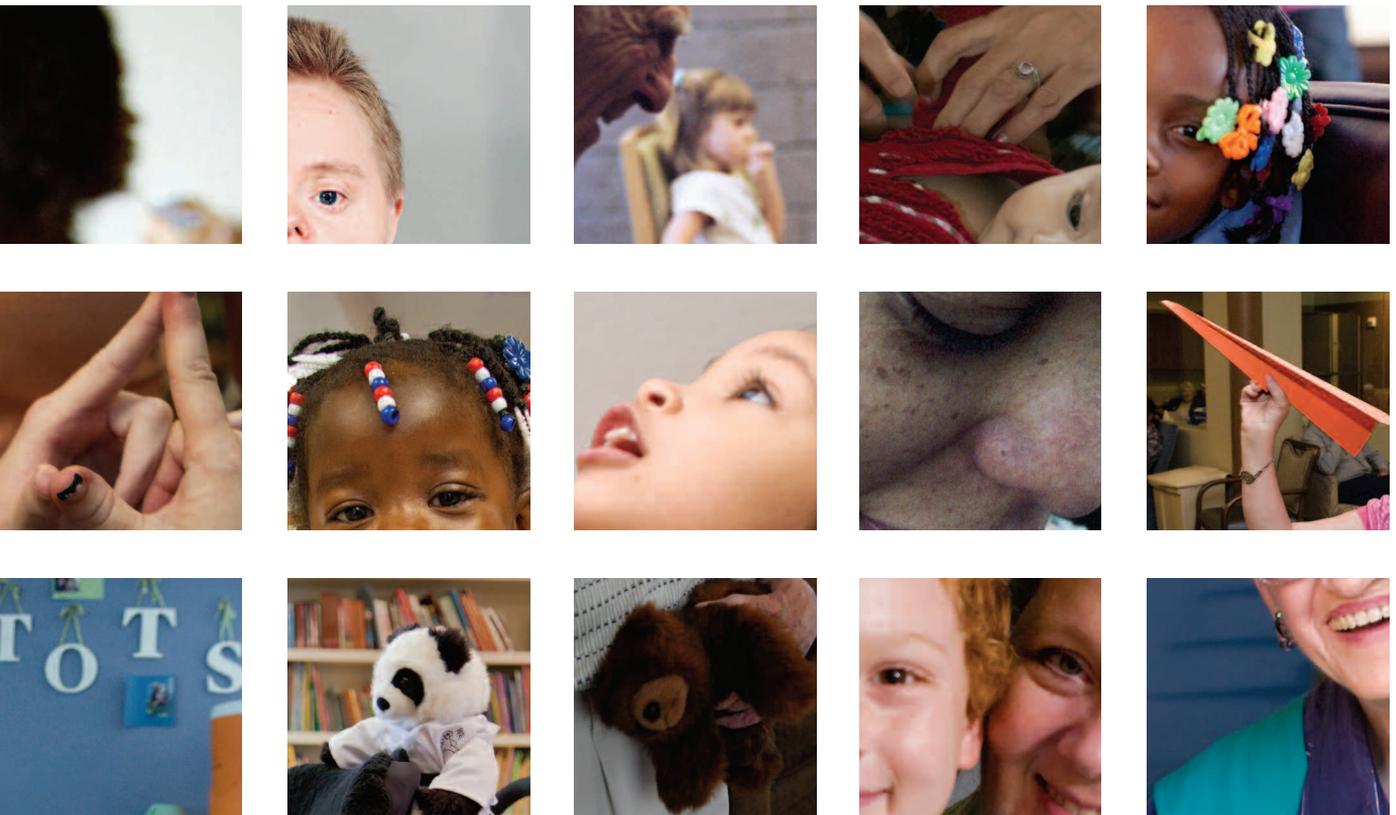
Nonprofit budgets often don’t stretch to cover exceptional photography, yet that is exactly what an agency needs to convey messages powerfully and evocatively.

Some of the photos from the project recorded major life events like the birth of twin baby boys. Others picture smaller moments such as a little girl having breakfast and a grandmother and granddaughter eating lunch. These pictures gain import by understanding the context: the child’s mother is hospitalized and the girl has found a safe place to stay at Crisis Nursery. The grandmother has parented her granddaughter since the girl was four days old with help from Duet along the way.

In one extraordinary case, images were the first photographs ever taken of a Burmese family of nine.

When International Rescue Committee needed to record the 200th refugee family buying a first home and didn’t have the resources to hire a professional photographer, Picturing Maricopa photographer Loren Anderson stepped in.

“In addition to capturing the moment for IRC, Loren subsequently framed a picture of the entire family and provided them with a photo album of the best pictures,” said Monica Barrows, IRC director of development.



“These are their first photos and a wonderful commemoration of their first home.”

**The Photographer Perspective**

From their perspective, the photographers found the assignments challenging and meaningful. Loren Anderson said, “This particular project was humbling to me as a person and a photographer. I was honored to be chosen and paired with an organization that provides opportunities for refugees to thrive in America.”

Former newspaper photographer Brad Armstrong was named a Picturing Maricopa photographer for a second year. He said, “When I was assigned The Centers for Habilitation, I knew it was going to be a challenging assignment—not only from a technical standpoint but also emotionally. The TCH clients are living with

severe disabilities and in almost all cases need full-time care. This initially made me think about the project differently. But I realized that I needed to put the client first and the pictures will come.

“Adult care is without a doubt a difficult job. I have deep respect and admiration for the caregivers at The Centers for Habilitation. My sincerest thanks go to them—for letting me into their world.”

A traveling exhibition of photos selected from the project is wending its way through the Valley. Opening at Burton-Barr Central Library in Phoenix in October 2010, the show went on to the West Valley Arts Council in Surprise. The exhibit runs at Tempe Public Library from March to the beginning of June. Its final stop will be Mesa Art Center, opening June 10 and running to August 7. \*



▲ Donovan is a child with special needs. His single mom has taken care of him every day of his life. When she discovered Ryan House, she was able to visit her family outside Arizona for the first time. Now, after a couple of visits to Ryan House, he is more interactive with the care team while his mother benefits from much-needed respite at no cost.

*Donovan with Toys*

**Damon Sauer, photographer**

**Ryan House** provides essential care in a home-like setting where children with life-threatening conditions and their families come for respite and, as needed, end-of-life care. All services at Ryan House are guided by the principles of palliative care. This philosophy of comfort care addresses not only the physical pain but also the emotional, spiritual and social needs of the child and family.



^ Sam and Ruth have been married for 61 years. In his day, Sam was the kind of guy who came home from work every day and told a joke. He now has advanced Alzheimer's disease. Ruth is remarkably patient. She has grieved for the husband who once was. She depends on Neighbors Who Care for respite from caring for Sam. She also attends support groups where she is a role model for other caregivers just starting their journeys.

*Unsurmountable Love*

**Karen Shell, photographer**

**Neighbors Who Care** is a nonprofit agency serving Sun Lakes and south Chandler. Using volunteers, Neighbors Who Care provides transportation, respite care, dinner delivery, reassurance phone calls, minor home repairs, friendly visiting, personal business assistance and benefits help, grocery shopping service and co-sponsors a caregiver support group.



▲ Maurice comes to adult day care each day at Benevilla in Surprise. Duncan comes to child day care each day at Benevilla. During intergenerational activities, Maurice and Duncan have a special bond: After each of them has successfully completed a movement exercise, Duncan comes to Maurice for smiles and high-fives.

*Untitled, 2010*

**Christopher Colville, photographer**

**Benevilla** enhances the experiences of life for people of all ages. With six adult day centers, Benevilla offers care for those with developmental disabilities, restorative needs and memory issues. Benevilla has daily child-adult intergenerational programs. A volunteer network offers home services for those homebound.

► Khina is the mother of baby Puja. Khina and her husband were refugees from Bhutan in 2010. Noticing she was pregnant when the family came for services, International Rescue Committee staff immediately enrolled her in the pre- and post-natal program that helps refugee women understand childbirth in this country. Home visits advised her on child care, hygiene and disposable diapers, thorny issues for new parents.

*Untitled, 2010*

**Loren Anderson, photographer**

**International Rescue Committee (IRC)**, founded in 1933, is a global leader in emergency relief, rehabilitation, protection of human rights, post-conflict development, resettlement services and advocacy for those uprooted or affected by violent conflict and oppression. The IRC in Phoenix provides the tools, skills and opportunities to empower refugee families to attain economic self-sufficiency as quickly as possible after arrival.







< Bessie, a retired teacher, became a grandmother raising a grandchild eight years ago when granddaughter Adrienna was four days old. Adrienna's mother was medically unstable and couldn't take care of her. Bessie, now 71, sought guardianship and then adoption with the help of Duet. The agency also offers outings each year allowing the grandparents to drop the mantle of parents for a few hours.

*A Grandmother's Love*  
**Jason Koster, photographer**

**Duet** offers compassionate, one-on-one assistance to older adults facing many challenges related to aging. From getting groceries and rides to the doctor, to health promotion activities and support groups, Duet's free-of-charge services promote health and well-being for homebound adults, caregivers, faith communities and grandparents raising grandchildren.

^ Dylan required extensive physical therapy at Hacienda Healthcare. During one therapy session he started to cry. To calm him, the nurse said, "You can do it, Dylan. We love you." Unable to speak, Dylan put his hands up in the universal I-love-you sign. And as she responded hand to hand, the photographer captured the moment.

*Love You Hands*  
**Paul O'Neill, photographer**

**Hacienda HealthCare** provides specialized healthcare and social services to infants, children and young adults who have medical, physical and intellectual impairments. Hacienda provides care and services to meet the habilitation, restorative and long-term needs of children and young people who are victims of genetic disorders, birth trauma, accidents, physical abuse and debilitating or life threatening diseases.



^ “Marquita” is a well-adjusted little girl who needed a safe place to stay. Her mother had been living with her two children at a Sojourner shelter after she fled from domestic violence. The mother’s at-risk pregnancy became critical at seven months, and Marquita and her sister came to Crisis Nursery while mom was in the hospital. During her stay, Marquita was brought up to date on immunizations, passed all developmental screenings and enrolled in Early Head Start.

*Breakfast at Crisis Nursery*

**Stephen G. Dreiseszun, photographer**

**Crisis Nursery, Inc.** has provided a safe haven for more than 17,000 children in Greater Phoenix through child-centered and family-focused programs and services. Crisis Nursery’s mission is to help break the cycle of child abuse and neglect by providing access to tools that support safer, happier and healthier lives for children.

> Carleize has cerebral palsy and doesn’t talk very much. She is a bright little girl who loves music. Her family moved to Chandler from the Philippines, and they like to do as much for their daughter as they can on their own. When her mother needs to go to the grocery, a Marc Center caregiver comes to the home to provide care and teach skills.

*For Carleize*

**Wen Hang Lin, photographer**

**Marc Center** was established in 1957 by nine families who had children with special needs and disabilities. The organization serves children and adults with developmental and physical disabilities as well as individuals with behavioral health challenges. Programs include day treatment, vocational training, community living, home and community-based services, therapy and outpatient behavioral health clinics.



Danielle gave birth to twin boys Daelen and Dejan while residing at Maggie's Place. When she moved to the residence she was guarded and withdrawn. Over the months, she opened up to the loving environment created by the other mothers and staff. The experience helped heal her and her relationship with the babies' father. She has since moved to California to live with him and now teaches yoga.

*Untitled, 2010*

**Rebecca Blume Rothman, photographer**

**Maggie's Place** is a community that provides houses of hospitality for expectant women who wish to achieve their goals in a dignified and welcoming atmosphere. Maggie's Place provides for the immediate physical and emotional needs of guests and connects the mothers to appropriate agencies and resources.







▲ Traumatic brain injuries left Anne with disabilities. Now in her 50s, she lives in a group home yet comes every day to The Monsignor Edward J. Ryle Life Center for closely monitored day care. She likes music, dance and art, and loves to be around her peers. Here she is playing a game of gliding paper airplanes through hoops. Each plane she successfully gets through the hoop gains her a welcome point.

*Untitled, 2010*

**Jason Millstein, photographer**

**Foundation for Senior Living (FSL)** provides services, education and advocacy to preserve independence and enhance the quality of life for seniors, adults with disabilities and their caregivers. The Monsignor Edward J. Ryle Center, part of FSL, is an adult day care center, a program that offers recreational, medical, therapeutic and social services in a caring, comfortable setting.



▲ “Darren” tested positive for drug addiction when he was born. He had many problems: feeding issues, agitation and inability to calm himself without being held. He was placed in shelter at Child Crisis Center in Mesa. Now several months later he is three times bigger than when he was photographed. He is a calmer and happier child, yet one who still faces challenges ahead.

*Tiny Tot*

**Rick D’Elia, photographer**

**Child Crisis Center** in Mesa has been committed to preventing child abuse and neglect for over 29 years. The organization accomplishes this by supporting and strengthening families through education and intervention, by providing a safe environment for children to heal, and by providing services to recruit, train and support foster and adoptive families.





< “Therese” tidies up as her daughter watches. Therese had been raped as a young woman and estranged from her family. With nowhere to turn when she was pregnant and her life a shambles, she came to Florence Crittenton where she found hope and opportunity. She is now a strong young woman learning how to care for her child and build her life.

*Mommy’s Home Work*

**Mimi Ahmed, photographer**

**Florence Crittenton** has served Arizona for 113 years, giving girls safety, hope and opportunity. The organization provides programs and services to assist girls and young women, ages 10 to 21, with issues of severe abuse and neglect and helps them become successful adults in the community.

^ “Samantha” has a full-time job at The Centers for Habilitation. She works in the document shredding center. She works in the document shredding center. A good employee, she completes her tasks as directed with good follow through. She loves work because it gives her a sense of purpose and allows her to be with co-workers she enjoys. She especially likes to receive her paycheck every two weeks.

*Untitled, 2010*

**Brad Armstrong, photographer**

**The Centers for Habilitation** works to empower people with disabilities. Started in 1967 as a co-op of families needing support and assistance for family members with disabilities, TCH today serves nearly 700 individuals with disabilities through a variety of programs: transportation, day programs, group homes, home and community-based services and employment services.



▲ In his young life, Robert has had to deal with Asperger syndrome, bipolar disorder and anxiety according to mother Donna. A single mom, she was near breakdown when health providers recommended she take respite time away from her son. Robert now comes for care at Devereux. He has overcome his anxiety and is making friends. For the very first time, he has friends to invite to his birthday party.

*Untitled, 2010*

**Jose Sosa, photographer**

**Devereux Arizona** provides a continuum of human service treatment programs and community-based services to children, adults and families with behavioral, psychological and emotional issues. Programs range from residential treatment to therapeutic and regular foster care, group care, and respite and outpatient services.

➤ Rosemary Whightsil is the consummate volunteer. Now 83, she has been distributing home-delivered meals to shut-ins five days a week over the last 15 years. Her attitude is warm and cheery. She is a role model. Younger staff at East Valley Adult Services in Mesa says of her, “She is the person we want to become.”

*Rosemary*

**Sandey Tenuto, photographer**

**East Valley Adult Resources** provides opportunities for people to connect, contribute and care for each other. A comprehensive approach to aging engages active adults at three centers daily. A continuum of services also provides assistance to frail older adults in their homes to maintain independence.



**Arts and Culture**  
**Total grants awarded in this area: \$1,502,737**

**Arizona Community Foundation**  
 Arizona Cultural Data Project local consultant.  
 \$25,000 / 24 Months  
[www.azfoundation.org](http://www.azfoundation.org)

**Arizona Musicfest**  
 Customer relationship management system.  
 \$40,500 / 36 Months  
[www.azmusicfest.org](http://www.azmusicfest.org)

**Arizona Opera**  
 An ART Fund grant for remodeled spaces for classes, programs and events at an integrated Phoenix site.  
 \$150,000 / 24 Months  
[www.azopera.org](http://www.azopera.org)

**Arizona Theatre Company**  
 An ART Fund grant for exploration of a strategic alliance between Arizona Theatre Company and Actors Theatre of Phoenix.  
 \$150,000 / 24 Months  
[www.aztheatreco.org](http://www.aztheatreco.org)

**Ballet Arizona**  
 An ART Fund grant for planning a Community School of Dance.  
 \$25,000 / 12 Months  
[www.balletaz.org](http://www.balletaz.org)

**Chandler Cultural Foundation**  
 An ART Fund grant for planning a youth involvement program.  
 \$25,000 / 12 Months  
[www.chandlercenter.org](http://www.chandlercenter.org)



**Childsplay, Inc.**  
 An ART Fund grant shifting the organization's operating model to a project focus.  
 \$150,000 / 18 Months  
[www.childsplayaz.org](http://www.childsplayaz.org)

**Desert Botanical Garden**  
 An ART Fund grant for web commerce and social media innovation.  
 \$75,802 / 24 Months  
[www.dbg.org](http://www.dbg.org)

**Free Arts of Arizona**  
 Strategic plan to strengthen the organization.  
 \$7,635 / 6 Months  
[www.freeartsaz.org](http://www.freeartsaz.org)

**Heard Museum**  
 An ART Fund grant for developing a high-end art shop, a new coffee bar and book store.  
 \$150,000 / 24 Months  
[www.heard.org](http://www.heard.org)

**Phoenix Art Museum**  
 An ART Fund grant for a multifaceted Center for Film.  
 \$150,000 / 24 Months  
[www.phxart.org](http://www.phxart.org)

**Phoenix Conservatory of Music**  
 An ART Fund grant for exploring a strategic alliance with Ear Candy.  
 \$25,000 / 12 Months  
[www.PCMrocks.org](http://www.PCMrocks.org)

**The Pew Charitable Trusts**  
 Arizona Cultural Data Project, a public and private collaboration to strengthen the Valley's arts and cultural nonprofits.  
 \$210,000 / 36 Months  
[www.pewtrusts.org](http://www.pewtrusts.org)

**The Phoenix Symphony**  
 An ART Fund grant for advanced patronage analysis.  
 \$148,800 / 24 Months  
[www.phoenixsymphony.org](http://www.phoenixsymphony.org)

**Theater Works**

An ART Fund grant for an arts storage and rental facility.  
\$150,000 / 24 Months  
www.theaterworks.org

**West Valley Arts Council**

Planning grant to develop a Creative Aging program in the West Valley.  
\$20,000 / 7 Months  
www.westvalleyarts.org

**Children**

**Total grants awarded in this area: \$890,250**

**AGUILA Youth Leadership Institute**  
Business planning for an earned income strategy.  
\$10,000 / 12 Months  
www.aguilayouth.org

**American Academy of Pediatrics – AZ Foundation**

Raising A Reader early literacy program for low-income apartment communities throughout Maricopa County.  
\$260,000 / 24 Months  
www.azaap.org

**Arizona Child Care Association**

An expenditure responsibility grant for updated training orientation materials for child caregivers in Maricopa County.  
\$75,000 / 15 Months  
www.azcca.org

**Arizona’s Children Association**

Expanded early childhood development and prevention programs in Maricopa County using the Parents as Teachers program.  
\$200,000 / 36 Months  
www.arizonaschildren.org

**Boys & Girls Clubs of Metropolitan Phoenix**

Economic impact study of the three Valley Boys & Girls Clubs.  
\$20,000 / 12 Months  
www.bgcmp.org

**Devereux Arizona**

New procurement system for safety-designed clothing at a youth treatment center.  
\$20,000 / 12 Months  
www.devereuxaz.org

**Friendly House, Inc.**

TRiO program providing high school students and their families with college admissions guidance.  
\$20,000 / 12 Months  
www.friendlyhouse.org

**Greater Phoenix Youth at Risk Foundation**

Expansion of youth mentoring programs using technology upgrades.  
\$16,250 / 12 Months  
www.phoenixyouthatrisk.org



Friendly House, Inc.



**Maricopa Council on Youth Sports and Physical Activity (MCYSPA)**  
 Website promotion connecting children and families to local recreational activities that encourage a healthy lifestyle.  
 \$20,000 / 12 Months  
[www.azfoundation.org](http://www.azfoundation.org)

**Southwest Human Development**  
 Training for early childhood professionals in Maricopa County.  
 \$10,000 / 3 Months  
[www.swhd.org](http://www.swhd.org)

**Valley of the Sun YMCA**  
 Capital campaign to expand health and fitness services at the Chris-Town Family YMCA.  
 \$239,000 / 24 Months  
[www.valleyymca.org](http://www.valleyymca.org)

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

**Educare Arizona**  
 State-of-the-art early learning laboratory for at-risk children.  
 \$1,000,000 / 24 Months  
[www.educarearizona.org](http://www.educarearizona.org)

**Healthcare and Medical Research**  
**Total grants awarded in this area: \$1,751,275**

**Empowerment Systems, Inc.**  
 Online version of Chronic Disease Self-Management Program.  
 \$234,275 / 36 Months  
[www.azlivingwellinstitute.org](http://www.azlivingwellinstitute.org)

**Hospice of the Valley**  
 A curriculum in palliative medicine for medical students.  
 \$217,000 / 24 Months  
[www.hov.org](http://www.hov.org)

**Maricopa Integrated Health System**  
 Improved healthcare for low-income children using a medical home model.  
 \$500,000 / 24 Months  
[www.mih.org](http://www.mih.org)

**Mountain Park Health Center**  
 Building renovation and coordination of pediatric services at the Maryvale Clinic.  
 \$240,000 / 15 Months  
[www.mountainparkhealth.org](http://www.mountainparkhealth.org)

**P.O.P.S.I.C.L.E. Center, Inc.**  
 Webinar to train medical professionals on how to address pediatric feeding disorders.  
 \$50,000 / 12 Months  
[www.popsiclecenter.org](http://www.popsiclecenter.org)

**P.O.P.S.I.C.L.E. Center, Inc.**  
 Business planning for an online earned income strategy.  
 \$10,000 / 12 Months  
[www.popsiclecenter.org](http://www.popsiclecenter.org)

**Southwest Human Development**  
 Comprehensive, coordinated medical and mental health services for young children with complex developmental and behavioral health issues.  
 \$500,000 / 36 Months  
[www.swhd.org](http://www.swhd.org)

## Older Adults

**Total grants awarded in this area: \$1,043,445**

**Area Agency on Aging, Region One, Inc.**  
Expanded services in senior centers and in-home services using AmeriCorps members and volunteers.  
\$150,000 / 36 Months  
[www.aaaphx.org](http://www.aaaphx.org)

**Arizona Grantmakers Forum**  
The EngAGEment Initiative, a collaborative to plan, develop and implement activities that encourage Arizona grantmakers to take an active interest in aging issues.  
\$7,500 / 24 Months  
[www.arizonagrantmakersforum.org](http://www.arizonagrantmakersforum.org)

**Benevilla**  
Expansion of catering function at Birt's Bistro for increased revenue and vocational training for re-careering older adults.  
\$250,000 / 24 Months  
[www.benevilla.org](http://www.benevilla.org)

**HandsOn Greater Phoenix**  
Your Experience Counts, a program placing older adult tutors in high-need elementary schools.  
\$265,100 / 36 Months  
[www.handsonphoenix.org](http://www.handsonphoenix.org)

**Marc Center of Mesa, Inc.**  
Affordable housing for disabled aging individuals and their older adult parents.  
\$200,000 / 12 Months  
[www.MarcCenter.com](http://www.MarcCenter.com)

## Regional Community Partners

A comprehensive aging services model for local governments, using the Aging Well in Communities Toolkit.  
\$110,800 / 12 Months  
[www.azmag.gov](http://www.azmag.gov)

**Sun Sounds of Arizona**  
Specially designed high definition radios for blind or visually impaired individuals who have low incomes and redistribution of reclaimed and refurbished radios.  
\$60,045 / 12 Months  
[www.sunsounds.org](http://www.sunsounds.org)

**Religious Organizations**  
**Total grants awarded in this area: \$12,500**

**Phoenix Rescue Mission**  
Heat relief packs and bottled water for homeless and homebound older adults.  
\$7,500 / 6 Months  
[www.phoenixrescuemission.org](http://www.phoenixrescuemission.org)

**The Salvation Army**  
Annual Salvation Army Water Drive to supply hydration stations in Maricopa County.  
\$5,000 / 6 Months  
[www.tsasw.org](http://www.tsasw.org)

## Piper Fellows

**Total grants awarded in this area: \$210,000**

**Adelante Healthcare**  
Avein Saaty-Tafoya's sabbatical as a Piper Fellow and related staff development.  
\$40,000 / 12 Months  
[www.adelantehealthcare.com](http://www.adelantehealthcare.com)

**Arizona Museum for Youth Friends, Inc.**  
Sunnee O'Rork's sabbatical as a Piper Fellow and related staff development.  
\$40,000 / 12 Months  
[www.arizonamuseumforyouth.com](http://www.arizonamuseumforyouth.com)

**Chicanos Por La Causa, Inc.**  
Martin Quintana's sabbatical as a Piper Fellow and related staff development.  
\$40,000 / 12 Months  
[www.cplc.org](http://www.cplc.org)

**Desert Botanical Garden**  
Elaine McGinn's Piper Fellows Organizational Enhancement proposal to support development of the master plan for the design of the core trail, the Desert Discovery Trail.  
\$50,000 / 12 Months  
[www.dbg.org](http://www.dbg.org)

**EMPACT – Suicide Prevention Center, Inc.**  
Julie Zalimas' sabbatical as a Piper Fellow and related staff development.  
\$40,000 / 12 Months  
[www.empact-spc.com](http://www.empact-spc.com)

## *Piper Academy—2011: A Year of Resilience Board Governance Project*



Resilience in organizations suggests they are flexible and buoyant in tough times.

But even more, resilient organizations adapt to changing conditions—even transforming themselves. Leaders, nonprofit boards and organizations are looking for ways to accommodate changes and thrive in an unprecedented environment.

2011: A Year of Resilience emerged from two separate ideas. First, Piper Trust grantees continually want to build their skills in

governance, board development and CEO-board relations. At the same time, Piper staff members are aware of the continuing effect of the protracted economic downturn on nonprofit leaders and their organizations.

“We realized that we could give the executive directors support they needed but without a similar commitment to support the board, those endeavors could be wasted,” said Ellen Solowey, Piper Trust program associate who leads the Piper Academy program. “These two separate threads of personal and board resilience seemed to reinforce each other.”

BoardSource, the national experts on board governance and board development, kicks off a year-long Board Governance Project in March focusing on organizational resilience and the roles, responsibilities and skills necessary to strengthen leadership in nonprofit organizations. The Board Governance Project will run from March 2011 through April 2012 and will include board development for grantee organizations and consultants.

The following is an interview with Linda Crompton, BoardSource president and CEO, who created the term “transformative governance” for the kind of board leadership nonprofit organizations need now. \*

## *An Interview with BoardSource President Linda Crompton*

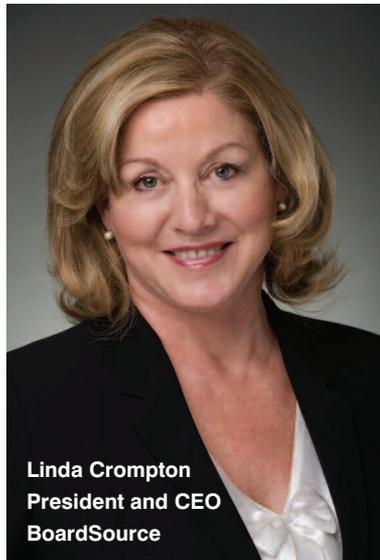
*How has the governance of nonprofit organizations changed over the years?*

The most obvious change is that governance itself has become much more complex and all encompassing. In the early days, people would often confuse “governance” with “government”—thinking it was a political term. But over the past 20 years, the field has come into its own—as the nonprofit world has become larger and more sophisticated, so has thinking about governing become less about how many people should sit on a board and more about how the nonprofit goes about achieving its mission. It has moved into a whole other realm of human dynamics and behavior that affect how boards perform.

*You use the term “transformative governance.” What does that mean?*

I coined the term to reference the responsibility to govern in a way that facilitates necessary change, as opposed to governing in the more traditional way, which assumes the organization will always exist and will always be doing what it is doing right now. In today’s environment, it is not enough to focus your attention strictly on your own organization; you must also be looking out beyond to the work of other organizations and asking, “Which piece of the puzzle are we?” And “Is this the best way to get this work done?”

Hundreds of thousands of different nonprofits each pursuing its own mission in its own way and in ignorance of what each other is doing is potentially duplicative and certainly



Linda Crompton  
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counterproductive. Instead, boards must encourage a collective approach to decision-making and be open minded about the future possibilities—willing to consider collaborative efforts, for example, or mergers. Or spend downs. All of these are examples of what I would call transformative governance thinking.

*How do you define collaboration?*

Many collaborations between and among nonprofits today are really just mutual marketing agreements or list exchanges. A true collaboration, or partnership, would have each organization acutely aware of the strength and competence it brings, and a willingness to give up some autonomy or control in exchange for the competence of another. Together, they make a more sustainable whole (organization). With core support dwindling for the past several years, more organizations are competing for scarce resources—which will include the leadership resource over the next few years. It just makes sense to join forces wherever possible and ask, “How can we work together?”

*How much transformation is actually happening out there?*

To be honest, not a lot yet, although there are encouraging signs. This is hard work, and many boards have been battling just to help keep their organizations alive over the past couple of years. Board members are volunteers; they often come to the table without much formal preparation and often have day jobs. It is not an easy thing to find

the energy and the know-how and then make the commitment to engage in this kind of work.

Plus, again being frank, many boards lack the diversity in perspective that is essential to transforming an organization successfully. As we say around here, you first need the right people on the bus, then you need to give them the training and the support they need to engage in these kinds of discussions—so that they can have the “disruptive conversations” they need to in order to bring about change.

Next generation needs and interests. Read the *Stanford Social Innovation Review*, the *Harvard Business Review*. Talk to each other, exchange ideas about what works, what doesn't. It is difficult to ask the tough questions about your own organization without understanding the context—the operating environment.

Second, it can be hard to grapple with these issues all alone as the CEO. Your board can, and should, be an effective partner. It is no longer acceptable to be the one-man (woman) show

dragging the board along behind. I think there is a growing recognition that the most effective organizations today have both competent CEOs and strong, capable boards. So ask yourself—“How effective is mine?”

#### *Last thoughts?*

One of my favorite quotes about the Middle Ages is that of course there was no town crier in those days walking up and down the streets

with a megaphone announcing that society was at the end of the feudal era and in the throes of early mercantilism! But of course, in hindsight, that was exactly what was happening. If only people could have understood that then, it might have made all the ensuing turmoil, confusion and upheaval of the next few decades more bearable. But of course they didn't, and society just underwent wrenching change nonetheless.

I think we are in the early stages of a similar upheaval now—significant societal changes are underway with major implications for the nonprofit sector. It is really important that everyone engage, and accept the notion that what worked in the past won't work in the future. We must not abandon our traditional responsibilities, but we need to look through a new lens. \*

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#### *What is driving change?*

Reality and necessity. The reality of new economic times, an environment that is creating whole new types of structures that will deliver nonprofit services in new ways: Young philanthropists who want to do philanthropy differently. A coming shortage of new leaders. The realization of too much duplicative effort, making it necessary to combine forces. All of these things will create change, whether we like it or not.

#### *How can today's CEOs prepare themselves for transformative work?*

First, it needs to be acknowledged that everyday pressures on today's CEOs have never been greater. Nonetheless, they must find a way to educate themselves about what is going on across the sector: Donations as investments. Social entrepreneurship. Greater cross-sector influence.



## 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. Piper Trust focuses grantmaking on healthcare and medical research, children, older adults, arts and culture, education and religious organizations.

As a place-based philanthropy, Piper Trust works to be more than a grantmaker. The Trust convenes groups to address community issues, brings national thought leaders to meet with nonprofit executives and fosters collaboration in the philanthropic sector. Piper Trust introduced the Piper Fellows Program in 2001 to enable nonprofit leaders to take sabbaticals.

Piper Trust has invested more than \$260 million in nonprofits and programs. The Trust reported total grants paid of \$21.7 million in fiscal year 2010. \*



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

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# +notebook

## PIPER NOTEBOOK

March 2011

*Piper Notebook* is a magazine published three times each year by Virginia G. Piper Charitable Trust to inform the community about the work of the Trust and its grantees in Maricopa County, Arizona.

This issue presents photographs from Picturing Maricopa 2010 project featuring 15 photographers assigned to 15 nonprofit organizations. All the organizations provide respite for individuals and caregivers—a key component in finding resilience in caring for vulnerable populations.

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Picturing Maricopa 2010 Photographers  
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All in a row, adults with disabilities from The Monsignor Edward J. Ryle Life Center march to the new aquarium at Arizona Mills Mall. The center's adult day care assists clients by providing outings like this one. The closely monitored care provides respite for their primary caregivers. Jason Millstein took the Picturing Maricopa photograph.

