INTERVIEW WITH EUGENE TEMPEL – JANUARY 18, 2013

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 Eugene Tempel on January 18, 2013. Conducted by Kathryn Agard, primary author and interviewer for *Our State of Generosity*. Recorded via telephone. 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.

Gene Tempel (GT): Hi, Kathy.

Kathy Agard (KA): Good morning, Gene. How are you?

GT: I'm fine, thanks. How are you?

[Personal conversation removed.]

KA: We want, at a minimum, to capture that history and make sure that it's accurately reported. Kellogg has given us some funding for that, but their interest was that we try to look at [00:09:00]

lessons learned. Is there anything out of this experience that others in other places might want to look at in order to have the same – at least a level of – there's a really good feeling among the Michigan organizations in general, and we worked pretty well together, and is there anything that could be missing?

One of the things he encouraged us to do was to talk to informed people outside of Michigan, because right now it's very much an insider set of interviews, and so you came to mind. We'll talk with Patrick [Rooney]. I want to talk to Dwight [Burlingame]. We talked with Robert [Ashcroft]. You may have some ideas of other people, who I would call "friends of the Michigan experience" and who are well aware of what has been happening here – just to get a different perspective than that of those who were in the trenches.

So that's what I'm about today. We're getting all the original documents from all organizations and scanning them in, so scholars will have access to all of those [00:10:00] documents digitized. We also are interviewing people (both audio and video), doing transcripts and then Kellogg wants us to put a lot of it on to a web platform, along with the lessons learned. But this is a friendly interview, and you'll have the ability to tell us what you are comfortable having public and what you would rather have in various levels of privacy. I mean, whether we keep secrets totally private, or just for senior scholars or it's open to the public. Once we get everything organized, we'll give you that option before we put it online. So that's what I'm about. Did that make sense?

GT: Okay.

KA: Yeah. So my first question, Gene, is if I could take you back to before you weren't as heavily engaged with Michigan. Or get your general impression, as someone who's not in the state, of the philanthropic community and how it operates in the state, in Michigan.

GT: [00:11:00] Yeah. I guess, Kathy, I did not know a lot about it, and what I did know about it was primarily the names of the big foundations – primarily Kellogg, Mott, and Kresge. We were distant with those foundations and really didn't have a relationship. So you view them as kind of, when you're not relating to them, as if they're kind of aloof and unapproachable. I guess that would be my earlier impression before I became personally involved with any of what's going on in Michigan (from the Campus Compact operation, to the nonprofit community, to meeting Dottie [00:12:00] Johnson, to working directly with Kresge, Kellogg, and Mott – again, those are the three big foundations that we've worked with), was that they were just kind of aloof and unapproachable. Not aloof in a bad sense, but aloof in the fact that they were above and away from the kind of work we did.

KA: Continue going down that road a little bit, Gene. Can you walk through the evolution of your relationship with the Michigan people? Or when did you first meet people, do you happen to recall?

GT: One of the meetings I recall very well was a meeting with Dottie Johnson and Russ Mawby, and it must have been in 1986 or '87 or '88 (somewhere in that range, I can't remember exactly). [00:13:00] The Kellogg Foundation was still located in their previous home in Battle Creek, not where they are now.

KA: Right.

GT: Dottie and Russ were interested in what we were trying to accomplish with the school – with the Center of Philanthropy at the time – and Charles Johnson and I met with them. They tried to help figure out how they could get a Michigan university to pay attention to this. We talked about the importance of grant funding from them – how funding makes a difference in making these things happen, etcetera. I remember it was the four of us in a meeting.

That was my first encounter with Russ and Dottie, both of whom became great supporters of this center (and now the school), [00:14:00] and both of whom I consider kind of mentors, guides and role models for how to do philanthropy. Of course, my impression of the Kellogg Foundation changed immediately when I met Russ.

KA: One of the things I'm interested in, Gene, is this dynamic of Dottie at CMF and Russ at Kellogg, and how they had used their power. So can you talk a little bit about your impression of – you know, they have tremendous power – about how they used it or didn't use it? Or their effectiveness as leaders that might be useful for others? Let's say you were talking with your students about philanthropy leadership. What might they take from those two careers?

GT: Well, my impression of the both of them [00:15:00] and – Russ is just a good old farm boy, you know. But my impression of both of them – Dottie is more sophisticated and elegant in the way she approached things – but both of them really, they used the bully pulpit. They used reason and explanation; they never used power as a coercive force. That's my impression of them, that they were effective in developing philanthropy in Michigan (expanding philanthropy to the community foundations, to the youth philanthropy initiative that you have in Michigan, to moving philanthropy and into communities, to developing nonprofit organizations, etcetera) by using the bully pulpit, by using their persuasive powers, by explaining and bringing people along [00:16:00] rather than using any kind of coercive approach. That's, from my perspective, the only way to do things. That's the most effective way to do things and that's what real leadership is all about.

KA: Great, thanks. My next question is that I want to make sure to explore what you were headed into – that is that when I came into the story, it appeared to me that Kellogg and Lilly (and there were probably half a dozen of the funders who were interested in infrastructure development), but that they had a pretty good working relationship at the foundation level. How did that look from the Indiana side of that partnership – for both of them?

GT: Yeah. I think that there was, in fact, a pretty good partnership, and it was at a time when foundations actually got together and put resources together to try to make things happen. I think – I guess [00:17:00] this is the part that you probably want to keep more confidential – that the way in which those worked together was important. At the time, at the Lilly Endowment you have people like Jim Morris and Charles Johnson. At Kellogg, you have Russ Mawby and there was a Jim who worked for him.

KA: Yes, Jim and Joel both.

GT: Jim and Joel, and then Bob Long came into that picture, and with the support and advice on the board at Kellogg of Dottie and her role at the Council of Michigan Foundation. At Atlantic Philanthropies at the time, we had Ray Handlan working with us. Those three funders, especially, [00:18:00] helped move things forward with philanthropy infrastructure and the study of philanthropy, etcetera. Those three funders using that collaborative really was what made the Center of Philanthropy move forward so dramatically.

I would say that that those days don't exist any longer. Today, there isn't the same relationship between the Lilly Endowment and these other funders. Atlantic is, of course, very closed off from everybody in the way it approaches things, and Kellogg has almost – from our perspective – become aloof and irrelevant to the work we do today. So we're working with Lilly, and continue to work with Lilly on things from time to time – but we have an endowment from them [00:19:00] which really took care of our regular grants from them, so we can only work with them on special projects, contracts, for services, etcetera. But Kellogg, where we once had these incredible relationships, is no longer available to us.

KA: Gene, this was not one that was on my list, but one that comes to mind as you're talking. Could you talk – I'd like to get you on tape, and you can take a minute to think about this if you want to – about why it's important to, from your perspective, support the infrastructure? For a lot of people, the word "infrastructure" is sort of a dirty word. They think it's money wasted. What arguments do you use when you're talking with funders about why the infrastructure work is important?

GT: Well, you know, the tagline for the new School of Philanthropy is [00:20:00] "Helping you improve the world," but it's "Improving philanthropy to help you improve the world." But, you know, it's like because we don't do philanthropy, we just make philanthropy better and when we're talking about infrastructure now, we're not talking about the operating costs and the infrastructure of a nonprofit organization which is delivering valuable services in a community. That's important, but then a step behind that is *are places like Grand Valley State and IU, which are developing the next generation of leadership, helping people better understand how to make nonprofits more effective, better understanding to helping philanthropists understand the impact that they can have, and the size and scope of the philanthropy they can have* [00:21:00] *as an important part of the world.*

Those are the ways in which we talk about this. That the organizations that we help (at least study and understand), that we teach about, that we impact directly with our training and outreach and consulting – these are the organizations that made possible the kind of culture, the kind of society that we have in the United States. They take care of reducing human suffering and enhancing human potential – that whole spectrum of activities that is defined and set aside from government and business to make our society whole.

In fact, many of us would argue that these infrastructure organizations help protect the kind of way in which our democracy works – where people vote with their interests [00:22:00] and their dollars to help build a society that's not possible to build through the ballot box alone. That's an important and strong part of our society, and interestingly, a part of developing worlds that are growing constantly. People in China and India and Colombia and places all around the world are looking to strengthen their society by strengthening what they call the nongovernmental sector – by building philanthropy, by encouraging people to act on their own. That's the richness of society that this infrastructure is helping to build and protect.

KA: Can you talk a little bit about the history and an overview of the Center of Philanthropy? Where does the idea come from and kind of how did you get to where you are now? Maybe take about five minutes on that.

GT: I think the kernel of the idea started in a discussion with Hank Rosso about the future of the fundraising school. That's how we really got started, [00:25:00] with this discussion with Hank about what he was going to do with the fundraising school when he retired and the possibility that a university could not only house the fundraising school, but could then begin formal study and do research around topics related to philanthropy, fundraising, the nonprofit sector, etcetera. It was our commitment to do that, and the Lilly Endowment's initial support of that with $4.1 million and a two-year grant, that got the center going.

So we began from the beginning, with a commitment to: interact with practitioners; to offer the fundraising school – not only to continue it, but to enhance it over time; to engage in research by bringing topnotch faculty members in the institution to gather [00:26:00] around issues related to research; and to start academic courses. We did not know at the time where that might lead. Our first thought, we would start academic courses in departments and programs that would be hospitable for them. Then of course, as things developed, we were able to help the School of Public and Environmental Affairs in Bloomington and Indianapolis start the Nonprofit Management track in their Public Affairs programs, and then to start the Philanthropic Studies degree programs inside the School of Liberal Arts.

So we've always been dedicated to teaching, research and outreach work of one kind or another. Now we have not [00:27:00] only the fundraising school, but we have the Women's Philanthropy Institute, which does research and sponsors some workshops and things, and also has now put

together its first academic course. The Lake Institute on Faith & Giving, which does research on religion and philanthropy, does an incredible job now of outreach programs, workshops, and things; and in fact, has courses that have been developed in the School of Liberal Arts in the Religious Studies Department in religion and philanthropy. So we've always been committed to trying to keep all those things together, and it's just wonderful to see the commitment to practitioners.

We started also with a couple of [00:28:00] underlying principles and one of them has a serious principle that research informs practice and practice informs research. We do a lot of action research and we also try to make sure that through the workshops and things that we do (through the symposia we do, through our special publications like *Philanthropy Matters*), that we're able to take research we do back out to practitioners. Not only do we publish and scholar the journals, but we publish and – or we write about our – conduct workshops around topics that we do research on. So those are some of the ways in which it worked. Thankfully, we've been able to engage enough faculty members inside the university to the point where we could become a school of philanthropy and start out with a core faculty [00:29:00] to which we, this past year, added two full-time people and where we'll add three full-time people next year. So we will have a core faculty of 15 dedicated to philanthropic studies, and then affiliate and adjunct members that might number as many as 40 – so we've got a good group going here. We've generated now people who finished our Ph.D. program who are out working in your program and in other programs around the country, carrying on this study in other institutions where we hope this will eventually go to everyone.

KA: Great, great. Thank you very much, just exactly what I needed. One of the things I've been impressed with over the years has been your generosity [00:30:00] and IU's generosity (the Center, Dwight) with your time and with your sharing of resources, being willing to be engaged in other people's development and sort of giving away your intellectual resources and your time and developing a relationship. Can you reflect a little bit on the relationship between Michigan and Indiana? I'm thinking, you know, the two Centers of Philanthropy have good relationships. There has been conversation between the librarians and archivists about how to rationalize the selections, the community foundation development in both states, the youth grant-making, certainly, your engagement and Dwight's engagement with Learning to Give and those kinds of joint projects (the AIM joint venture). There seems to me there have been a lot, and I don't know if you have any insider reflection on that relationship as opposed to other relationships with other states. [00:31:00]

GT: Yeah, and I think you summarized the relationships very well. I think that a lot of this was driven through incentives by the Kellogg Foundation – and they deserve a lot of credit of our bringing us together this way – all of which resulted in good work and strengthening of both our institutions and a lot of learning from each other. Learning to Give is a great example, because we had nothing dedicated to understanding better youth philanthropy in Indiana when we started working with you on the Learning to Give Project and the Youth Philanthropy Project in Michigan.

Those eventually spread, not only to many of the schools in Indiana. Dwight's involvement and my involvement in Learning to Give [00:32:00] also helped us better understand the importance of getting our own students inside the university involved in philanthropy in more meaningful ways (grant-making, understanding the responsibility of giving money away, those kinds of things), instead of just managing the nonprofit organizations that made proposals.

The other thing is that as we started Campus Compact here in Indiana (I was among those people who helped start that, even though I wasn't working at the Center at the time), we learned a great deal from Michigan Campus Compact, which was way ahead of Indiana. I think people from that organization generously interacted with the folks at Indiana Campus Compact as it was growing and developing. [00:33:00] I think those are all great relationships.

I felt like we were ahead – Indiana University was ahead of Grand Valley State in beginning the study inside the university, and we were pleased to be engaged with Grand Valley State as it was developing its own programs. I must say that – probably with the generosity of the Kellogg Foundation at least – Grand Valley State University made a financial commitment from university funds that actually exceeded the financial commitment that Indiana University made to this. We do operate very much like a private institution inside the university, and that's an interesting way to move forward. It would be great if the state had the resources today to give us $10 million base budget, but they [00:34:00] don't and so we don't complain. We just operate like we're a private institution and we keep looking for private monies and Dow scholarships and Dow fellowships and Dow research funds and Dow facultizations until we get it to a point where it's really where we want it.

The community foundation movement was interesting. I think Indiana learned a lot from Michigan, and probably Michigan learned a lot from Indiana on that front. We've done a lot of work with the Indiana community foundations through the Center of Philanthropy, now the School of Philanthropy. And we also did work for the – was it a Kresge grant to the community foundation in Detroit that helped develop endowment funds there? We did workshops for nonprofit organizations in the community to help them better understand how they could get planned gifts into the community foundation dedicated to their use, and then matched by the Kresge Foundation. I believe that's how it was, and we did that over a period of three or four years out of the fundraising school. We were pleased to be part of that initiative, as well as the Kresge Foundation directly supported the development of community foundations in the Detroit area.

KA: Gene, as you reflect on it, can you pinpoint why this sharing works? Or what behaviors the people involved, or the beliefs? If you were sitting in Brazil and wanting to develop a relationship with the people in a neighboring state – what's your sense of why this works?

GT: [00:36:00] Well, I think it worked through the good relationships that developed among all of us. I can't remember if it was Charles – Charles Johnson was a big catalyst here. You need somebody like that, who knows people and introduces you to people. We came very well

acquainted with the Kresge Foundation, and did a lot of work on their behalf with the (I can't remember whether it's the public or the... I think it might have been the public) public, historically black colleges, and they supported this work. But I think it was our relationship with them that helped that develop.

It was also probably Dottie Johnson, who helped introduce us around and made [00:37:00] people in Michigan comfortable with us in what we could do. I don't think any of us ever viewed Michigan, Indiana as competing states or anything as we did that. We just looked [at] ourselves as partners in building philanthropy. Again, that's one of the beautiful things about philanthropy. Philanthropy, you know, it goes over. It supersedes all kinds of other divisional aspects. I was in Washington talking with our state relations person as we were visiting Senator Long's office who is the chair of the – not Senator Long, Representative Long's office – he's the chair of the Philanthropy Caucus. He said to me, "Gene, they're not going to damage philanthropy in all of this. There are too many people on both sides who care too [00:38:00] deeply about philanthropy to let that happen." It is something that covers the entire spectrum, so that it helps us supersede state lines, regional lines, whatever, to work on something that matters so much to all of us.

KA: Great, yeah. I always used to feel like a, you know, semi-Hoosier – the line between the two states is really not a very strong line [laughter].

GT: Right. Yeah. I remember sitting with you at the Kellogg Foundation as you made – I mean, at the Lilly Endowment – as you made a proposal for funding for our Learning to Give that we were going to be part of.

KA: Yeah, and that's...

GT: And none of us felt like anybody was intruding on anybody's territory, etcetera.

KA: Right. It's one of the things we've been trying to get our arms around so that [00:39:00] it could be shared with the next generation – what has allowed those kinds of relationships to develop? I think the fact that it's bigger than any of us is…

GT: Yeah. I think that it's an understanding that this is bigger than any of us, and then operating – Somebody paid me one of the greatest compliments that I ever had and I remember it this day. I remember who said it, where he said it, etcetera, and that was that I operated the Center of Philanthropy with a sense of abundance rather than scarcity. I think that if you approach problems with a sense of abundance rather than scarcity, that is *how is this going to help the issue we're trying to deal with, and how is it going to help us as an organization improve and grow as we partner with another organization*, rather than entering the discussions with a fear [00:40:00] that *we might lose something if we're not careful, that somebody might take something away from us, that somebody might do something to compete with us*. Those are the things I think that cause you not to take the big bold steps, and that's, I think, the only way to approach

this. That's how we have to approach building the School of Philanthropy. There are issues inside the university where people can approach the problem or what we're trying to do with a sense of scarcity and concern, and that will damage our possibility of doing something great.

KA: Wonderful. That's really, really helpful. Thank you, and good comment. I want to change gears here in a couple of minutes and talk to you a little bit about your own path, because I think that the people involved have interesting career paths. But before [00:41:00] I do that, anything else that needs to go on the record that you think back at Michigan's philanthropic history over the last 40 years as an outsider state?

GT: You know, I don't know what that would be at this point, Kathy. I do think that the stimulus to help Michigan think more about philanthropy at the local level, to the community foundation initiative and then to create the next generation through the youth philanthropy initiative and the Learning to Give initiative. Those are all leadership kinds of things that not only benefited Michigan, but created wonderful examples for others across the United States to follow. I'm sure that you can find example after example where that has happened. I know Learning to Give had a national and perhaps international impact, but the community foundation [00:42:00] movement, the youth foundation movement, these have all also had their impacts. I don't know where they are, I can't cite them specifically, but people in Michigan can. I think those have all been important not only to Michigan, but to philanthropy broadly. And, of course, Dottie Johnson's national leadership has impacted everybody.

KA: So would you, Gene, capsulize for us, kind of walk us through your career? Did you as a young person think that you were going to go into philanthropy? Where are your roots in this whole field?

GT: Yeah. I never had any idea that I'd go into philanthropy. I grew up on a farm. I made a vow to myself at an early age one day, digging a ditch in cold weather to drain some water off some place where it accumulated, that I would not spend the rest of my life working on a farm. And, you know, I probably gave up a lot [00:44:00] in doing that. I have nostalgia sometimes for my old Ford tractor and my plow and being on the farm, but I made a vow to leave the farm.

Like a lot of people, my first experience with philanthropy was simply putting money in the collection box, putting money in my envelope and in the collection box on Sundays. I did experience philanthropy when our house burned when I was seven years old, and people began contributing things and there was a sense of community around that. I remember that really well, but I never had any idea. Of course, it wasn't organized. It was just disorganized – you know, community philanthropy disorganized. There was no nonprofit organization. People brought things everywhere – to the church, to the legion hall, etcetera.

Then I [00:45:00] decided to become a teacher, and to teach English and to have an impact on the next generation – the way they thought about things, the way they wrote, etcetera. I fell into being an administrator at the age of 26. I was called on to take up an administrative role and then all of

a sudden, I was called upon to work with these people in the community to put together money for a building.

When I began working with those people on raising money, it really caused me to start thinking about *why were people doing this* – that is, raising the money? What motivated them to get together on Friday's – every Friday at noon – and report to each other on how much they've gotten together? What was motivating the people on the other side to actually give the gifts? [00:46:00] That was in 1970; I became fascinated with that. I became an administrator, or a vice president and academic dean, of a community college in Missouri, and we started raising money to build some buildings because we couldn't get bond issues passed.

Then I got my first job in development, and really began asking serious questions about it. In fact, I went through the marketing faculty in the Kelley School at the time and asked them if there was anybody who could help us try to understand why people were doing this. I had an early fascination with trying to understand this better. While I was raising money, it was always in the back of my mind about *why was this going on?* I'm with Hank Rosso, and he taught me that you could raise a lot more money with organized [00:47:00] fundraising than disorganized fundraising. I learned something about motivations there because one of the guys who taught in that program was a psychologist, but I still didn't do anything about it until 1986-1987 when we started to put the Center together.

Then we began to really try to – you know, that got me started to examine this. But that's how I got to it. I've got to it accidentally and then tangentially as a foundation executive, as a university administrator, a vice chancellor of a campus, [etcetera]. Those are the roles that got me there, staying involved with the Center of Philanthropy and then, ultimately, the School of Philanthropy.

KA: Gene, when you're talking again and counseling your students who now, I think, have a better [00:48:00] sense that there is some career path here and field…

GT: Yeah.

KA: …what would you tell them is important about them as people, about getting them to the sector?

GT: I think it's important to be a good listener, to try to understand things from various perspectives. I believe deeply in a broad, liberal arts education and I have advocated that to my own children. I was working with my middle son right now, who has got a headhunter after him, and looking at his resume. He has an undergraduate degree in Marketing and Management from the Kelley School of Business, but undergraduate minors in Political Science and German. My son, who's a neurosurgery resident, has an undergraduate degree in Zoology and French. [00:49:00] My other son, who's a lawyer, has an undergraduate degree in Chinese and French. Broad education seems to be just so important, and so I emphasize to people not just to get caught up

in the technical skill – which is why I really like philanthropic studies so much, because people get to understand rationale, background, cultural differences, all those kinds of things, history. History makes so much difference in terms of understanding what you're doing today. So I emphasize the importance of staying grounded in those things, and not just becoming a technician of sorts in management or fundraising or making grants or whatever.

I emphasize those [00:50:00] things, and staying grounded in ethical principles about what you do, asking yourself – checking yourself constantly on ethical principles and rationale – why you're doing things, what motivates you, what your passions are, and working to your passions. Those are the kinds of things I'm talking about – probably very different from what a lot of other career counselors might talk to them about.

KA: Great. When you're looking in your own career, places where you went, "Wow! I'm really glad to be in this field?" What are some highlight pieces for you?

GT: Well, I guess some of it is when I see students having success. Recently, my graduate assistant of many years (who [00:51:00] left me to take a teaching assistantship) landed a teaching job in an undergraduate women's college in Massachusetts. Seeing those students blossom. Seeing boards turn around. Seeing organizations adopt principles. My own impact on the IU Foundation – there's actually an ethics committee now at the IU Foundation. [The] IU Foundation signed on the Principles of Good Governance that were promoted by independent sector. Helping develop things like Principles of Good Governance. Helping develop things like the intermediate sanctions. Those things are important, meaningful to me, in the way we now look as a philanthropic sector in the United States. [00:52:00]

My own children, my relationship with my wife has been incredibly important. She keeps me grounded and is very supportive and helpful along the way. I try to be as supportive of her as I can, I'm not sure if I'm as successful as she is. I certainly appreciate her balance and her willingness to be out of balance and all that. Watching the growth and development of my children, I think those things have been incredibly important. I think about them all the time, and I know Mary does, too. How our family has grown and developed, that's really important. And then always trying to recognize from where I came, the values that helped me [00:53:00] be successful from that experience and never being embarrassed about who I am as a person based on my growing up on a farm. I always say I grew up on the edge of the poverty in the 19th century, and that's part of who I am. I think all those things have been very meaningful to me.

KA: On the flipside, have there been days when you thought, "Oh, wow, this really went sideways on me." What would you cast as your learning experiences?

GT: When I felt failure in organizations, typically I saw a failure in leadership, mostly from the perspective of an unwillingness to be open, to listen, to accept criticism, to shy back from

controversy or differing opinions, etcetera. I think I learned from every one of those experiences not to do that myself.

I learned early on about one of the things I still hate the most and do not like doing, and that's dismissing people – about how that can be done [00:55:00] well and how that can be done poorly. Someone said something about firing somebody this morning in the meeting I was having, and I started thinking through the number of people I fired in my entire career is probably only six. I don't even know if it's six, it may only be five. I've often not ever had to do that. Most of the time, I've been able to counsel the people over a period of time and they have, in fact, seen that they could be more productive doing something else. That's my deep belief in human beings –that all of us have a talent to do something. It's just that sometimes we get in the wrong place and we've not been able to use our strengths in that position, and that's what's causing us not [00:56:00] to be as good at what we're doing as what we like. I have a deep belief in humanity. I think everything operates out of humanity, out of who we are as human beings. Philanthropy is a human activity. Working in organizations is a human activity first and foremost, before it's a group activity.

I've learned from all my interactions and everything I've done to believe that, to view things as –To go back to each individual human being in who they are, and why they're doing what they're doing and how they behave. I think that's probably what I've learned the most from interactions where I saw things not going as well, where I didn't handle things as well and then trying to figure out how one might approach that better going into the future.

KA: Great. [00:57:00] Thank you very much, yeah. So those are the gist of my questions. As you thought about this interview and what we're trying to do with this (the history), is there anything else that you would like to formally put on the record so it will be available to people in the future?

GT: You know, I talk so much in these interviews and I probably covered way more than I should've said [laughter], so I think I can probably stop there. I didn't give my lecture on the importance of philanthropy and the profits to democratizing society. Something Bob Long said to me once that, "You know, philanthropy is how we exercise our democracy. More people volunteer and give every year that – twice as many people [00:58:00] give and volunteer than vote." That's an important thing to remember as well.

KA: Yes.