



## INTERVIEW WITH ROB COLLIER – MAY 31, 2012

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

An interview with Rob Collier on May 31, 2012. Conducted by Kathryn Agard, primary author and interviewer for *Our State of Generosity*. 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): I have some questions that are arranged according to the new themes that we put together from the advisory committee and I thought what I would do is start with the public policy questions in the national and international ones and then I am going to back into the leadership ones. Because you, uniquely, can talk about the public policy ones. I have other people who could talk some more about the leadership. I especially wanted you to talk about this. As you know what we are really trying to figure out are lessons learned and what might be useful to other people.

[00:01:00] [Personal conversation removed]

(KA): So when you look at the philanthropic leadership in Michigan from the Tax Act until you became appointed CEO of CMF, what are the things that you think others might learn from what has been happening in Michigan?

Rob Collier (RC): Sure, well I think there are a couple of things that we learned in Michigan that can be shared and have been shared with other regional associations of grantmakers and other philanthropic, part of the philanthropic infrastructure. I think the first thing we learned was that we were stronger collectively than we were individually; that there was benefit by really pulling together and pooling our resources to partner with government. I think that was the first thing. I think the second thing was that we realized that we had [00:02:00] to treat government not as an adversary, because it would have been easy when you have the Tax Act happened in 1969 and some people look at the government climate right now and say, “How can you work with government?” My response is that we have learned over the years that government is an extremely important partner and that it is much better for us to be at the table with government than to be on the menu for government. That is kind of the second key, I think, issue that we have learned, is that government is an important partner. I think the third key issue is we also learned that we have got to be incredibly patient. This is very time-consuming, it does not provide you with an immediate benefit necessarily and you have just got to stay the course. So if you look at some of our most successful partnerships with government, particularly in terms of public policy over the years, [00:03:00] it has really happened because we have been willing to hang in there, watch leadership in government in some cases change, and you think okay you have a new party, a new Governor, what do you do now? But we have been willing to stay the course.

The fourth point is we have got to assume that repetition is okay. Some of us, and I am guilty of this, I automatically assume that “oh, these people have been elected to public office, they automatically know what philanthropy is and what foundations are.” No. You have to start from scratch and so there is nothing wrong with being repetitive. You just learned that you can say it in a variety of ways and so I think that would be the fourth point that I would share. I can go on, I think the last, the fifth point that I would share about what I have learned since the Tax Act through being appointed CEO, [00:04:00] is that there is a place at the table for all types of foundations. It is important, if we are going to be successful, and I know that in the past there has been...the tension was “Oh, well, CMF is driven by the three major foundations in Michigan and the rest of us really do not matter because the three big folks, the three big foundations, can easily swallow us all up.” But it is all about relationships and sometimes that small family foundation that has a relationship with a local legislator or a cabinet official is incredibly critical to making a major collaboration work. And also... well we can tell more stories as we go down the road.

(KA): A lot of people in the field are anxious [00:05:00] about having a public policy agenda. Can you talk little bit about the history of CMF’s public policy agenda and why do we have one?

(RC): Sure. I think one of the things that makes us unique is that CMF just held its, believe it or not, its 32nd annual trip to Washington for philanthropy. There is no other regional association in the U.S. that has been doing it for 32 years. Some people would say, “Rob, you are still talking about the same issues that you were talking about when you started 18 years ago!” Let alone 32 years ago, and some of the issues do not change, because why are we doing this? Well, we are doing this to really make sure that that unique spirit of giving that is part of the American way of life, that is part of our culture in the U.S., does not get lost and does not get taken for granted. [00:06:00] The first thing we did was we realized we needed to make sure every year we are there and every year that we are there, telling the story of philanthropy and the impact that organized philanthropy, that foundations are having whatever type of



foundation it is in the districts of members of Congress as well as statewide for the Senators. And the neat thing about it is they now look forward to seeing us; they expect us to come. If we are not coming they would want to know what is going on. And they really appreciate the fact that we are partnering with government.

So the first part of our public policy work was really very much oriented towards defensiveness. How do we protect philanthropy? How do we make sure that Congress does not pass laws that put philanthropy out of business? The second part of our public policy, which we really learned and grew into as we learned from these experiences, [00:07:00] was the whole aspect of how do we partner with government around policy issues? And we realized that there used to be that belief that while foundation is a venture capitalist, we get something started, then we can turn it over to government and they will take it on and continue it, make it flourish and then take it to scale. It does not work that way. So we realized that we really had to, if we were going to leverage philanthropy in all of its finest ways and not just money, I mean to use the knowledge, the convening power of philanthropy strategically, we really realized that we had to expand our public policy work beyond government relations and the regulatory issues and really look at key ways in which philanthropy in Michigan could be a partner with local government, state government and the federal government. And not every partnership has been successful, but the good news is that we have had some really major [00:08:00] successes along the way. And people look at us and say, "It must take an incredible amount of effort to do what you do." Well, there are ways in which you can design this so that it does not really require that much effort. We have a lobbyist on retainer in Lansing and people say, "Well is not that incredibly expensive?" And I say, It costs us \$25,000 a year. It is not really that expensive and if you look at the return on the investment, that \$25,000, for us, produces, over the last four years have produced about \$100 million in partnerships that were well worth that \$25,000 a year.

(KA): Could you talk a little bit about the, because we are doing this around the force of infrastructure of the organizations, could you talk a little bit about, still in the public policy realm, about the interaction of MNA, setting up a common agenda [00:09:00] between the nonprofits...

(RC): Strategically that is very important. Twenty years ago, CMF as you know, we were all involved in the decision to create an umbrella organization for the nonprofit sector in Michigan. At one point we looked at, should CMF just become the umbrella organization? We realize that that probably was not appropriate, that it would be best to have a separate entity, and so we all were involved in the creation of the Michigan Nonprofit Association and CMF, as one of the founders, has a seat at the table, we are one of the board seats on the MNA board and I chair the Public Policy Committee, so we are very much involved. And the interesting thing about it is that we realized, and I think I will just make three points here, one is that it was in philanthropy's best interest to have an umbrella organization [00:10:00], and to have an umbrella organization that could promote a strong nonprofit sector. It is one thing for us to all be worried about our grantees, but if we are not worried about the sector that they are all a part of, our efforts can become pretty futile, to put it mildly.

We decided that we needed to partner with MNA and we needed to have a strong nonprofit sector and we have really designed three important pieces of infrastructure in the state. We realized that we really



needed to be partners with government, each branch of government at the state level. So, let's just talk about the first one briefly and that is the Office of the Attorney General. Some people would say, "Why would you partner with your regulator?" Because the Office of the Attorney General is responsible, they have a charitable trust section, they are responsible for watching over us. Well we realized that if we did not [00:11:00] be proactive and have a counsel that could meet with the Office of the Attorney General on a regular basis, that we might fall prey to regulatory activity that would not be mean-spirited, but which would be really uninformed. So the good news is by having this nonprofit counsel to the Office of the Attorney General... and the Attorney General was very receptive to the idea and said, "You know this is not a bad idea for us to do this." At that time it was Governor Granholm and she did quickly say, "And you do realize that I can still do whatever I want as the Attorney General?" And we said, "Of course, Attorney General Granholm." But Attorney General Cox really bought into the idea and, of course, Attorney General Schutte has continued it on. So the first part of our infrastructure was having a counsel to the Office of the Attorney General. The good news about it is we have been able to do some things [00:12:00] together which individually we could not have accomplished. So we have a website which is all about operating legally and making sure nonprofits know how to operate and follow both the federal and the state laws. It is a very simple tool, but they can give it a lot more visibility because of their state presence than we could if MNA or CMF were doing it alone.

The second thing is, as we all know, giving is really, while foundations are important and corporations are important, individual giving is the mainstay of charitable giving in the U.S. So we need to make sure that we are helpful to the individual giver, so together CMF, MNA and the Office of the Attorney General promote giving wisely every holiday season. That has been the first piece, how do we really have a positive relationship with our regulators. And they [00:13:00] can still come out and say, you know, we really are not going to agree with you on this and there have been some bills where they have said you know, we are not going to be able to support the nonprofit sector on this, by virtue of our other responsibilities.

The second thing we realized we really needed to do was we needed to work closer to the Executive branch of government. So Michigan created, and it was really modeled after a pilot that was done when Dennis Archer was Mayor of Detroit, the Office of the Foundation Liaison and it is unique in the country. It is the only gubernatorial office like this in the 50 states. There are a number of mayors who now have picked up on it and who have similar offices. It has been a very important activity and, you can imagine, the first year it was in place and Governor Granholm welcomed it with open arms. But the first year it was in place, we had to spend most of our time [00:14:00] explaining that we were not a fundraising arm for the governor, that was not the deal for the Office of the Foundation Liaison. We were very fortunate to find an individual who had both state government experience in the State Office of Management and Budget, which was very important as well as foundation experience. So Karen Aldridge-Eason who has been leading that office had just the perfect blend of experience for us and it has turned into a very positive activity for both the foundation community and the government. The important point I will just make here is that MNA is at the table because the office has an advisory committee and Kyle Caldwell, the president of the Michigan Nonprofit Association, is on that advisory committee. So when we meet with the governor quarterly, MNA is always there with us. While it is called the Office of the Foundation Liaison, we are very much concerned about the whole nonprofit sector.



The third [00:15:00] piece of infrastructure, which is, I believe there are now two states in the country that have this, and that is a Nonprofit Caucus to the Legislature. One of the challenges in Michigan is we have term limits. Twenty-two states have term limits and as you know it is a revolving door. No sooner do you think that you have got a legislator educated, familiar with how foundations work, then they are gone and you start over again. It can be a challenge when one of your members calls up and informs you that “I just wanted you know Rob, my pool boy just got elected to the state house and he is 22” and I said “great, have you filled him in on the work of your foundation?” “I have never talked to him about philanthropy before.” Part of the challenge is how do we really help these new legislators learn fast about the nonprofit sector. There are two things we did, one was we realized it had to be bipartisan, bicameral and we needed to [00:16:00] make it inclusive, and Michigan is a big state to cover. So the Nonprofit Caucus is actually co-chaired by four members of the Senate and for members of the House, so we have eight leaders. Getting the eight of them together is a challenge at times, but the good news is, they have embraced the idea of supporting a nonprofit agenda. The agenda is shaped by them, it is their agenda, but CMF and MNA inform it.

The key thing we did—and this is what I have told others that we learned in Michigan the hard way, and really term limits was the wake-up call—and that was we realized that these people have very short memories, they had very short time frames. There are only six years in the State House and so they come in and if they do not have a good grounding quickly, and one that they can relate to, you are in trouble. So [00:17:00] one of the first things we did, and we now do this every other year, was we did an economic analysis of the nonprofit sector. This was the first time in my history in Michigan that we had ever done this and we now update it every year. The neat thing is we were able to show these legislators that the nonprofit sector in Michigan employs one of every ten Michiganders and that was a big wake up. And a lot of jobs, in fact the largest employer in the State of Michigan is a nonprofit. So being able to tell the economic story was really critical and helped give us the credibility we needed in forming the Nonprofit Caucus, and having it as an ongoing, policy-making group for us with the legislature. So those are kind of the three linchpins. We put the nonprofit counsel to the [00:18:00] Office of the Attorney General in place first, followed up with the Office of the Foundation Liaison to the Governor, and then the third piece was the Nonprofit Caucus with the Legislature.

(KA): Let’s move that, because you talked about other people asking you about things and other states that have replicated some of the things. One of the things that you have been particularly good about Rob, is taking things that were created in Michigan and giving them appropriate exposure and taking them to scale. Would you talk a little bit about...

(RC): Well, we share them. We are very generous. We are sharing people in Michigan. If they want to learn, come visit, we will share it all.

(KA): And your mission really is to be statewide and yet you have been worldwide in impact. So will you talk a little bit about what happens, maybe a little bit about this whole process of creating something and then how it gets rolled out nationally and with wings internationally, some of the work that you have been involved with?





(RC): Well, certainly. [00:19:00] Clearly this is where our larger members, the W. K. Kellogg Foundation, the C. S. Mott Foundation and the Kresge Foundation have played a strategically important role because people will say, “Well Rob, you are a membership association, are using membership dues to work outside of Michigan?” And the answer is no, I’m not. CMF is really very blessed to have great support from our larger foundations who understand the value of having a strong philanthropic sector both in the U.S. and globally. They recognize that we are part of a – philanthropy is very much a global phenomenon right now. So we have had the benefit of having financial support to share and to help others benefit from the lessons that we have learned here in Michigan. CMF and my predecessor Dottie Johnson, obviously, was the leader in this, was very involved in [00:20:00] forming the Forum of Regional Associations of Grantmakers, which is the national network. There are 34 regional associations covering all 50 states and one of the most important things that we could do was lend our experience, our expertise where it was appropriate, to really helping others form regional associations as well. The second thing we did, and I will just comment on a couple of these if I may, but the second activity that we learned was that we could spend all of our energy working with Congress, but that if another state did not have the same type of relationships that we did or did not understand the benefit of having those relationships, we could have some real challenges on our hands, because clearly, while Michigan is important, the chairs from these other key committees are governed by people from Montana, [00:21:00] Iowa and other states.

So one of the things that we did, which was important, was we really put a lot of emphasis in two areas, one into Foundations on the Hill. I explained to you that we have been doing it for 32 years. We gave a lot of our energy and resource into really making it a national program co-led by the Council on Foundations and the Forum of Regional Associations.

But related to that, and this is perhaps one of the more significant things we did, was the development of national standards for community foundations. We realized, when we were developing community foundations in Michigan, that one of the most important things that we had to do was make sure that the promise to the donor could be fulfilled, whether you were working with the community foundation in the Upper Peninsula or in the thumb of Michigan or in Detroit or Grand Rapids or wherever. So we realized that we really had to take the lead in [00:22:00] creating standards for every Michigan community foundation, which then became the basis for creating national standards. We have donated staff, we have donated lessons learned, we have paid for visitors to come to Michigan, but we really played... and I must say one of the proudest moments for me was at the National Conference of the Council on Foundations in Atlanta, when, it was not a Michigan announcement, by any stretch of the imagination, but there was a national announcement actually with a common definition of what a community foundation is. It was the first time, even though the field had been around for a long time and we are about to celebrate our 100th year of community foundations in 2014, we realized there was not a common definition. That common definition was really strategically very important for our effort at putting everyone on the same playing field in terms of what a community foundation [00:23:00] is across the U.S. That helped us globally, as well, when we started to respond to requests that we had from folks all over the world in terms of, how do you develop this thing called a community foundation? So part of our work has been supported by our big foundations, part of our work has been simply just giving it away.



The other thing, though, that I just want to mention that has been really important, and Kathy you have been a major leader in this and not to call you out but, and that has been the development of youth philanthropy. It is really easy for us adults to be hemmed in by certain boundaries, but when you put young people in touch with each other, from around the world, it is like magic. I remember when we took eight young people to a youth philanthropy effort in Northern Ireland and we had eight [00:24:00] Michiganders and they were working with youth from the United Kingdom, from England, Scotland and Ireland as well as Bosnia and Serbia, and that really was critical towards getting the Youth Bank movement underway, which has now gone global and works with, not only high school youth, but college-age youth as well. If we had had a group of adults do it, we would still be talking about it, quite frankly. Those young people who were able to cut to the opportunity, they saw what they could do together, and it was a great experience for our young people from Michigan to do service work and philanthropy work in Derry in Northern Ireland and realize that at midnight, half the town became out of bounds to the other half of the town. They were dealing with problems that our kids in Michigan had no idea about. So the young people have really been an [00:25:00] incredibly powerful force and it has been our privilege to be able to, with a little bit of financial help, help youth philanthropy become really a global phenomenon and we have been able to track it in 18 countries. I know it is in more countries than that now around the world.

(KA): So give me the two that I know of best quick stories about youth philanthropists. Tell us about the chocolatier, and tell us about your adjudicated youth from Traverse City. I have other questions I want to ask you but I want to get you on tape talking about those.

(RC): Sure. The youth philanthropy movement now in Michigan is 21 years old, so we have young people who are now through high school, through college and are now out working in their professional career. I went to the international chocolate show in New York and there was one particular vendor [00:26:00] there who I introduced myself to and I said, "Hi, I am from Michigan" and the young lady said, "I am from Michigan, too!!" and I said, "Well this is very exciting! Tell me about your business!" She said, "Well, I just returned from working from McKinsey in London for the last five years and I have got my MBA at Harvard and I decided after working at McKinsey in London I wanted to set up a socially responsible business and give back. And I have always liked chocolate, so I have created my own company and I have got a partnership with a cooperative in Ecuador and I help support them." I said, "That is fabulous, did you learn how to do that from McKinsey?" She said, "Oh, no, no, no, I learned how to do that when I was a high school youth grantmaker in Bay City, Michigan." And so it turned out that she was one of our alums and I run into alums of our youth philanthropy movement all over the place. It is really incredibly exciting. [00:27:00]

The other thing, and I will just tell you one other quick story. I took one young man who was a youth philanthropist, still in high school, to help me with a program in Los Angeles and he apologized and he said, "I want you to know that I probably won't be going into your field Rob. I am really excited about being a chemical engineer." I said, "Well, you can be a philanthropic chemical engineer." So sure enough, I got a card from his grandmother who announced to me that with his first stipend, he had just completed his PhD at the University of North Carolina at Chapel Hill, he created a scholarship in honor of his grandparents at his community foundation here in [00:28:00] Michigan and so he was indeed following



up and being a philanthropic chemical engineer. There are other stories. I think the thing that is important, though, about the youth philanthropy movement, and this is one that we strive, our young people who run the youth philanthropy movement in Michigan for CMF and with the community foundation strive to do this, is make sure that all young people realize that they can be philanthropic, that they can be philanthropists.

In working in Traverse City when I was running Rotary Charities of Traverse City and started the Community Foundation for the Grand Traverse Region, I had a probate judge who I worked closely with Antrim County. I will never forget, you know, when he talked with a group of his adjudicated kids and they said, "You know, we should be involved in this." So we had a youth committee in Antrim County that was 50% adjudicated kids and 50% other, regular kids, [00:29:00] who really were not quite comfortable in dealing with kids who had gone through the court system; we had a couple of teenage moms, single parent moms involved. The most important thing about that was one young man, who announced to me after two years of being in the program, he said, "You have given me a reason to be part of society by being a philanthropist." He said, "I can tell you that I was headed for...I was headed in the wrong direction until the judge said there is a program. The judge was very pleasant about it, but he was quite clear, "You participate in this program or..." there was always that "or", that left the kids wondering, okay I better participate. But this young man participated and became a very successful member of society, runs a small business in Antrim County and I see him periodically and he reminds me, that it was that [00:30:00] experience that really helped get him headed in the right direction.

(KA): We change topic here and go to the more global kinds of thinking. Would you discuss a little bit more about the philosophy in Michigan? Is it in the water? Do you think it is different than other states and if you do think it is different what do you think has made it different here in terms of cooperation and collaboration and working together and how can people get along?

(RC): That is a great question and I am often asked that question and I have visitors that come to the Council of Michigan Foundations from all over the world. They do not come to visit the Council of Michigan Foundations; they come to find out, what is it about this philanthropic spirit in America that really makes society work? And clearly I think one of the things that make Michigan somewhat [00:31:00] unique is the infrastructure we have invested in. Obviously, the newest critical piece of the infrastructure in addition to CMF and MNA is the Johnson Center at Grand Valley. Part of it is helping them understand the value of having this infrastructure which supports, I mean let's face it, without this infrastructure, we would not have youth philanthropy, we would not have Learning to Give, we would not have some of these other pieces that we have been talking about. So part of it is helping them understand the value of investing in a philanthropic infrastructure for the nonprofit sector. I think that is a critical piece of the puzzle. I think the second piece is recognizing a sense of community and I learned this when I was doing some work helping one of our members in Eastern Europe in the Czech Republic. [00:32:00] I was working with a group of individuals in the Czech Republic and they said to me, they said, "Rob, you do not quite understand, we do not actually have the word "community" in our vocabulary. So what do we call these things if our people do not know what a community is?" And so we recognized, that gave me some really careful insight in figuring out how we talk about this and how we help others understand that they could make it part of their world.





So last week, for example, I had two days with the head of the Russian Donors Forum, which was a wonderful experience and 10 years ago, if you had asked anybody can we be growing philanthropy in Russia, they would have said not a chance. But it was all about creating an infrastructure and creating a [00:33:00] safe place where people with different viewpoints could come together. And that I think has been one of the benefits of having CMF and MNA, is we have been able to create a safe place for people with different viewpoints. And I can tell you that there are times when not all of our members agree. I mean, as you know, when CMF was asked by several of our members to take on the issue of HIV/AIDS in the early '90s, it was like "oh my gracious, you want us to do what?" But the idea was we created a safe place for members to come together, learn from each other, share stories, at times disagree and opt out of a partnership, which is fine, but creating that safe place, I think was very, very important and also getting them to learn from each other. Quite frankly, one of the reasons why I think we have been successful, is we allow members to really learn from each other because they are all very busy [00:34:00] but we create that opportunity for them and we have one coming up later this month, one of the few places in the country that does an intergenerational family foundation retreat.

Well the first five of those we did, Kathy, people kept saying to me, "Rob, this is a bunch of old people talking to each other about their family foundations and the problems they are having with their kids. You have got to be a little bit more creative than this Rob." So we said, "Okay, we will invite the kids." So we invited the kids, and of course that meant that the grandkids came too and it was like magic. All of a sudden we had the multi-generations, all three generations working together. The young kids were doing their own youth philanthropy, while the parents and grandparents were learning together. It was like magic. So part of it is creating those places where people can network and learn from each other that makes it unique. I do not know that it is in the water, [00:35:00] although let me just say this, we are very blessed to have a lot of water surrounding us and we are very grateful for that.

(KA): Well you took good care of it with a joint venture, right?

(RC): Indeed, indeed, indeed. That was one of the projects that you... yes the Great Lakes Community Foundation Environmental Collaborative was a remarkable experience, a good lesson learned in generational philanthropy because we had the older generation, and I am talking about the 70 somethings and the 80 somethings, who were saying to me, "You know Rob, the trees in Michigan are very green, the water is blue, Michigan has never looked better, why do you need us to be dealing with the environment?" I will never forget, it was their kids, the 30 and 40 somethings who take their kids to the beach, who were experiencing the beach closings on Lake Michigan who were saying, "Ah, the community foundations ought to be involved in the environment." [00:36:00] So we were successful in partnering with some of our private foundations, the Great Lakes Protection Fund, and we have now got 70...at last count, we have 74 shoreline community foundations in the Great Lakes Basin all doing environmental grantmaking from permanently endowed funds. It was mainly because that younger generation told their parents, "Hey this is an issue you ought to be concerned about. Granted, the trees are green and the waters blue, but there are some real environmental issues here that you ought to be concerned about."



(KA): What do you want to make sure gets in the record or gets shared? You have been in this field really most of your life. What is really important that ought to go on the record about philanthropy in Michigan, [00:37:00] about infrastructure, about philanthropy in general? What would you like to make sure to share?

(RC): Well, I think I have shared a number of key points and you have asked some great questions. Clearly one of the key issues is philanthropy needs to be a partner with government and we need to be a partner with business. Clearly the partnerships that we have had, and we have a very active corporate group, corporate foundations, corporate-giving programs group have been instrumental in making Michigan stronger. There are countless examples through the years where we have been doing these public-private partnerships, so I think that is clearly step one. I think step two, that we have talked about, is involving young people; making philanthropy truly a multigenerational experience is critical. The efforts that you had in helping us start Learning to Give, so that young people in the classroom [00:38:00] have access to content and context. I will never forget when those young people who said, “Hey you are teaching us to be grantmakers, but no one is teaching us why do we have nonprofits, why do we have these things called foundations?” So I think that is the second critical piece we have got to do because we cannot take it for granted any longer that people are learning how to be givers in their home environment. Their home environments are too chaotic, too disruptive. We have got to make sure that that infrastructure is in place. I think the third point is that we have got to recognize that philanthropy is best because it is diverse. We have got to celebrate diversity and inclusiveness and recognize that while there are great differences of opinion, differences of perspective, differences of viewpoint, everybody can make a difference. [00:39:00]

