

The Power of Investing in Nonprofit Capacity



Virginia G. Piper Charitable Trust seeks to enhance and strengthen quality of life for the people in Maricopa County, Arizona.

Grantmaking Focus

- Healthcare and Medical Research
- Children
- Older Adults
- Arts and Culture
- Education
- Religious Organizations



Building Capacity Through –

- Arts and Culture Grantmaking
- Piper Trust Fellows Sabbatical Program
- Piper Trust “Organizational Effectiveness” Programming for Grantees



Piper Trust Organizational Effectiveness Programs

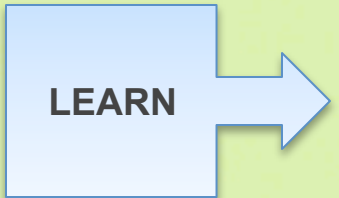
Building Durable
Nonprofits



HIGH LEVEL Engagement
Holistic, longer term support based on expert assessment, ongoing assistance, and larger grants



MID LEVEL Engagement
Academy Follow-Ons: connections to support and resources focused on one area of nonprofit management



INITIAL Engagement
Piper Academies: Trainings and Workshops



Organizational Effectiveness

Initial Level

Holistic, longer term support based on expert assessment, ongoing assistance, and larger grants

Academy follow-ons: connections to support and resources focused on one area of nonprofit management

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28 Piper Academies to date

LEARN



Piper Academies: Trainings and Workshops

- Organizational Track (*Board Governance, Succession Planning, Human Resources, Financial Reporting, Earned Revenue Ventures*)
- Personal Leadership Track (*Mindfulness, Forgiveness, Grit*)

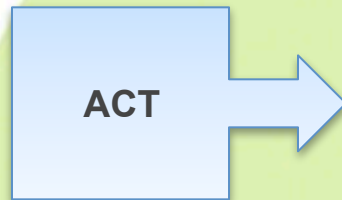


Organizational Effectiveness

Mid Level

Holistic, longer term support based on expert assessment, ongoing assistance, and larger grants

95 Piper Trust grantees participated in follow-ons to date



Academy Follow-Ons: connections to support and resources focused on one area of nonprofit management

- one-on-one coaching with Academy presenters
- nonprofit cohorts linked with expert assistance and local consultant trainings
- small grants
- Good Governance Fund (annual pool)

Piper Academies: Trainings and Workshops



Organizational Effectiveness

High Level



Holistic, longer term support based on expert assessment, ongoing assistance, and larger grants

- with Susan Kenny Stevens, based on “nonprofit lifecycles”
- 2 years, cohort-style (round 1 for 6 grantees, round 2 for 7)
- deep organizational assessment
- support from local consultant, trained by Dr. Stevens
- nonprofit leadership teams that include board members
- grant funds based on assessment results
- peer learning for consultants and nonprofits

Academy Follow-Ons:
connections to topic-focused support and resources

Piper Academies: Trainings and Workshops



Discoveries

- Philosophy

- meeting nonprofits where they are
- autonomy, trust, respect, and empathy
- readiness for change

- Design

- flexibility, if possible—one size does not fit all
- assessments as a basis for capacity building
- realistic expectations

- General Thoughts

- importance of strong local consultant pool
- capacity building is labor-intensive
- it's not just about the \$\$\$



Why You?

- the power and advantages of place-based funders
- nonprofit hunger for training
- good value
- creating very “real” relationships

Piper Trust Organizational Effectiveness Programs

Building Durable
Nonprofits

Intensity/Dosage of Engagement
Lower → High

CHANGE

Holistic, longer term support based on expert assessment, ongoing assistance, and larger grants
ATLAS project with Susan Kenny Stevens + 13 grantees in two cohorts

ACT

Academy Follow-Ons: connections to support and resources focused on one area of nonprofit management

- small grants/Good Governance Fund
- nonprofit cohorts linked with expert assistance
- one-on-one coaching with Academy presenters

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Piper Academies: Trainings and Workshops

- Organizational Track (*Board Governance, Succession Planning, Human Resources, Financial Reporting, Earned Revenue Ventures*)
- Personal Leadership Track (*Mindfulness, Forgiveness, Grit*)



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