



INTERVIEW WITH KYLE CALDWELL – NOVEMBER 28, 2011

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 Kyle Caldwell on November 28, 2011. Conducted by Kathryn Agard, primary author and interviewer for *Our State of Generosity* and Susan Harrison Wolffis, consultant. Recorded at the Johnson Center for Philanthropy in Grand Rapids, 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): Can you run through all the roles you have had with the four partners? The Michigan Community Service Commission (MCSC), the Michigan Non-profit Association (MNA)/ConnectMichigan Alliance, Council of Michigan Foundations (CMF), and the Johnson Center.

Kyle Caldwell (KC): I started in this field as an intern in 1993 as a Governor's Management Intern at the Michigan Community Service Commission. Had no idea what the organization was, interviewed with just a great leader, Diana Algra, and they talked about service and volunteerism. I didn't have the language for it until then, and then I understood, this is what I have been doing all my life, this would be exciting. [00:03:00] So I was an intern there for two and a half years and was able to really learn the sector, really learn about service, volunteerism, philanthropy, and the whole community that we work with. I left the Commission (MCSC) to go back to teaching and had a stint as a fundraiser for a small private liberal arts college, and I got a call to come back to the Commission (MCSC) and actually be its Executive Director. So I was Executive Director for six years and I left that role to head up The ConnectMichigan Alliance.

That was an innovative partnership that we started about 2000, to permanently endow, literally and figuratively, service and volunteer infrastructure in Michigan. Our goal was: if we could create a structure that would be there regardless of [00:04:00] political climate at the national and state level, regardless of the whims of public and private funders, that we would be able to be a state where volunteerism really lived and thrived because there would be this undergirding, this structure, these partnerships available. So we started a campaign that was \$10 million dollars from the private sector and \$10 million dollars from the public sector to endow and then create an organization called ConnectMichigan Alliance. It was the home for Volunteer Centers of Michigan, Michigan Campus Compact, America's Promise, and a number of other initiatives. I was the second CEO, John Lore was the first CEO of that organization.

From then, we had a conversation with Sam Singh, a good friend and a colleague, a fellow intern at the Michigan Community Service Commission, as a matter of fact, he and I started in this field together, about what should the ConnectMichigan Alliance and the Michigan Nonprofit Association think about when we consider working together. We had a number of different ideas; [00:05:00] we talked about training, we talked about technical assistance. Then we said, our interests are so similar, we are both serving the nonprofit sector, 80% of the work of the nonprofit sector is done by volunteers, either through governance, or actual hands-on work. We really needed a wider platform for ConnectMichigan Alliance and MNA needed a wider platform for philanthropy, volunteerism, and service. So we talked about a merger and went through a year and a half long process, a really good process. Then at the end we had a heart-to-heart conversation, just the two of us, and said, which one of us is going to lead this organization? We both said, we could both go do something else, or we could both take the role. So we really put it out to the board and said we think that either one of us could run it, but it has really got to be the board's choice, the board's decision. So Sam decided that he wanted to go on a year-long sabbatical, and so [00:06:00] I was considered by the board, interviewed, and became the CEO of the Michigan Nonprofit Association, as a result of the merger with the ConnectMichigan Alliance, and that is how I ended up into the job I am in today. I have been serving there for four years and I have been really fortunate.

(KA): What have been your connections with CMF?

(KC): There is a constant stream of connectedness throughout my roles at the Michigan Community Service Commission, my roles at ConnectMichigan Alliance, and my roles at the Michigan Nonprofit Association. That has been a strong partnership with the foundation community through the Council of Michigan Foundations. When I was the head of the Commission, CMF was on our board. Rob Collier and Dottie Johnson were both really strong board members, and our partnerships with the foundation community were really brokered by the Council of Michigan Foundations. When I look at [00:07:00] MNA, we are intertwined with the Council of Michigan Foundations, from the public policy side, Rob Collier serves as my public policy committee chair, and I serve on the Council of Michigan Foundations' public policy committee. We jointly support a council with the charitable trust section at the Attorney General's office, we co-sponsor the nonprofit caucus, one of the few in the country, and we just work side-by-side on a number of different issues.



When we were with the ConnectMichigan Alliance (CMA), the Council of Michigan Foundation also served on that board, but they were very helpful at securing the \$10 million dollars from the private sector to match the \$10 million dollars from the public sector to create that endowment. Then of course, one of their members became the house for the CMA endowment, the Capital Regional Community Foundation. So, whenever you look at the path that MNA has been on, you can see a parallel path with [00:08:00] the Council of Michigan Foundations. It is not really known, not really talked about a lot, but really the Michigan Nonprofit Association, or then the Michigan Nonprofit Forum, was really birthed by a conversation that was held by the Council of Michigan Foundations. How do we connect with the nonprofit sector in a different way than grantmaker, grantseeker? And so MNA/Michigan Nonprofit Forum were really generated out of that conversation.

(KA): What about your role with the Johnson Center?

(KC): I have been really lucky to have a very healthy partnership with the Johnson Center. When it was initially formed, there was a real slight connection. It had more to do with the type of training that the Johnson Center was doing and the type of training that the Michigan Nonprofit Association was doing. When the Johnson Center started to take on a more global point-of-view, there was a strong partnership between the Non-profit Association [MNA], [00:09:00] the ConnectMichigan Alliance, and the Michigan Community Service Commission to look at service volunteerism, how does that play. Also, I was fortunate enough to be asked to serve on the advisory council for the Johnson Center and that just opened up a whole series of partnership potential. So we worked together on capacity building for nonprofits, we'd look at research together, we'd look at some policy issues together, and really look at the broader health of the Michigan philanthropic community together. So we are really tightly woven in a good partnership and I am really proud of that.

(KA): You've been involved in leadership in a lot of these special kinds of projects, can you describe what issues have come up in their formation and growth, and in general what the outcomes have been, what is the impact in Michigan, [00:10:00] and how the partnerships have been facilitated. I'm thinking about Michigan Cares, Volunteer Centers, Campus Compact, the Commission itself, Americorps VISTA, Learning to Give, the League, etc. Tell me a little bit about some of those efforts, the impact that they have had, and how the partnerships worked?

(KC): My career started with the Michigan Community Service Commission starting a program called Michigan Cares, which is really about building local collaboratives to promote service and volunteerism. Really that is an important element to all the work that we have done in Michigan, and all the work that we have done through all of the organizations that we are going to talk about, because collaboration has been the key. So thinking about how you work with other organizations with similar interests, but who might have divided loyalties, and how do you bring all those parties together for a common cause? So when we looked at Michigan Cares, it was [00:11:00] six different communities, radically different in the way that they operate, but they all had common issues. How do you really endure in struggling times? How do you build a nonprofit sector that is strong? How do you build a civic engagement strategy that is strong? How do you build people's common view about how to build a stronger community? So when you looked at that work, it made sense to think about how you look at local volunteer engagement, and going back to when the late Governor George Romney was talking about, building volunteer centers to be



as common as the post office in every community where people and organizations could come together and talk about how do you put people, time and effort behind common causes. It made sense to have a network, not just volunteer centers popping up, but a network of volunteer centers. So that is how we came to really create the Volunteer [00:12:00] Centers of Michigan, which was really a powerful force for how nonprofits and people's interests come together.

But again, it is local collaboration; it is local organizations coming together around a common cause. There has got to be shared sacrifice in that, looking at how people share resources and share talent. So when I look at Michigan Cares, and Volunteer Centers of Michigan, and Michigan Campus Compact (which is a president's association of higher education institutions where they are looking at civic life on campus and how do you grow that) they are growing together. These are organizations that don't normally collaborate, so we are the only state that has a compact where four year publics, four year privates, two year publics, and vocational higher education institutions all come together and talk about how they [00:13:00] can work together, and how they can build stronger campuses, stronger communities, and stronger faculty. So again, another theme of how collaboration can really be a tying theme that builds for larger causes.

(KA): Why here in Michigan?

(KC): That is a fascinating question, the question about what is the magic that is Michigan's nonprofit and philanthropic landscape, and I think the answer is how people are indoctrinated into this work. So you could say, why Michigan? Why not any other state? Could they have every community serviced by a community foundation? Why don't other states have youth advisory councils where young people are really making huge [00:14:00] philanthropic decisions for their community? I think it is because people are brought up by a handful of leaders to say collaboration is important. Young people have voice and great contributions to make to communities. We as a society have to work together towards common issues, and that it doesn't really make a whole lot of sense to have over-competition in the nonprofit sector when resources are scarce and people are really trying to do good things for the community. So I think it really has to do with how people are brought into this. So when you look at the philanthropic community especially, and you look over the last 20 or 30 years, by driving through their grantmaking, and through their expectations, and through their conversations, that collaboration, true genuine collaboration is a priority. People respond to that [00:15:00] and it has been embedded in community expectations.

The other piece that I think is really important to recognize is the idea that leadership comes from people being servant leaders, as opposed to any ego, or as opposed to empire building; that serving others and how you bring up the next generation of nonprofit leaders, how you bring up the next generation of philanthropic leaders, and investing in that really resonates with people. Every generation that has that expectation builds it forward. I think we see that a lot in dealing with young people in teaching philanthropy in the K-12 system and going up into higher education; they come to these institutions and say, "Where is my opportunity to serve? Where is my opportunity to give back?" You see that ingrained in people and we are seeing it in higher education expectations, among students especially.



So if you look at that expectation, that was, you know, [00:16:00] a few key leaders kind of saying that is an expectation that we want to have. I think if you look at how then nonprofits are grown and built in local communities, you'll see a lot of people saying, "Well, before I start this new venture, I wonder who else is doing this work." Those kinds of conversations again came from leaders saying, "Before you come to me for this opportunity, have you looked around the landscape to see what else is going on? Have you thought about partnering, and building that expectation?"

The final thing that I think is really unique to Michigan is that we are both blessed and cursed by a rich fabric of both local, state, and international foundations. We are blessed because there have been people who have felt that giving back was really important and they built institutions to really endow [00:17:00] that giving and perpetuity. We are cursed because sometimes, you know, the expectation is well, Michigan can do it because they have got Kellogg Foundation, because they have got the Mott Foundation, because they have got Kresge. I think that comes back to haunt us a little bit because for local organizations, sometimes when you are too close to a big funder you get ignored, and sometimes you get held up artificially all at the same time. So I think there are some positives and some challenges in living in a philanthropically rich environment. On the other hand, I think our press is way ahead of reality for us. When you look at New York, their density of philanthropic institutions is much higher than Michigan. So there is something in the water here in Michigan that has really led to a lot of collaboration and innovation. It's not [00:18:00] just about density or size of the foundation because other states are way ahead of us in that. So when you look at the magic that is Michigan philanthropy and you ask the question, what created that? I really think it starts with leadership.

(KA): What has been some of the big vision of systemic change in Michigan?

(KC): Systemic change in Michigan has really been driven by this belief that infrastructure is really important, that you can be as innovative as you want, but if you don't have structures in place to really carry the vision, to really take innovation to scale, [00:19:00] then it is all for naught, and what you are doing is planting a bunch of seeds and praying that something will grow. You have got to cultivate, you've got to really feed opportunities, and the way you do that is you create, at the local level, partnerships and organizations that will endure and be the places that host innovation. So if you look at the landscape of community foundations serving every community in Michigan, you have there local seed funding for innovation. If you look at the need for immediate social safety net support, you say United Ways have to be really across the state, especially in rural communities where driving philanthropy is really hard, and it becomes important as a service delivery as well. So that layering of nonprofit infrastructure is really important to build innovation, and many people think that [00:20:00] these organizations actually stifle innovation because they are long-stayed institutions. I think quite the opposite; that if you don't have the infrastructure, you cannot bring up new ideas and take them to scale. You just have to find out different ways to present them and then get those institutions to invest.

I think the other piece that you have to really believe in, if you really think that Michigan is a magic place, which I do, is you have to invest early on the expectations that people give, how they should give, and what it means, and give them language to give, and give back either through time, talent, or treasure. So you have to invest in young people. You build the expectation among them, and then they will drive leadership and change because everyone will be looking to them and say, "Wow! That young person is



really smart, they really have some great ideas, and we should really invest in them because that is our future leadership.” Someone said to me [00:21:00] the other day when we were talking about youth philanthropy, “We are going to be working for those people pretty soon,” and they are absolutely right. It is not a fear thing, it is a great thing because they are brilliant young people really driving change. I think infrastructure in institution and infrastructure in leadership are two really vital components when you start thinking about philanthropy, and growing it, and the infrastructure that you need for the future.

(KA): People think that volunteerism is free because people are volunteering their time. Can you talk a little bit about the role of investment dollars, [00:22:00] why is money needed by the system?

(KC): There are two really important elements to any nonprofit organization. First is their mission; what problem are they trying to solve? Investing in the mission and making sure that the organization is aligned around that mission is vitally important. The second equally powerful resource, asset, and treasure for a nonprofit is their human capital, especially around volunteerism and making sure that you invest in human capital in a way that makes that force work for the organization, and work for its mission, is really vitally important. Many people think that volunteerism is not only, cheap, it’s free and takes no investment to make sure that it works. It really falls apart pretty quickly when you say the governance of a nonprofit [00:23:00] organization hinges on the quality of leadership they have at the board level, which are generally volunteers. Well, that means then you really have to invest heavily in making sure that that force is renewed, has got great ideas, is engaged, understands the mission of the organization, understands the operations of the organizations, serves as a steward for the organization, and a steward for the mission. We invest a tremendous amount of responsibility, so we really have to make sure that we invest in volunteerism.

When you talk about volunteers who are actually carrying out the mission on the organization, you can’t collect enough financial resources to do the work of nonprofits. You need volunteers in a large mobilization army. If that is the case, that means that you have to recruit, you have to supervise, you have to support, and you have to cultivate volunteerism all the time. Well, that takes resources; [00:24:00] it just doesn’t happen on its own. Often times we forget, while volunteerism is cheap, it isn’t free and we need to really think long-term about how you invest in volunteerism, whether through national service, whether through volunteer centers, whether it is through engagement of your board and training them on the roles that they have agreed to take on. That takes resources and we can’t do it on the cheap. Every organizations is only as good as its weakest volunteer and as we are seeing all the time, when you don’t have an engaged board, you don’t have engaged volunteers, you don’t have well-screened volunteers, nonprofits pay the price. We lose trust in the community, and we lose trust in our mission when we don’t invest heavily on volunteer engagement.

(KA): [00:25:00] Can you talk about the leaders that you have seen moving this state and their use of power, and how they use power, how they leverage power, some of the behaviors that they do? We are talking about giving people language. What could people from other places observe and say, “I would like to develop these characteristics in myself”?

(KC): When I think about Michigan’s philanthropy and I think about the leaders that have been involved in the work, from what I have observed, you can give it a title, you can give that type of leadership a title,



and it is servant leadership. Some people misinterpret that and think that it is modest leadership, it is quiet leadership, and you don't try to push people, you just sort of try to cultivate, [00:26:00] and it is quite the opposite. Servant leadership is getting everybody to do what they ought to do; do the right thing and have them feel good about it. When I think about servant leadership in the philanthropic sector, I think about people who have been able to do huge change in the way philanthropy works, and in the way that services are delivered, and the way that people think about serving their community. All of those different movements have had a servant leader back there saying, "I bet I could get these five people to do this, and all I need to do is give them a venue, give them a little direction, give them a little seed funding, and they will do the right thing." Time and time again, you'll see it.

What really doesn't necessarily work in the long run is when you see leaders who put their fingerprint on it and said, "This group is going to do what I say, [00:27:00] and they are going to do it in the way that I say it." Then they are surprised when it fails, because it was never owned by the people involved. So I have watched servant leaders put resources behind their ideas, put the right people in the room, cultivated the relationships, given them the opportunity to fail, and then accelerated their failure curve, their learning curve, and then say, "Okay. What did you learn from that and then how do we move forward?" Then really invest and engender a lot of trust and that's, I think, been the key to the transformations that we have seen over the last 30 to 40 years in philanthropy. If you were to sit there 50 years ago and say, "You know, I think that we should have a community foundation serving every county in Michigan, and I think we should have young people be the key investors first, and I think that [00:28:00] the volunteering rate in our state should be measured and should never get below 50% and giving levels should never be below 80%." I think they would have said, "That person is nuts, absolutely nuts. You can't possibly do those sorts of large institutional, large human behavioral changes on a statewide level, you can't do it." Yet all those things are true in Michigan, and we've got institutions that have endured and they shouldn't have.

If you looked at it in the beginning and said, "Oh my gosh, that is really a keen idea, but I don't really think it is going to make it. Foundations don't play well together; they don't often times see themselves in the same working space. They compete against each other. You'll never get them to agree to an association or any sort of organized way of working together, especially family and private and corporates, they are all so different." The same thing from the nonprofit sector, "Oh you'll never [00:29:00] get all those subsectors; education, religion, human services, service clubs. They'll never get around the same table because they are all competing for the same resources. So just forget about it. Don't even worry about it." And here we are, right? I remember when we were proposing the ConnectMichigan Alliance, the Alliance was easy to sort of talk about, a statewide association or organization for service and volunteerism, people got that. When you said, "But we cannot go to them, hand out all the time raising money for this. We have to create a one-time investment, an endowment. It will take about \$1 million dollars a year to run this, so therefore, you will need a \$20 million dollar endowment." They said, "Good luck with that. Endowment to endowment fundraising is the worst kind of fundraising. It is the worst kind of fundraising you can do, and it is almost impossible to get done." And then we said, "Well, we think that the state would be willing to invest, leverage \$10 million dollars [00:30:00] to bring in another \$10 million dollars." "Well good luck with that. If you get that done through the legislature, you call me."



So, of course, when we got it done and we raised the \$10 million dollars from the legislature and governor, at that time it was Governor Engler, and we were saying, “Okay. We’ve got \$10 million dollars and you have got two years to match this.” Everybody said, “Wow! This could work. We might be able to get this done.” When we raised the other \$10 million dollars and endowed it in the local community foundation, they said, “Well geez, that was a really smart thing to do, how did we get that done?” Well, it wasn’t me and it certainly wasn’t many of the organizations that we were trying to explain this to. It was servant leaders sitting behind the scenes getting all of us positioned to say, “You can do this. Here is how you need to get it done, here is who you need to go to, and if you make that mistake, learn from it and let’s do this again.” [00:31:00] It is all about servant leaders, people who are willing to invest in other people and build trust and build the climate that you can innovate in.

(KA): Talk a little bit about how you think your peers at the national level, the Independent Sector, the National Council of Nonprofits, and now the Points of Light Foundation. What would you say is the national perspective on Michigan’s philanthropy, both the nonprofit side and the giving side?

(KC): You know, when you look at Michigan from a national point of view, and I serve on a number of national boards, and a number of them are concerned with the nonprofit sector at large. That includes [00:32:00] nonprofits from grantmaker and grantseeker positions, and these organizations are also concerned with small charities, and they are concerned with volunteerism. You talk about life in Michigan, they automatically say two things. First off they say, “You have some really good models in there and we need to take Michigan and take the water and drop it in many other communities.” The second thing they say is “We don’t quite get how you all work together; we just don’t get it.”

We just launched a local initiative where we created a nonprofit center and we cohabitate with five other nonprofits and it includes community foundations, United Way, Big Brothers Big Sisters, and other nonprofits. People scratch their heads and they say, “You really got a community foundation and United Way to really work together?” I said, “Not only that, they are living together.” [00:33:00] “Wow, how did you do that?” It just is a hard thing to translate to people. So when we look at the national level and they look at “You mean the Michigan Nonprofit Association, which represents largely 501(c)(3) small charities, works hand-in-hand with the grantmakers that give them money?” I said, “Well, yeah.” And I get another question, “You don’t, of course, allow nonprofits and foundations both to serve on your boards, right? I mean, it is just charities that serve on your board?” I said, “No, nonprofits serve on our board, and foundations are nonprofits, and we have corporate foundations serve on our board because they serve the interest of our community.” They don’t get it. They have a hard time figuring out how you put people who seem to have competing interests at the same table, [00:34:00] on your governance of all places, and work together. Then, when you look at the national organizations that I serve on, they are radically separate. It is hard to figure out from a Michigan perspective, how do I serve their interests, because it is such a foreign language. Collaboration, genuine collaboration, is really hard and if you have to live it, you have to leave yourself open to really changing the way you talk about other organizations. So we talk about it in terms of grantmaker/grantseeker but we talk about it as grantmaker, grantseeker, not grantmaker/grantseeker [hand gestures]. It is a different climate. It is a different way of thinking and again, it has been ingrained in us so we don’t know any other language.



I think the other challenge that you see at the national level is that we tend [00:35:00] to see the nonprofit sector as huge, and the landscape is just too varied. We see it as sort of this pond full of different things, and I tend to think of it as looking through the kaleidoscope. All the elements are there, but if you change things it looks very different, but it is still the same elements and it is still contained in the same environment. So when we think about the sector both at the national level and the state level, we are a kaleidoscope and we are hard to describe, but that is the beauty of it. Getting people to understand the beauty of the mosaic and embrace it is one of the challenges that we are always going to have to deal with. We are not linear and we are not uniform, we are varied and there is great power in the diversity [00:36:00] of the sector. We have to always remember that, and keep that really close to our heart.

(KA): One of the things I've always loved, is the messiness of it all. I think it is better messy than it would be if it were all neat.

(KC): If we were champion chefs, no one would buy what we make because it is messy. If they saw you manufacturing it they would say, "Oh my gosh, I don't want that." But the beauty of it at the other end, if they didn't see what went behind it, they would say, "Well geez, we want more of that, we absolutely want more of that." It is messy, the sector is messy, and how we get to really good, long-term outcomes takes a lot of messiness. Building tolerance for that messiness is going to be our challenge.

Susan Harrison Wolffis (SHW): What is the messiness?

(KC): [00:37:00] There is a real challenge in the sector, the nonprofit sector, in recognizing that we are not a uniform monolith institution. We serve people in the local community through the arts, we serve people literally, by giving them food for those who can't afford it themselves. We are economic engines; one in ten workers in Michigan work for the nonprofit sector. We are a great wealth generator. At the same time we have overwhelming needs to fulfill, and that is messy, that is really messy. When you think about describing the work that we would call the nonprofit sector it becomes really difficult, because even our label is wrong. [00:38:00] Our label is a negative: nonprofit sector. So the causes and the values that we talk about when we talk about the nonprofit sector are grounded in: giving to others, making sacrifice, ensuring the long-term health and stability of a community, being the keepers of our culture, being the stewards of the next generation and how they are educated.

When we look at the nonprofit sector and young people, it is where they now learn about civic life. They don't learn civic life through K-12 education, they learn it by serving in the nonprofit sector. Well, all of that is really messy, so when you say what is the nonprofit sector, well we don't make widgets, and we don't even make widgets better, and we don't even make other people make widgets better. We are a wide kaleidoscope [00:39:00] of organizations, individuals, and institutions all concerned about the common good, and that is really messy to describe. It is even messier to sustain. On the other hand, when people from other countries come to the U.S., they say, "Well geez, that is what I want," but they don't know that it is messy to get to it. All they know is that on the other end it's beautiful and I need to figure out how to bring that beauty to my community. That is the messiness.

(KA): You have been a champion for and very effective for public policy work. Can you talk a little bit about the intersection between the nonprofit philanthropic sector and public policy work? Both for the



institutions like the tax code, that sort of thing and for the [00:40:00] causes we serve, like advocating homelessness.

(KC): Well, I often say that nonprofit leaders have to be strong advocates for the missions of their organizations and part of that, of course, is being evangelical about your work; what you do, how you make change in the world, and the great effectiveness of your organization. You also have to communicate that to policymakers, and you have to be strong advocates to policymakers because they control the way your organization is recognized in law through the tax code. They are oftentimes your investor, 30% of funding for all nonprofits across the country comes from public sources. And there are policies that often come up that either strengthen or impede the work of nonprofits in ensuring stronger communities. [00:41:00] So public policy becomes, in my opinion, not an option for nonprofit leaders. It's an imperative. It's no less than evaluation, it's no less than fundraising, it's no less than good governance. It should be at the top of the list of priorities for nonprofit leaders because the consequences for not doing it are huge. So we try to make sure that every nonprofit leader, every nonprofit employee understands that advocacy is paramount to ensuring the health and vibrancy of your organization. We also talk about how every nonprofit leader needs to understand the rules when engaging in advocacy, but especially when engaging in lobbying, and the two are very different.

Every nonprofit leader has to be an advocate and should be. There are rules for lobbying [00:42:00] and how nonprofit leaders should engage policymakers in getting policy change. The two are very different and so we think it is really important to understand the lay of the land. The rules of engagement, how nonprofits can engage in lobbying, and that they have to engage in advocacy. The public policy arena for the nonprofit sector has really radically changed over the last 30 years. We are seeing more, and more, of government stepping back from certain areas that nonprofits have stepped into to provide services, to look at how we ensure the health and vibrancy of communities. That has policy implications and we have to be sure that we articulate what those consequences are. As I mentioned earlier, the nonprofit sector is where we now promote civic engagement in all its forms, from volunteering, to voting, to serving in the military, [00:43:00] the full spectrum now really rests on the nonprofit sectors to promote. We do a lot of work now through the nonprofit sector to educate people on voting, to educate them on what public policy issues can do to affect their lives. That is an awesome responsibility that we have to, as a sector, step up to. That is why public policy, and advocacy, and lobbying are so vital to the work of our sector, and we need to be sure that we are strong in those areas.

(KA): What haven't I asked you that you want to make sure is on record about the history in Michigan, the ethic of leadership, ethic of service, what makes it work?

(KC): I think when we start talking about the nonprofit sector in [00:44:00] philanthropy, and the work of ensuring the common good, and in the work that we want to do long-term, we have to remember that institutions, in and of themselves, will not be the difference. We have to understand that money, in and of itself, will not make the difference. It will be the people that we engage in this work that will make the difference. We have to take that responsibility very seriously in thinking through how we engage young people, thinking through how we indoctrinate leaders, and thinking through how we communicate to the public about our work in the sector, is vital. It will be what allows us to endure forever, or allows us to go



the way of the dodo. Money won't solve [00:45:00] that problem, and institutions won't solve that problem. Only people will solve that problem.

(KA): Will you talk a little bit about the emergence of the business model and the nonprofit sector as businesses, and the overlapping, and new trends that are happening?

(KC): This new focus on how nonprofits operate, and how they endure, and that if you're a nonprofit not thinking about your business, you are not going to be in business, is really important. You also have to remember why you are in business and stay focused on your mission, focused on what problem you are solving. So you have got to make sure that there is a balance between the economics of what you have to do in order to do what you want to do. [00:46:00] We often forget and we get slanted really high on "How do I operate and, oh, by the way, since I can't make money on it, that part of my mission goes away, and I can't make money on that, well that part of my mission goes away." It is a real struggle to find both financial and mission-related relevance in your work. That is why you see a lot of real strong emphasis on solid business practices in order to operate a nonprofit, and that is really important because if you can't sustain yourself, you can't sustain your mission. I think that is also part of what we are seeing with these new hybrid nonprofit models, that people are struggling to figure out "How do you monetize the work so that the mission can endure? And if these regulations are in the way, let's figure out a new way of doing business."

Some would say, "That is a really good idea, let's plant [00:47:00] all these flowers and see what grows," and others would say, "Be sure what problem you are solving before you start planting another crop and understand how your current crop really does drive your mission and what are the barriers." So it is a very exciting time to be looking at the sector because people are really focused on it, and we are seeing politicians focused on it, we are seeing business focused on it. We are seeing some of the values that we have been really promoting in the nonprofit sector being embraced by other sectors, and we should be really excited about that. On the other hand, you have got to hold your values true and make sure that they are followed, otherwise you lose your values to those other interests, and you lose what is unique about the nonprofit sector. It is a very exciting time to think about what new opportunities are there of the sector, but that still hold true to the values that we want to promote. [00:48:00]

(SHW): I am here to talk about you. I started out life as a newspaper reporter and I was retired a couple of years ago in the economy so this is a joy to be able to have a chance to ask questions again.

(KC): You never retire, you just graduate.

(SHW): [00:49:00] What about your path into the philanthropy world? What led you there? Tell me about you growing up as a kid.

(KC): I have been really fortunate. I have been in Michigan all my life but I've felt like I have gotten to see the world through all the organizations that I have worked for and my experience. I grew up in a little town called Paw Paw which is just a part of southwest Michigan. Great grapes and wine festivals. It is a very small town, agriculture town and always felt that there was always something [00:50:00] I can or should be doing for others.



I can remember, now what I would describe as my first service learning environment and opportunity, was when my middle school teacher took us on a field trip and it was an economics field trip so we were learning about groceries and budgeting and all that kind of stuff so we took this walk to the grocery store which was four blocks from school and I can remember, we were just trying to figure out how did things add up, well geez you only had five bucks, how were you going to feed yourself for a week. Coming out of that grocery store was this elderly lady who was just burdened with bags of groceries and she was really spunky and she said to me, “Young man, how would you like to make two bits” and I didn’t know what two bits was but it sounded interesting and I said, “Sure” and she said, “Well here, I need you to carry these groceries to my car” so, “Oh yeah, sure, sure.” So I carried the [00:51:00] groceries to the car and of course, I didn’t accept the money. My teacher saw the whole thing. He was a really quiet teacher, and he just saw it out of the corner of his eye, didn’t make a big scene about it, and so he asked us to reflect on our experience going to the grocery store and we all talked about “Well geez, you can’t live on five bucks per week, you can’t buy anything for that, blah, blah,” and he pulled me out and said, “Kyle, what did you learn?” I said, “I didn’t know what two bits was before.” He said “What is it?” I said, “Well it is 25 cents, I know that now.” And he said, “Well how did you know that?” I said, “Well because the lady that I helped carry the groceries out to the parking lot offered me 25 cents.” He said, “Well, what did you do?” I said, “Well, I turned it down.” He said, “Well, why did you turn that down?” I said, “Well it’s not right for me to take money for something that I would just normally do for someone else.” And so we spent the rest of the class talking about that and so in that little small town, my first service [00:52:00] learning experience in a parking lot at a grocery store, right? And I am not sure that that at the time was a transformative moment, but it is the one I keep thinking back on. So it sort of guided how I looked at high school and how I looked at the rest of my education and was involved in a lot of volunteer organizations, didn’t know that is what they were, it was just fun to hang out with other people and do stuff.

I can remember I received a Daughter’s of American Revolution Good Citizen Award and I couldn’t figure out, first off it’s anonymous, so who is behind this and what did they see? Well it was some of my teachers and some of my co-students because that is how you are nominated and they must have seen something that I was doing and thought it was worthy of recognition. So when you get that sort of recognition now you feel like that is a responsibility now. I’ve got to really do something with this and [00:53:00] I can remember thinking that I was really passionate about photography and wanted to study that but really wasn’t interested in commercial photography at all. I ended up studying photojournalism because the way photojournalists told other people’s stories and really made change so I can remember going into community college and we had to figure out a week-long essay project and so I decided to ride for a week with the third shift ambulance crew and some of the things that I saw and some of the communities that I wouldn’t have gone into as a college student as part of that experience really changed the way I thought about what I should be doing, my responsibility.

So I struggled with that for a while because I had to eat. So I took some commercial photography jobs and I met my wife through photography school and we got married several years later [00:54:00] and I was working for a for-profit organization and didn’t really feel like I was doing anything. I decided to go back to school and finished up my master’s degree and as I was sitting in the department chair’s office and he knew I was broke, he knew I had a kid on the way and he knew that we were living, two people and a kid on the way on a teacher’s salary and knew that that wasn’t a good thing and on a lark he took this



brochure and he threw it on my desk and said, you know, “Here is this governor’s management intern program and you should check into this” and it was his joke because he was this devout dyed-in-the-wool blue Democrat and here was this program by a conservative governor to bring people into civil service and he thought it was funny. He was just making a joke, didn’t know that I was [00:55:00] agnostic politically and I always thought that maybe he was trying to tell me something. So I looked at it and I thought “There is no opportunity that I am not going to take advantage of.” So I applied for this internship and they interviewed me and I interviewed with this organization called the Michigan Community Service Commission, didn’t know anything about it and it just opened up a whole new world to me about, not just service and volunteerism in the nonprofit sector, but public policy and how to really take on causes and think differently. It was just a great opportunity and it just seemed now that it was just all a progression but when you are living through it, it was just another messy puzzle that I couldn’t quite put the pieces together but I was really fortunate that a lot of other people saw the potential.

(SHW): [00:56:00] Always wanted to make things better for other people, looking for ways to serve? How did you know that?

(KC): It’s a great question: Where does someone’s ethos to serve come from? I didn’t grow up poor, but we did struggle and both my parents were public servants who were teachers and my father was someone who worked in juvie homes and who worked in special education. My mother taught high school, so it wasn’t as though, through their vocations, I wouldn’t learn what it is to be a public servant. They never talked about it but it was pretty obvious. Here they were serving others so I think that [00:57:00] became sort of part of me. I think another part of it is when you live in a small community, you know other people’s challenges and it is just not spoken of but you just go help and you quietly do things for other people. You don’t take a lot of recognition for it and you hope that you make a difference in their life and you move on and someday that comes back to you. So I think just kind of growing up in that environment helped me kind of understand how to serve others.

(SHW): And you have continued, you haven’t been lured away into the for profit world?

(KC): I wouldn’t say I haven’t been lured into the for profit world. I mean, I have just been really fortunate that I haven’t had to stray too far, that opportunities presented themselves and they were opportunities that [00:58:00] fit me emotionally and fit my vision for the work that I want to do and that allowed me to actually eat. I didn’t become poor serving the poor, I was able to make a living and I don’t feel like the for-profit sector is evil, it’s just that my path took me in a different way. When you look at my path, it really started out as the public sector if you think about that, working at the Community Service Commission, I was working in state government. So that path brought me to the nonprofit sector, it wasn’t starting out in philanthropy, or starting out in the nonprofit sector, so I was just fortunate. It wasn’t me picking, it sort of a journey that picked me rather than me picking the journey.

(SHW): Any special mentors, leaders within the field [00:59:00] who you learned from the most?

(KC): There is a question that is dangerous to ask. It is to ask who has been the most important mentor and just going down this path is really dangerous because there is always somebody you are going to forget. But I have been really lucky to work under the stewardship of a lot of servant leaders and whether



it is the people, Diana Algra, who hired me, who saw something, I don't know what she saw, because I thought it was the worst interview I had ever given and I didn't know what I was talking about and she just kept listening and kept listening and something must have stuck and she hired me and I think I was the riskiest hire she has probably ever made and at the same time it was the greatest opportunity ever, so she has been a tremendous mentor and still works [01:00:00] in the sector with me. All my chief volunteers have been great stewards. I have had the privilege of working for the first spouse of two different governors and under the direction of two governors. Totally different ideologies, one very conservative, one more moderate and liberal.

I've had great volunteers, great friendships. I mean my friendship with one of my four chairs is so accidental, it is just crazy. We were trying to figure out how to transition from one administration to the other one. I was running the Michigan Community Service Commission. Mrs. Engler came to me and said, "It is time." I said, "What is it time for?" She said "It is time for me to go." I have never had a board chair fire themselves before and so she said, "We have to think about the transition." I said, "[01:01:00] Okay." And we started brainstorming and there was only one person that immediately came to both of us. That was Dr. Russ Mawby. He was just retiring from the Kellogg Foundation as its Chairman and CEO and we said he is apolitical, he is widely respected and nobody could carry off a transition like this the way he could. I didn't know him. I had never met him really, other than in big public settings. My first encounter with him was my first week at the Community Service Commission and Diana was holding a grantee meeting. Actually it was Joel Orosz' meeting and it was all the Kellogg grantees in Michigan coming together and they held it at the W.K. Kellogg Foundation boardroom and Diana asked me to make a brochure and to run copies and deliver it. I had never been to the Kellogg Foundation before so I didn't really know where it was. The last time [01:02:00] I knew it was way on the far side of town which is now Miller College. So I got lost and I called and I said, "I need directions." So the nice receptionist gave me directions, the sky opened up, there were thunderstorms, rain was two foot in the street. I mean, it was just craziness. I got to the Kellogg Foundation, pulled up in front, got out of my jalopy, grabbed my copies, rain everywhere so I looked like a soaked rat. I walked into the Kellogg Foundation and do this and I say, "I need to find the boardroom and Diana Algra." "Oh, it's just around the corner. Here, I will walk you down." Slosh, slosh, slosh as I am walking down to the boardroom, drenched and there is Diana in the corner and I quietly slip her the copies of the brochure and I am getting ready to bail out and Russ Mawby raises his hand and says, "Oh, wait a minute, who is this?" And Diana introduces me and I say, "Nice to meet everyone. I am leaving." He says, "Oh no, you are late, [01:03:00] you get to sit next to me." I looked around and I looked at Diana and she says, "Sit down."

So I spent two hours sitting next to Russ Mawby and watching him work a room and have a conversation and how he brought everybody out and how he listened to everybody and how he held everybody up as heroes and talked about how they should be working together and so forth and it really taught me something. He didn't have to do that. That's 1993, before he retired and here I am this lowly intern and he chooses me to come sit next to him in an empty chair and so years later, when he is asked to be my boss as chair of the Michigan Community Service Commission, that is the image I had of him and so he invites me over for coffee at his house before he's even announced and he said, "Well, [01:04:00] what things should we do together, what should we think about, how can I help you?" I say, "No, my notes say I should be helping you, I work for you." And he was clear that he thought that he worked for me. And so he has been my sort of poster child for servant leadership and what does that look like.



I've had great mentors like Kathy who have said quietly in the back, "You know, this is what you need to do, you need to be thinking about X, Y or Z" and just had been patiently prodding me along to have me think about my own growth and development or in the growth and development in my work. There have been a lot of people who have watched me stumble and have been willing to pick me up and help me along and there have been a lot of people who have worked side-by-side with me and who have said, "I think you are a good leader and here is how I want you to be a better leader." And [01:05:00] of course there was family members who have just said, "You can do this" when even I thought *there is just no way I can do this, I am not even going to take that on* and they are like, "Are you nuts? This is an opportunity. Run with it." All of those folks have been just tremendous leaders and there are a million different stories of how different leaders have been servant leaders to me.

(SHW): How do you take all that and help mentor the next generation?

(KC): It is really tough. When you think about the opportunities that you have been given and you think about how people have invested in you, every now and again, I find myself looking at somebody and thinking, "Wow! That person is really going to go somewhere" and then I remember, "Oh, wait a minute. My job is to make sure that that person goes somewhere." Whenever I hire people on staff, I have this sort of weird conversation with them and I'm not sure that I have figured out how [01:06:00] to do it as well as I should, because they always think that I am trying to get rid of them and I say, "You're here as a great steward for the organization's mission and I want you to do all these great things while you are at this organization, but if you think about other opportunities, I'd like to be the guy that helps you take advantage of those. I'd like to be the guy that you looked back and say, "He helped me onto this next opportunity." And whenever you have that as your first orientation conversation, they think, "I just got here and the guy is trying to get rid of me." It is really a conversation about how can I invest in you, how can I help, how can I be the person that you look to for help and guidance in your career. I should probably think about doing it later in the orientation, but I think it is just so important that people understand that I really want to be responsible for your next great opportunity.

(SHW): [01:07:00] You serve on somebody's board and that organization's CEO or Executive Director maybe serves on your board. Looking at it from the outside, you can either look at it as among the greatest collaboration that I have witnessed or out-and-out cronyism. Help me in my job, in writing about this for people who don't know a lot about this, why is it important for you all to be working partnerships?

(KC): It's probably going to get you the most [01:08:00] or least PC answer I'll give in this interview, but there is this, what we call, the Michigan Mafia and there is this culture of individuals who come into the sector being roped in and embraced by everybody and say, "You know, you need to be part of this, here is what it looks like." And I think when you look at how leadership has been grown and how expectations of people's disposition toward servant leadership has grown, it is because there is this network of people who have constantly, you know, brought others in, but said, "You are part of this community now and this is what it looks like and here is how you operate and here is how you do things" and it's not exclusive, it's always wider arms around other people and organizations but [01:09:00] it is overlapping, so you'll see many of my board members serving on board members of, what some people



would consider competing organizations, and I say, “No, they are collaborating organizations” and you’ll see executive directors of one organization popping over to an executive director of another organization with similar missions and similar everything... and everybody is fine with it. They think that is a great move, that is absolutely, hopefully they can take some of the magic that they had over here and bring it over here. So we don’t look at, in Michigan, I don’t think we look at collaboration as a bad thing. We don’t look at overlapping leadership as a bad thing and we don’t look at people working together in different ways as a bad thing. We see all those as good attributes and I think that goes to explaining how we end up with a lot of overlapping board members [01:10:00] overlapping, you know, staff and directors. And I don’t think that it is choreographed. Strangely enough, it’s not a map that everybody says, “Well, we are going to move so-and-so here and so-and-so here. These two organizations aren’t going to compete against each other.” It is really more organic than that.

And it is also not the, *there’s only 10 people in the world making all the decisions*. It’s a map of people saying, “Here is what our community is and how do we bring more people into that.” And sometimes people get that and sometimes people don’t. I’ll tell you, if you really want to see it in action, try to bring somebody in from maybe the east or west coast who has served in a large philanthropic institution or a large nonprofit and plant them in the center of one of Michigan’s institutions in the nonprofit sector and they will tell you, “This is [01:11:00] really hard to get used to. I really don’t quite understand how we operate because I am a leader and I have got to put my fist down and I’ve got to say ‘this is our way forward and you all come along or, you know, you’re left in a heap’ and they don’t make it very long and we end up changing more leaders than most states, I think, because of that collaborative work environment and you can just see it. You’ll bring somebody in and you say, “They’re not going to make it. They don’t quite get collaboration, they don’t quite get the innovative, entrepreneurial spirit that we are a part of so we got to figure out how to help them, how to help them, how to help them” and I think 60% of them make it and 40% of them say, “I can’t figure how this environment works” and so you see a lot more of that over time because Michigan [01:12:00] becomes ground zero to teach philanthropy and the Johnson Center has been at the center of that.

So there is great opportunity here to think about how you grow the next generation of philanthropic leaders globally and it is fortunate that it’s planted here in Michigan but it’s tough and it is tough to understand the lay of the land. A couple times I have had meetings with people who say, “Just help me understand how you are dealing with these overlapping interests.” Earlier I mentioned that we started a nonprofit center, a partnership of nonprofits that normally don’t work together, let alone cohabitate and now we are fundraising together and it took three years to put that together and I can remember people saying to me, “You are going to move, right, you are going to do this, right, this is going to happen, right?” and I said, “Yeah, yeah it’s going to happen.” And they say, “It’s been two years. When do you think you are going to get around to this?” And I say, “It’s going to happen, you have to have patience, [01:13:00] it’s going to happen.” So three years later we are doing it. It takes time and it takes patience. When you are dealing with culture, which is what this is all about, you have to work with people at a very different level than when you start working at the policy level, where people are saying, “Yeah, this is how we will collaborate and I’ll sign off on that.” The paper is only as good as where that can take you. It is the real relationship based work, the culture work that gets to the enduring work that is exciting for me and what I have seen. So I think this kind of gets to why there are these overlapping interests and membership on these organizations, because of the culture.



(KA): Can you talk a little bit about the shift in hats in terms of being a board member versus being a CEO and [01:14:00] role clarity.

(KC): You have to think about, in every room that you sit in, what your role is. So sometimes you are the Executive Director of an organization and that is your role and you operate that way and sometimes you are given the privilege to serve as a volunteer on another board of another organization and you've got to put that hat on and so sometimes you find yourself saying things to that executive director that you really didn't like board members telling you, but that is your job. And as executive director you see it coming from another person, "Oh, you are actually right, this is the way I need to think about this challenge or this opportunity and thank you for wearing that board hat and having that conversation with me" and sometimes it will be the foot you will serve on somebody else's board and you have got to be the person who asks those really hard questions even though you know what it is like to sit in that [01:15:00] executive director's seat and take those sort of questions and I think it goes to how nonprofit leaders in Michigan are indoctrinated, that you can play those servant leader roles and sometimes you are staff and sometimes you are volunteer, but you have got to take the role that you have been privileged to serve in and really serve the role. Don't hold back just because you know what it is like to sit in that other chair.

(SHW): Has being a volunteer changed you as the executive director. Has it changed the way you do business?

(KC): I don't know that serving as a volunteer on another organization changes the way I as CEO of my organization operate. It does change the way I think about how we make decisions. It does broaden my thinking. It allows me to be far more critical [01:16:00] of my own work and far more supportive of my staff because I know what they are going through when I have a board member talk to me about something, I think about, "Okay. How would I communicate that for someone who works for me?" I don't know if it changes the way we operate per se, but it does change the way we think, it does change the way we take a point-of-view on something. It does change the way that we would strategize about our problem. It forces you to get off the 5,000 foot level and into the 30,000 foot level when appropriate. Often times we stay really on the ground while the bigger question is not being answered and when you get into these volunteer staff relationships, it allows you to think at the 30,000 foot level and so often times when I am the CEO [01:17:00] and someone says something to me that is critically important from an organizational perspective, I thank them for the question, because I probably wouldn't ask it of myself, because I am worried about all these other day-to-day interests and at the same time when I am sitting in that board role, and I ask the question, I can reflect and say, "I know you've got these 9,000 other things day-to-day that you have got to focus on, but just remember this one nugget at the 30,000 foot level and use it when appropriate. I offer it to you as a volunteer, but I don't expect that you have to take the advice that I give." It just gets you to think really differently about the roles that you need to play.

(SHW): Any advice that you want to hand off to the next generation of you?

(KC): I am too young for that kind of question. That is not going to stop me from giving an answer. I just want to make sure I give that caveat. It only helps me live with my 47 year age.



I think back about what really helped me and what I would hope someone would say to me. I think first off, thinking differently about the way you want to do something [01:19:00] and getting people to join you in that work is really important, so Sam Singh always says something that is really poignant and I think it is really the best piece of advice I have ever heard given, so I want to give credit where credit is due. He says when you are starting out in the nonprofit sector and you think about how nonprofits operate, they operate with this board of advisors that help you think through the mission of your organization. So think of yourself as your own CEO, think of yourself as your own nonprofit organization and build a board of people around you who can help you drive that mission and think about it in terms of: who could I connect with to help me do the work that I want to do, or think through what I think my career ought to be. So build your own board is a great piece of advice and I want to make sure that Sam gets credit for that one because it was really helpful to me when he [01:20:00] gave it to me in thinking through what to do.

The second piece is to think about the dreaming more than ax grinding. By that I mean oftentimes we think about our motivations as “Well, I just want to grind away at this thing or grind away at that thing” and sometimes it is motivated by fear and sometimes it is motivated by individual ego and those are all axes to grind and I don’t give anybody advice to spend a lot of time on those. But again, spend a lot of time dreaming about what the future should look like and thinking about how you get other people to join you in that, it’s a very, very exciting place to spend a lot of your energy and oftentimes we spend time grinding, rather than thinking about dreaming, so I would just [01:21:00] say give yourself space to dream.

Third and final piece of advice I would give is to be a servant leader all the time and always check yourself because it is a very rewarding place to lead from, but it is a very difficult role to maintain because you often find yourself saying, “It’s not worth it, I am just going to drive it. If people can come along great, if they can’t make it, that’s just too bad.” And in servant leadership you say, “This is where we need to go. How do I define who the *we* is and how do I get us all there?” It takes time, and it takes patience, but the rewards in the long run are far more fulfilling, for me anyway, to lead from behind, than it is for me to sort of command people to be behind me. So it is just a different way of thinking.

(SHW): You are really inspirational. [01:22:00] So that boy back in the grocery store parking lot, how are you inspiring your two teenagers?

(KC): That’s a great question. I often think of myself as a pretty good teacher of others and a really poor teacher of my own kids. My son did an essay just a few weeks ago and he was kind enough to show it to me. It was kind of one of those things, he left it on the counter for me to see, but he didn’t say read it. And he said two things in there that were really touching to me. One was that [01:23:00] he admired the way that I serve others and the second thing he said was, and he has been really good about keeping me on the right path. So, of course, you know, ten minutes later when I had drier eyes, I went to him and said, “Thank you.” And in typical teenage fashion he said, “Yeah, okay.” But I think leading by example has been the best thing for both my kids. When I think about what kind of leaders they’ll be it gives me hope for the future and it wasn’t me proselytizing to the kids about serving others. It was sort of talking it through when I talk about my work and when I talk about what I do and the number of boards I serve on and the many nights that I am not with them because I am volunteering for others. I think that it has



helped them to kind of understand what the possibilities were and when I think about it that is kind of how my parents did it with me. [01:24:00] So it has been kind of a lead by example tradition and every now and then you get glimpses of where it has paid off. So we will see. I think it'll stick with them just because both my wife and I have been practicing it. But it gives me great hope when they start living out the values that we have been trying to lead by example with.

