



## INTERVIEW WITH C. DAVID CAMPBELL – OCTOBER 8, 2012

*Our State of Generosity*, a project of the Dorothy A. Johnson Center for Philanthropy (JCP) at Grand Valley State University (GVSU), in partnership with the Council of Michigan Foundations (CMF), Michigan Nonprofit Association (MNA), Michigan Community Service Commission (MCSC), and GVSU Libraries' Special Collections & University Archives present:

An interview with C. David Campbell on October 8, 2012. Conducted by Kathryn Agard, primary author and interviewer for *Our State of Generosity*. Recorded at the joint conference of the Council of Michigan Foundations and the Michigan Nonprofit Association in Dearborn, Michigan. This interview is part of a series in the project, *Our State of Generosity* (OSoG). OSoG is a partnership of scholars, practitioners, and funders from four institutions – the Johnson Center; CMF; MNA; and MCSC – that collectively form the backbone of the state's philanthropic, voluntary, and nonprofit infrastructure. OSoG's mission is to capture, preserve, analyze, and share the developments, achievements, and experience that, over a period of 40 years, made Michigan a State of Generosity.

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**Abridged:** The following interview has been edited to assist readability. Extraneous verbal pauses and informal personal conversation not related to the topic of Michigan philanthropy have been deleted. Footnotes to the transcript have been added clarifying any factual errors in the memory of the person interviewed.

Text of the interview questions are as asked. Individuals interviewed have had the opportunity to add or edit their answers in order to provide their most accurate answers to the questions. For these reasons, the edited transcript may not exactly reflect the recorded interview.

**Kathy Agard (KA):** Just to get us oriented, we've been working in a partnership with the Michigan Community Service Commission, the Michigan Nonprofit Association, the Council of Michigan Foundations and the Johnson Center. Could you just briefly tell me about your connection to all four, or three of the four, two of the four or whatever has been your experience?

**C. David Campbell (DC):** Yeah, It's been primarily the Council of Michigan Foundations and Michigan Nonprofit Association. Since I went to work at the Community Foundation for Southeast Michigan, I have been very active with CMF [Council of Michigan Foundations], attended all of the annual meetings. When I got to McGregor [Fund] I was elected to the board of CMF, served on the board for nine years, chaired it for two years. It feels like I've served on just about every committee CMF has.

With MNA [Michigan Nonprofit Association], [00:01:00] I watched the creation of it and I have been a member. I have been involved with organizations that have been members all along, and certainly we have supported the work of MNA and really felt that it was a very important partner organization to CMF.

Likewise, with the Johnson Center, I watched the creation of that. We had an opportunity to provide startup funding for it. I have been involved in projects where the Johnson Center has been an important partner, most recently with the LearnPhilanthropy effort on grantmaker education. Miles [Miles Wilson] has been an important part of the planning of that. It has been exciting to watch the Johnson Center become a really widely, nationally recognized center for philanthropy and grantmaker education and [00:02:00] all of that work.

(KA): When did you come into the field, David – it was really what, the 80s?

(DC): Yes, it was 1986 that I went to work for the Community Foundation for Southeast Michigan.

(KA): As you reflect on Michigan's philanthropic leadership, one of the things I'm trying to capture is what the qualities of leadership are of the people who have set the culture in the state. So when you think about that, could you talk a little bit about what you have observed about the senior leaders in terms of how they use power and how they have leveraged power – how they have set the tone. Tell me about leadership in Michigan?

(DC): I thought about that question, and there were two people that came to mind who I think have really stood out in terms of philanthropic leadership in Michigan in the last, probably, [00:03:00] 50 years. One would be Dottie Johnson and the other would be Russ Mawby. As I think about what Dottie and Russ have accomplished, sometimes in partnership and lots of things on their own, they have really dared to dream things and implement things that have never been tried anywhere else in the country. So it has been exciting to watch as Michigan becomes the role model for so much of the rest of the country in terms of things like the Community Foundation Youth Initiative [Michigan Community Foundation Youth Project (MCFYP)] that Kellogg [W.K. Kellogg Foundation] sponsored and the work that they did to make sure that every



geographic region of the state was served by a community foundation; [00:04:00] Dottie's work in making sure that CMF was able to help implement those kinds of initiatives. Both of them looked at the state and thought about, *"What can we do philanthropically to make Michigan a better place to live for everyone, all the citizens of Michigan?"* And they have accomplished so much; different personalities, but both are very strong, very important leaders.

(KA): You have been in meetings with both of them and leveraged by both of them, hit up for money by both of them. Could you talk a little bit about maybe – taking it one at a time or others that you know – about what they actually do? If you were coaching a young person on 'here's the behaviors' or 'here is what you actually do,' what kinds of things do they do that have helped to foster this culture?

(DC): Well, I will start with Russ [Mawby] [00:05:00]. Russ headed the Kellogg Foundation for, I think, it was 20 years or maybe more; and the Kellogg Foundation is a very large organization, lots of people that work there and yet the work that was done over those years, you could sort of see Russ' imprint on all of it. He clearly was a very effective leader of that organization, and I think he mentored and helped create really strong leaders. You look at the people who came through the Kellogg Foundation and have gone on to other work (including someone like Dave Egner at the Hudson-Webber Foundation and leading the new economy initiative), there were lots of leaders developed, and I think it was very much the leadership style of Russ to mentor other people [00:06:00] coming through the organization. So while things like the community foundation youth program [MCFYP] was led by Joel Orosz – and led very effectively – Russ was clearly back there helping with the ideas and helping Joel with the development of that. So again, a real strong mentoring style.

Dottie [Johnson]...Dottie is a force of nature. There is just no stopping Dottie. I think it was by sheer force of will, Dottie created the Council of Michigan Foundations with other philanthropic leaders in the state; but I can't imagine it having developed and become the largest Regional Association of Grantmakers [00:07:00] in the country without Dottie's leadership in those early years, getting it started and drawing particularly family philanthropy – so many of the family foundations in Michigan are members of CMF and I think that is largely Dottie's influence on them. Certainly there has been great leadership of the Kellogg Foundation since Russ step down, there has been great leadership by Rob [Rob Collier] of CMF since Dottie stepped down, but I think those two individuals really started those organizations on a path to provide great leadership.

(KA): You have been able to serve on the national level and have looked at Michigan, kind of through the eyes or at least talked with people who have looked at Michigan through national



eyes. Can you comment a little bit from that national point of view, is Michigan different from other places or does this happen everywhere?

(DC): [00:08:00] I think the place where I have best had an opportunity to see it was serving on the board of the Forum of Regional Associations, and Michigan is viewed differently. People still remember Dottie Johnson and the brilliant things that she put in place in Michigan. There are so many regional associations around the country that have maybe 100 members and they have just never been able to build the sort of momentum that Michigan has.

(KA): There is in Michigan, and you've been a part of this, a real ethic of cooperation and collaboration and even though there have been strong leaders who normally would've built their own organizations at a cost of anything, we tend [00:09:00] not to have that. Can you talk a little bit about maybe when you came into the field – you came out of education, right? – what you found about this collaborative spirit amongst the organizations that existed?

(DC): That is a real interesting question. I did come out of higher education, and while there was a sense of collegiality among higher education institutions, there was at root a sense of competition – for students, for good ideas, for faculty members. When I came into the field of philanthropy, I was amazed at how foundations were willing to collaborate. Foundations have very different missions from each other, they have different leadership styles and yet in Michigan, there has always been a willingness to work together, to collaborate. I think it has largely been [00:10:00] the type of leadership that we have had in Michigan. You take Ranny Reicker and Herb Dow at the Dow Foundation, they were so active in CMF. Herb had chaired the CMF board, Ranny has chaired the CMF board, people like Russ [Mawby] at Kellogg and people like Bill White at Mott [C.S. Mott Foundation], Ted Taylor [Alfred H. (Ted) Taylor] and John Marshall at the Kresge Foundation, those were the people who were there when I came into the field. There was so much emphasis on, *“Oh, and what are you doing at your foundation?”* and *“Oh, are there some ways we can work together?”* Of course, CMF provided the glue that helped make that collaboration even more effective because CMF was able to [00:11:00] provide a forum to bring people together and staff to help make the collaboration work.

(KA): At a time when people are sort of at each other's throats when they disagreed, as a staff member I was always impressed with the fact that being chair of the CMF board must be like herding cats – each of these people are kings and their own kingdom and then you suddenly have them in a room together and they did not necessarily agree, but I never remember them getting upset with one another. Can you talk a little bit about that, what happens when a good board, when the board is functional like that, about areas of disagreement. How does that work?



(DC): Well, I'm trying to think of examples of disagreement while I was on the CMF board and I can't think of that many, and I think it is largely because of the credibility of CMF and the respect that [00:12:00] the members have for the work that CMF does. So when people are at the table, board members are at the table of CMF, I think they are thinking beyond their own foundations' interests and thinking of the good of the state and the good of the philanthropic sector in the state. I really can't think of that kind of disagreement. First, Dottie [Johnson] and then Rob [Collier] were such effective leaders of the organization and so effective at thinking about the broader philanthropic perspective for the state that I think people were largely able to leave their personal interests behind.

(KA): And ultimately when – you're headed down a road that I have been interested in and you have been in this position, where people wear a lot of different hats depending on the situation. Can you chat a little bit about that? You have been a staff member at a community [00:13:00] foundation, you have been a board member at CMF, you have been on committees that have been under someone else's leadership at some CMF. Chat a little bit about what it takes to be able to manage those kinds of multiple hats, what are the characteristics of that working? It shouldn't work.

(DC): Characteristics? Let me think about it a second. Part of what I always enjoyed about my work with CMF, as well as my work as a board member of the Council on Foundations, was the contact with colleagues, the opportunity to get to know people beyond my immediate community. At the McGregor Fund, we work closely with other foundations in the Detroit area, but CMF gave me an opportunity to get to know people in northern Michigan, the Upper Peninsula [00:14:00], the west side of the state and that was thrilling to me. Not only to get to know them personally, but also to learn about how their foundations work because as I mentioned earlier, there are so many different approaches that foundations take to the work. Likewise, on the Council on Foundations board, the opportunity to get to know people from around the country and see their work around the country, it has been a lot of fun.

Where the conflict would sometimes come in would be, for instance, Dave Egner and I talked with incoming Governor Granholm and suggested that there be an Office of Foundation Liaison and she said, *"Well, that sounds like a great idea. What do we need to do to make that happen?"* Dave and I said, *"Well we think the foundations might be willing to put up the money to do that."* So when I go to the board of trustees [00:15:00] at the McGregor Fund and say, *"This is a great idea. We really ought to support this because other foundations in Michigan are going to support it,"* I also have to, very carefully, disclose to the board that *"Well, I was one of the people that thought of that and suggested that we could do this."* To the credit of the board of the McGregor Fund – and when I was on the staff of the community foundation before – those boards have recognized the



important role that a group like CMF plays and the importance of supporting the work that they're doing, including both as a member foundation but also providing philanthropic resources to do the special projects that are being done.

(KA): We have talked quite a bit about MCFYP, but you have an interesting perspective because you helped create on the ground. We said to you *okay, here's what we want to do* [00:16:00] *David, figure it out*. Can you tell us the story of your experience at the Community Foundation of Southeast Michigan? You were building a brand-new, important community foundation. You were what, the second staff member, the third staff member for the foundation? Then on top of that there was this challenge. Can you recall what that was like when you came into the field and taking on MCFYP?

(DC): Yeah, and I can tell a couple of anecdotes about it as well. The community foundation for Southeast Michigan serves such a broad region; it is seven counties – seven of the most populous counties in the state – and so we thought about how can we put together an advisory committee that will represent, to the greatest extent possible, this region? So we invited several of the youth serving agencies in the region [00:17:00], for the CEO of those agencies to become a part of the advisory committee, and then we asked each of those CEOs to identify a young person that their agency was involving in different kinds of programs to be their partner on the advisory committee. So it was half adults and half young people. It was a fabulous group of young people, and some of them were also from pretty poor neighborhoods.

There was a young woman on the initial advisory committee who lived with her grandmother on the east side of Detroit. The parents were not in the picture and the first year of the youth retreat, she went along with another young lady, also from Detroit, and on the drive up, one young woman said [00:18:00] “You know, they mentioned that there was gonna be swimming available and I don't have a swimsuit.” So we actually stopped on the trip up, I can't remember where the retreat was, but we stopped on the way up and bought her a swimsuit so that she would be able to swim with the other young people at the retreat. One of our meetings of the advisory committee – I'll come back to the retreat in a second – but one of the meetings of our advisory committee was held out at Cranbrook, at the schools. Cranbrook has a program called Horizons-Upward Bound that takes bright, talented kids from inner-city Detroit, brings them, enrolls them as a student in the Cranbrook Schools. For lots of the young people that have this opportunity, that opens lots of doors for them. So we were having one of our Youth Advisory Committee meetings [00:19:00] up at Cranbrook and this young woman, Ebony, mentioned that this was a beautiful setting and wow, would she really like to go to school out there. The director of the Horizons-Upward Bound program was on the committee (he was the host for this meeting), and he said “*Why don't you apply for the Horizons-Upward Bound program,*” and he was able to get her



into the program. The last I heard, Ebony had graduated from Wayne State Medical School and is now working as a doctor. That is an example of someone, I'm not sure she would have ever made those connections to have those kinds of opportunities, if it hadn't been for serving on the Youth Advisory Committee and attending that meeting out at Cranbrook.

(KA): That is amazing. What a great story.

(DC): The other story I was going to tell from the youth retreat – I don't know, maybe you remember the name of the camp – [00:20:00] SpringHill, yes. We were assigned to boxcars or cabooses, train cars to sleep. I go to my assigned train car, off in the woods, and I swear it was a mile and a half walk from where the dining hall and the meetings were. I get there and there are these bunks set up, and I quickly realize that I am the only adult in a train car with about a dozen and a half middle school and high school students. It was sort of like being back at summer camp. The kids, who were all just getting to know each other, were talking until about three in the morning. I remember the walk to the dining hall for breakfast the next morning being a really long walk; I felt like I'd had about two hours of sleep all night. But it wound up being such a successful [00:21:00] retreat and an opportunity for these young people from rural Michigan, from inner-city Detroit and every place in between to come together and talk about the things that were on their minds and the things that young people are dealing with in their communities.

(KA): The Community Foundation for Southeastern Michigan would've had a very high profile, for lack of a better term, board. I mean people who were used to power and people in powerful positions. How did they respond to the idea of giving \$1 million to young people, the idea that was first proposed by you all?

(DC): I think they were intrigued by the idea. This was a group of board members who are philanthropists in their own right and I am sure they initially thought *\$1 million for young people to give away? What do they know about philanthropy?* Of course, you give young people the opportunity to learn [00:22:00] about this and to talk about the issues that they see, they are just as aware, if not more so, of what is going on in the community than these philanthropic, older adult board members. Over time, as the board had a chance to hear about what young people were doing, they really believed it was a great idea.

(KA): What would you say, from all of your experiences, that you have learned about leadership over the years that you would share with young people if you were talking with them about how to be a leader and what to do?



(DC): What I've learned about leadership is there are different styles. There are really [00:23:00] obvious styles of leadership, very visible, you recognize that you are being led and then there are other quieter, more subtle forms of leadership. Regardless of what form it takes, leaders are thinking about, *"How can the world be made a better place? How can we work together in creating that?"* Certainly, that is the case with philanthropic leadership. It is about sharing that vision and helping others to see that and understanding the visions that others have, and then being able to organize the resources to make that happen. I have been so fortunate in my life and my career to see so many different [00:24:00] types of leadership, but all moving toward making Michigan, Detroit, the U.S., better places for people to live.

(KA): This is not our list, but I don't think it's gonna be too far afield for you. One of the things I've been writing about is the combination of bringing together smart people who roll up their sleeves, a little bit of money and knowledge. Can you talk about the role of money? People are gonna look at Michigan, *it's easy for you because you have got Kellogg, Kresge, Mott and Dow*. To me, it's not so much about the money. Can you talk little bit about leverage and money and how that fits all into this picture of creating Michigan?

(DC): All the money in the world is not going to make a difference unless you have got people who are highly motivated and have good ideas. I think what has been important in Michigan [00:25:00] is there have always been people who are highly motivated and there have been people who are talking to each other with good ideas. Michigan is fortunate to have philanthropic resources to be able to get behind those, but it has been the good ideas and the capable people that have made the difference. Frankly, that is what I have enjoyed so much about my work, first with the community foundation and then the McGregor Fund. I get to listen to people who have great ideas. What better way to do one's work than hearing from really bright, highly motivated people and all they need is a little bit of funding to be able to move those forward. To be in that really special position [00:26:00] of being able to leverage those ideas by providing a little bit of money behind them has been such great work.

(KA): And you have been involved in a lot of what others might think of as risky ventures. MCFYP was a big risk, the Tax Credit was a big risk, the Office of Foundation Liaison was a big risk. So can you talk about Michigan's sort of willingness, it seems like, to jump out over the cliff and see what happens?

(DC): The New Economy Initiative was a big risk. Philanthropic leaders of Michigan have always been willing to take big chances. That is not to say that they are crazy chances; they are pretty carefully thought through. I think another thing that has really made a difference is that in Michigan, as we have started down the path of adventure, if we find ways [00:27:00] to improve





it, people have never been afraid to step back and say *"Oh, you know what? Let's go this way, we can be more effective this way."*

As an example, that has really been the case with the New Economy Initiative. It started out funding lots of different ideas in Michigan and really zeroed in on the innovation and entrepreneurship work of a few key organizations going on in Southeast Michigan; and has gone into that area in a way that is really going to make a long-term difference for the economy of Michigan.

(KA): Can you talk a little bit about the public policy work in the sector. A lot of people are afraid to do any public policy work. I would say two things that have impressed me has been the enthusiasm with which both MNA and CMF have gone after public policy [00:28:00] and also the fact that at the board level on those organizations it has remained nonpartisan in such a partisan culture. So talk a little bit about your experience and how that has happened.

(DC): I think Dottie Johnson was the first Regional Association Director in the country to start taking her members to Washington to meet with elected officials from Michigan and to tell them about the philanthropic work that is going on in the state. Of course, now, regional associations from all over the country are doing that and yet every year, Michigan has more of its members on the ground on that day in Washington than any of the other states. Michigan has always been looked to as the leader in that. The other regional associations [00:29:00] still talk about Dottie and the idea that she started and how Rob [Collier] is able to marshal members to go to Washington and make those calls. Congress has become so divided, so partisan and yet CMF members, who in their private lives would be Republicans and Democrats, still go together and call on those elected officials and our point of reference is what is going on philanthropically in their district? What are the programs going on with young people? What are the programs going on with veterans? With seniors? More than any of the other regions of the country, when we call on our elected officials, they want to meet directly with us. For other regions, they wind up meeting with staffers but for CMF it is usually those [00:30:00] congress people themselves that we get to sit down and brief on those things.

(KA): Can you think of one visit that particularly stood out for you?

(DC): The one that stands out every year is when we go see Sen. Carl Levin. Rob [Collier] always arranges that one for the last visit of the day. During the day we are divided into two or three different groups so we could hold simultaneous meetings, but we all come together to meet with Sen. Levin. One year, it was late in the afternoon on the day that the State of the Union Address was going to be, and he took us to his private office over in the capital and so we had a chance to



go through lots of security to get into the capital, literally three hours before the State of the Union Address was going to take place, and Sen. Levin is [00:31:00] always so hospitable with us. He loved Dottie [Johnson] and he loves Rob and he holds that kind of regard for CMF and the foundation members that he will often take a full hour to meet with us. There have been times that he has had to excuse himself to go participate in a floor vote and then he comes back and picks up where he had left off.

(KA): Amazing. I think given the time that we have, is there anything that I haven't asked you, as you thought about today, you thought about the project, you want to make sure we get on the record?

(DC): [00:32:00] I think the other thing that I would want to mention is the Office of Foundation Liaison.

(KA): We have talked with Karen, but we haven't had anyone else talking about it. Why don't you tell us the story of the Office of Foundation Liaison, how it started and why it's important and good to have?

(DC): You'll probably also be talking with David Egner; I am sure Dave will tell the story the same way. The Citizens Research Council [of Michigan] was holding a reception in their new offices over in Novi and they had invited Governor-Elect Jennifer Granholm to come to the reception. Dave had been in the same Leadership Detroit class with Jennifer Granholm. [00:33:00] So Dave and I find ourselves talking with the Governor-Elect (sort of off in the corner during this reception). We were telling her about how, while Dennis Archer was Mayor of Detroit, the foundations had helped the mayor create an Office of Foundation Liaison in the mayor's office, and how helpful that had been for providing a forum for foundations and city government to sit down and talk to each other and look for areas where we could work together – and also make sure that we weren't working at cross purposes, which could sometimes be the case. Governor-Elect Granholm said, *"Wow, that sounds like a great idea. I would love to do something like that, but how do we pay for it?"* I said, *"Well, in the case of Mayor Archer's office, the foundations paid for it and I'll bet we could arrange something like that here."* She said, [00:34:00] *"Well that's great, let's make that happen."* Dave and I looked at each other and said, *"Okay, we need to call Rob Collier tomorrow morning."* So we called Rob and Rob liked the idea; we started having conversations with other foundation leaders who also liked the idea and we were able to raise the money to get it started.

Karen Aldridge-Eason in that role has been so helpful in creating opportunities for discussion with first Governor Granholm, and now Governor Snyder, with department heads to make sure that philanthropy knows what the state is doing and the state leaders know what philanthropy is



doing. We find so often that we are pursuing the same things and we are able to say, *“Let’s marshal our resources together and let’s focus on this together”* – [00:35:00] things from job training, Veterans Affairs, all kinds of things. Karen has been right at the middle of creating opportunities for philanthropy in the state to work together.

(KA): Your sense is that is a really successful model and that others might want to take a look at it?

(DC): Yes, and other groups around the country have been contacting Karen for the last several years saying, *“How did you do this? How did you pay for this? Wow, you really sit down and spend time talking with the governor about what philanthropy is doing?”* Yeah, it has been a model that others have shown a lot of interest in.

(KA): Do you have any favorite CMF philanthropic stories that you want to share and put on the record – some human stories? You shared a nice about the YAC, any others that come to mind from your experience?

(DC): One that comes to mind would be the [00:36:00] first CMF conference that I ever went to. Again, I had come out of working in higher education and the speakers were terrific. It was an amazing room full of people – hundreds and hundreds of people at the conference. I remember thinking to myself, *“Wow, I’m not in higher education anymore; this is a different world.”* The quality of conferences has always been superb. I often found when I would go to the national conferences, the Council on Foundations (COF) would be hosting a speaker that I had heard a year or two before at CMF. CMF was really bringing in world-class speakers. I remember Bishop Desmond Tutu as a speaker, [00:37:00] we have had celebrities that are involved in philanthropy – Paul Newman, Goldie Hawn, Jane Fonda – seen a very different side of those people talking about what motivates them to make the world a better place, and you get an opportunity to see them beyond what you would see on screen.

(KA): I have often wondered about how a common exposure to a world-class thinker has influenced the whole sector, because everybody in the state heard that same speaker talking about whatever the issue was at that time. I don’t know that you could ever measure the power of that, that people do carry on a common experience with a big thinker. With the few minutes we have left, I would like to know your philanthropic biography. I was [00:38:00] born in Canada, you know – tell us about your parents and your family and how did you come into this work?



(DC): I was born and grew up in Midland, Michigan. When I was young, I got active in the youth fellowship at the church and so that was probably my first experience with greater good, community good kind of work.

(KA): What was your congregation?

(DC): Presbyterian. That was in the 60s, and there was so much focus on the outside world and how can we make communities better. I had an opportunity, two summers in a row, while I was in high school to go to a statewide Presbyterian youth leadership conference. Similar [00:39:00] to what CMF did at SpringHill, I had a chance to spend a week with young people, high school students from all over the state. I began to understand that my hometown of Midland is not like the whole world, and that there are lots of other places where people live and lots of other perspectives that they bring. I think that was the start of that kind of view of how broad and rich and diverse the world is.

Then I had a chance in college – I went to Alma College, a small liberal arts college – to be a resident advisor and work with the students that lived first on my floor, and then in my senior year in the whole dorm I was responsible for. I had always thought [00:40:00] I was going to go to law school after I graduated from college, but I so enjoyed that residence hall work that I decided to go on and get a degree in counseling with a focus on higher education counseling. So I did student affairs work first at Alma College and then at the College of Creative Studies in Detroit.

Then I had a chance to meet Mariam Noland, who was starting the Community Foundation for Southeastern Michigan, and she offered me the opportunity to go and look at working with a much broader community than I have been doing at CCS. At CCS (which is in inner-city Detroit), I not only worked with the students on campus but also got involved with community groups in that neighborhood who were working at developing affordable housing (working with [00:41:00] the Coleman Young administration). I wound up being appointed to the Citizens District Council by Mayor Young, so I could have a formal role working with these groups.

It feels like for much of my life, I have been working with groups, thinking about *how can we make our neighborhood, our community, our region, the country, a better place to live*. To be able to do that from a philanthropic seat is a very honored position. Every day we think about our founders, Tracy and Katherine McGregor, and the philanthropic work that they were doing in Detroit. We spend a lot of time thinking and talking about *how would Tracy and Katherine have felt [00:42:00] about this? What sort of a funding decision would they have made?* We have those discussions with our board of trustees as well. They remain very cognizant of what the founders were interested in.



(KA): Were your parents activists?

(DC): My dad was an educator and my mom was a community volunteer. She did lots of volunteer work with the church, with the hospital, those kinds of things.

(KA): Did she drag you around with her?

(DC): Sometimes.

(KA): Any brothers or sisters?

(DC): One brother, one sister. Neither of them as involved in these kinds of things as I am, but my sister and brother-in-law are very involved in their community in Ohio with natural resources work. They have done a lot to promote a large, probably 15 or 20 acre park, natural area outside of town – develop [00:43:00] programs for it and things like that.

(KA): You have one daughter. Have you tried to bring her along in this field in her thinking and how have you done that?

(DC): Yes. I think it has partly been through example, talking about the things that we are interested in. We talk with her a lot about the organizations that Susan and I are involved with, the organizations that we are supporting ourselves personally, financially. She has become quite an activist herself. She was in India doing work earlier this year in a very small, rural village and she has decided to make this the subject of her doctoral dissertation. She's in the second year of her PhD program [00:44:00] and she is so interested in how people live in this community. The national government is trying to move poor people out of the way so it can be developed for tourist uses and Morgan is working with the local population to find ways that they can connect with the tourism economy that is going to be coming to this region that is now a world heritage site. We are proud of her.

(KA): Hard for dad to have her that far away though?

(DC): Yes.

(KA): Anything else David, that you would want to share?

(DC): I can't think of anything.

