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## **Closing Plenary: Strengthening Communities Together**

*November 6, 2009*

Host:

- RIP RAPSON, president and CEO, The Kresge Foundation

Speakers:

- ANDREW PLEPLER, IS board member, global corporate and social responsibility and consumer policy executive, Bank of America
- HON. NORMAN RICE, president and CEO, The Seattle Foundation
- SHIRLEY STANCATO, president and CEO, New Detroit, Inc.

Moderator:

- IRENE HIRANO, president, U.S. Japan Council

Closing Remarks:

- ROBERT COLLIER, president and CEO, Michigan Foundations
- DEBBIE DINGELL, co-chair, Annual Conference Host Committee
- MARIAM NOLAND, co-chair, Annual Conference Host Committee, IS board member, and president, Community Foundation for Southeast Michigan

ANNOUNCER: Ladies and gentlemen, please welcome the President and CEO of The Kresge Foundation, Rip Rapson.

[Applause.]

MR. RAPSON: Good afternoon, everybody. I am in a dangerous position. I realize I am the only thing that stands between you and the main course, so let me not keep you too long, but it is an enormous pleasure to have had you here in Detroit over the last couple of days.

We are proud of our city.

Sklute, will you sit down, please?

[Laughter.]

MR. RAPSON: Gees, once a foundation head, always a foundation head.

I wanted to spend a couple of minutes before lunch, though, looping around on the question of Detroit. A lot of folks in the room have had the opportunity to get out into the community, make their own impressions about how we are doing, what we are doing here in Detroit, and a lot of people read the newspaper and the periodical accounts of our circumstance, but I want to try to shift the conversation just a little bit to less of where we are and more to where we are headed.

But let me first acknowledge one thing, and that is, what you have heard and what you have seen, what you have read about Detroit is unfortunately true. The monoculture of auto dependence has imploded, crushing people in its wake left and right. Whether you are in the plastics industry, the rubber industry, the glass industry, the technology industry, the effects, in fact, have been devastating throughout the region.

Foreclosures and abandonment have unraveled intricate layers of mutual support and residential stability that have been built up over decades and decades.

The city has unfortunately defined the term "political dysfunction," corroding public confidence and the ability of municipal leadership to provide the kind of enlightened forward looking solutions that the city needs in order to move forward, and public education has been in free fall, destabilizing neighborhoods as middle class and low income families alike pull out to seek better options for their kids. It's grim stuff.

But focusing on these dynamics too intensively or too long distorts one's view, I would suggest. It obscures a very different perspective, one that projects forward the assets and the opportunities that Detroit is ready to capitalize on.

Let me say that that perspective emerges into clear view as one realizes that the rules of the road have changed profoundly in Detroit.

The first rule, and that is that incrementalism and gradualism are no longer an option for this town. Pursuing a straight line path leads us directly over the cliff. Let's be very clear about it. It will be sooner rather than later.

Instead, I think you will detect in Detroit and I hope you have detected in Detroit over the last couple of days a pervasive and compelling sense that Detroit must be and will be re imagined in all of its dimensions, its governance, its economic space, its physical form, and I come back to that in just a moment.

Rule number two that has changed, city government will no longer be content with the political expedient or with the empty gestures of just your politics. It will instead be about doing what is required to change the Detroit circumstances.

I had the opportunity to ask Mayor Bing three or four weeks ago, when he was making a whole series of really tough decisions about public services, the schools, and any number of other matters, why he simply didn't wait to make those decisions until after the election was over.

He looked at me and he smiled, and he said, "First, Rip, we cannot afford to lose even an hour in the City of Detroit, and, second, but most importantly, I have an obligation to tell the citizens of

Detroit exactly how I will govern, because I have no right to be mayor, and if that is not the way they choose, they should choose somebody else."

That is a new day in this town. The citizens, as a result, know exactly where we are going, where Mayor Bing will take us, and we know that he will plan the work and work the plan. He will do it professionally, he will do it competently, he will do it transparently, and he will do it with a high sense of urgency.

The third rule that has changed is that the Federal Government will no longer pretend that Detroit can be ignored and isolated. From the Secretary of Education to the Domestic Policy Advisor and all places in between, the Federal Government is poised to help.

They realize that Detroit is "the" emblematic post industrial city, not one of many but "the" emblematic postindustrial city, and this administration will simply not permit Detroit to become its Katrina.

They also realize that our struggles in Detroit are the canary in the coal mine, a harbinger of the challenges of a global economy, of economic restructuring, and of a competitive workforce.

And the fourth rule of the road that has changed is that philanthropy particularly, but the nonprofit sector generally, can no longer sit at the margins hoping that their good intentions and charitable impulses will help the community slide through tough times.

Instead, philanthropy in particular has to position itself at the center of a new civic agenda and aggressively help shape a very different civic trajectory. This is a page out of Clay Christianson's Disruptive Technologies Playbook.

As the public sector focuses on trying to get its administration right, and its finances in order, as the private sector sort of hunkers down and the nonprofit sector just struggles to keep its doors open and continuing to provide the essential lifeline services any community needs, philanthropy simply has to step up, get on the same stage, be bold, and get something done.

So I want to talk just a moment about why that is happening and how that is happening in the City of Detroit.

I think it's a remarkable time in Detroit for philanthropy. You have this extraordinary convergence of interest in the city. The Ford Foundation with Luis and his team have really doubled down in Detroit after years, I think, of not quite understanding quite how to work most effectively here. They have really stepped up on multiple fronts to be helpful.

Similarly, the Kellogg Foundation has identified Michigan as one of its three priority States and has taken very aggressive steps to become much more engaged in the work that it does so well early childhood, citizen engagement, urban agriculture, and the like.

The Knight Foundation yesterday announced a \$5 million commitment to Detroit, but that is only one small piece of a continuing sense of engagement that we have seen from Knight over the last number of years, focusing particular on the role of citizens in building stronger, healthier, neighborhoods.

Living Cities has been here twice in the last 18 months, trying to figure out how the banks and the lending institutions and the foundations of that consortium can be more effectively engaged, and we have a dozen or more local foundations all pulling in the same direction.

What I think has been really remarkable over the last six or nine months is that we have developed a framework on which there is increasing level of commitment, an increasing sort of sense of coherence on which we are all working.

We have entitled it "Re imagining Detroit 2020," and it focuses on nine broad bodies of work. Each of those bodies of work is led by one or more foundations, and we are building out with McKinsey and Company a work plan for each one of those nine modules and over time I think what we will see is very practical investable propositions along that work plan.

What is extraordinary is that in each of those nine modules of work and I will talk in just a moment about each one of them in just a moment not all nine, some of the nine each of those draws on both local and national capacity, each has capital, real capital dedicated to the effort, and each again has a pathway to change that I think is becoming increasingly compelling and intentional.

So, as I said, I can't scroll through all nine, but let me just give you an example of what that work looks like because I think it is formative as the kind of community we are building here in Detroit.

Bruce Katz loves to talk about sort of the basic pillars of a healthy, vibrant community. Let me steal from him and suggest that there are sort of three broad categories in which this work fits. First is innovation, second is infrastructure, and third is human development.

Let me talk about innovation first.

You have heard some talk over the last couple of days about the new economy initiative. This is this \$100 million consortium that we have put together with Ford and Kellogg and Kresge and Knight and Mod and a lot of local foundations, but the question is what are we really to invest in.

It's all fine and good to gather philanthropic resources, it's another thing to deploy them strategically, to try to figure out how to leverage the complicated questions of re imagining an economy, but we have in fact begun to take some steps, and I think those steps are quite promising.

We have begun to take some steps to build a green economy, particularly in the creative adaptation and retooling of auto supply firms that could readily transfer over there their energies and their machinery and their talent to participating in the renewable energy economy.

We have begun looking much more seriously at workforce training and how you can connect low income residents to the renewable economy rather than relegating them to sort of a second tier status in service industry jobs and the like.

We have begun to invest deeply in entrepreneurship. We have actually set aside \$10 million for the Kelvin Foundation to come and work some of its magic here in Detroit, and I think that we are going to see increasingly a high level of interest in the kind of small business formation that can help revitalize the community at the local level.

Infrastructure. There has been a lot of talk about land use in Detroit, and I have got to tell you that if there is a single linchpin for the re imagination of a new kind of Detroit, it is in re imagining how we use our land.

If you draw a map of Detroit, and then you stick in Boston, you stick in Manhattan, you stick in San Francisco, and a little part of St. Paul, you have still got room left over. This is an enormous city. Its geography far outstrips its governance capacity.

There are all sorts of implications and I don't have to tell you them all about how Detroit simply has to shrink in order to grow, and that is a complex undertaking. You have got to repurpose land, you have got to re imagine land, you have got to do the soft tissue kind of work that involves resident engagement and all aspects of that work.

But if there is ever an issue in Detroit in which philanthropy is critical, it is in this land use area, because this is the third rail of municipal politics, political folks can't get near this.

So, our staff at Kresge and others have become drawing on the experience of New Orleans and of European cities to try to figure out how, over the next year, we can make tangible progress in developing the kinds of patterns of use that will ultimately lead to a very different kind of physical infrastructure.

The good news is that the skeleton of the work is relatively clear, and for those of you who went on tours yesterday into the city, I think you will understand this. The creative corridor that runs all up and down Woodward Avenue is where we cluster our educational institutions and our cultural institutions, our medical institutions, and others, and increasingly, that is where philanthropy is concentrating its investment.

The Hudson Webber Foundation has made this the centerpiece of its giving, trying to attract 15,000 new creators to the corridor in the next 10 years.

The Knight Foundation's \$5 million that was allocated yesterday is concentrated on the corridor, Living Cities has helped us figure out how to maximize the impact of anchoring institutions along the corridor.

So, a land use strategy is not simply a deconcentration strategy, it's a re concentration strategy, and you have to build along the central nervous system of Woodward.

There is also I think an opportunity to build green connective tissue in very exciting ways, and here in many ways is where the Kellogg Foundation is helping lead the way, conversations about urban agriculture, fresh food, how do you build on the asset of the eastern market, which is the largest public market in the United States.

How do you unearth the canals in the east that most tourists don't even know we have, how do you take full advantage of the waterfront, how do you move to the west, and think about the green space along the Rouge River, and how do you connect all of those people, all of those places with communities of choice and neighborhoods of opportunity.

I think the possibility of creating a long term green sustainable blueprint for the city is quite powerful.

Then, there are the great bones of downtown. I know it is hard to get out of this hotel, like Phil Henderson. Phil Henderson was telling me he has been here three days, he has tried four times, and hasn't been able to get out. He keeps going around in circles I guess.

Now, that is partly Phil's problem, but it is in some ways something of a shame, because this town has great bones. It has great architecture, it has great parks, it has great boulevards, and it will once again, someday, become the bones of a great city.

Then, when you add to all of that land use conversation a small item like running light rail up the center of the city, you really have something, and let me just say just one quick word about that whole light rail experience.

If there was ever an environment that was toxic to public transport and mass transit, it is the city of Detroit, and yet about two years ago, Kresge and a number of other foundations sat down with the private sector in town and said, "If we were to put \$35 million on the table, and if we could make sure that the public sector right of way is sort of protected in all ways for future nonprofit work and development, would you be willing to help us assemble the kinds of resources we need in order to create a light rail system that would run from where we sit to the mid section of the community, as a so called news center area, because from there you connect to Ann Arbor and hopefully, from Ann Arbor to Chicago through high speed rail, and from the mid town of the city you move up to the job centers in Troy and Birmingham and others?"

And the private sector said okay. They have gone out and raised about \$40 million, they have essentially sold the naming rights to each of 13 stops. Roger Penske, a complete phenom in our community, has gone out and negotiated a lease arrangement for the cars, and our regional transit authority went to the legislature and got eight separate bills passed to authorize the nonprofit governance structure and to provide for the early operating support when we know there will be shortfalls for the line.

We have also spent a little bit of time arm wrestling with the city of Detroit about how their plan that they have been developing over the last couple of years meshes with this plan, and the good news there is we have figured that out.

We currently have in front of the Congress, a small piece of legislation that would bring those two systems together and make sure that we are building one system, not many.

At the end of the day, what we have, and will have, in a year is a light rail plan that won't necessarily take cars off the road, that is not particularly as problem here, but that we will spur a very different kind of concept of what that corridor can look like and how we build out around it.

As a matter of fact, it has been so compelling that the Ford Foundation has actually come to the table with a multimillion dollar commitment to help do the transit orion development and planning around those stops. It is very exciting stuff, and it will happen.

[Applause.]

MR. RAPSON: So, speaking of exciting stuff, let me just say a final word about the human capital piece of where Detroit is headed and then I will stop.

Because the third suite of investments relating to human development capital touch arts and culture, touch neighborhoods of choice, I won't talk about that, but what I do want to talk about for just a moment is the extraordinary moment in time we have to truly reform our public education system in Detroit.

About a year ago, the prevailing wisdom was the only way you could make any dent in education in this town was to create a whole separate system of charters, alternatives, parochial schools, hope that it got critical mass and that over time it sort of toppled out the public system. It is not a polite thing to say, but that was the active strategy.

But then Jennifer Granholm, Governor Granholm appointed an emergency financial manager name Robert Bobb and this town hasn't been the same since.

[Applause.]

MR. RAPSON: Robert has come in and turned the public education system upside down and shake out its pockets in a profound way. It is truly an inflection point that we I think in Detroit could not have imagined a year ago.

We just passed a \$500 million bond to provide for new schools and to renovate old schools. In this climate, in Detroit, we passed a \$500 million bond. Bobb has already closed some 30 schools. He has 42 active Federal indictments against people who did everything from stealing computers to submitting expense reports after they were dead.

He has reassigned teachers, he has reassigned principals, and lest one think that this is being done in sort of a callous and brutal way, I think what he has done is make the case that the kids of the Detroit public school system deserve the very best educational opportunities that they can have, and he has gone about doing it in a profound way.

Now, that is terrific, but where philanthropy comes in and where this whole Re imagining Detroit piece comes in is to realize that no matter what Robert Bobb does with the 80,000 kids who are in the Detroit public school system, he doesn't touch the other 100,000 kids who live in the City of Detroit.

So, the Skillman Foundation, one of our great community assets in Detroit, has stepped up and said what we need is a larger educational frame, we need a frame in which the public school system works hand in glove with the alternative system, in which the zero to K system feeds into the public system in a very different way, in which communities and community supports are tied into the public education reform, and in which we figure out a governance model that ultimately, probably has the mayor overseeing all of this work.

It is profoundly important stuff, and Skillman has shown enormous courage in stepping forward and taking on the question.

They have hired the Parthenon Group out of Boston. They are meeting weekly with Robert Bobb in the mayor's office and everybody else who has a role in this, including the Teacher Federation and other representatives from the schools, and they are going to make this work.

I think at the end of the day, we will produce a workable, investable framework that ensures that every kid in the City of Detroit has the opportunity to realize his or her full potential.

[Applause.]

MR. RAPSON: Let me stop because I am driving Diana's people absolutely nuts. I looked on my little thing, and they said six minutes, no longer. So I will stop. Oh, there is Diana. Hi.

[Laughter.]

MR. RAPSON: Had I known you were here, I would have stopped a long time ago.

But let me just say that this Re imagining Detroit framework is an ambitious undertaking, but I think it is finally the bet that is worth taking in Detroit. It tests the proposition that philanthropy, working hand in glove with the other sectors, can take one of this nation's truly wicked problems and materially move the needle.

Seen differently, at least for the folks in this room, I want to suggest that it's a call to action or at least an invitation, because we need your help in this to lean into it and to help us figure out how we can be the smartest community we possibly can be, because anything less won't do the trick.

We need this country's best thinkers and most committed doers to contribute to solving challenges that are not just Detroit's challenges, but are the challenges of countless other communities across America.

So we look forward to having you back. I think you will be surprised at what we can accomplish working together.

[Applause.]

MR. RAPSON: So, back to the script, Diana. I am told that at each of the tables we have note cards and that the purpose of these cards is to try to identify the kinds of let me see, let me be specific because they wanted me to be specific. It said that these cards are an invitation to share your thoughts, reflections, and comments about what you have found interesting and engaging about this conference and share that with your table mates.

I encourage you to share these thoughts with others and then challenge yourselves to think of how your insights can be put into action to strengthen our sector and our communities.

So on the table are a list of questions that have been prepared by the members of our plenary panel for you to consider over lunch. So you are supposed to use those questions and issues as stepping stones for your conversation and prepare the topics that you hope our panel this afternoon will discuss.

You will also find note cards at the table, so if you have questions for the panel that you want to put to the panel, please write it on a note card and the staff person will come by and pick it up.

The final thing is I want to call attention to the photograph that we are going to show on the screen during lunch, and if you have had a chance to see it over the last couple of days, some of these images will be familiar, but if you haven't, we have arranged to bring you photographs from Kathleen Galligan, the staff photographer at the Detroit Free Press, and I think they are a fascinating glimpse into our community.

So thanks for letting me stand between you and lunch, we are delighted that you are here, and we really do hope you will come back soon.

Thanks very much.

[Applause

[Break.]

ANNOUNCER: Ladies and gentlemen, please welcome back to the stage Rip Rapson.

MR. RAPSON: I want to make sure I still had my mic. Good.

I only got through three of the modules. I would like to do six more if you don't mind.

[Laughter.]

MR. RAPSON: It's my huge pleasure to introduce our final panel, and it is an extraordinary one or at least the moderator of it.

Irene Hirano is someone who I have the deep pleasure of having serve on the Kresge Board. When I first came to Kresge, she was our board chair, and there are some people who are just wired to be thoughtful, constructive members of our community, and Irene is one of them.

She is currently the president of the U.S. Japan Council, but she also has enormous reach into our sector. She is past president of the American Association of Museums, she sits on the Ford Foundation's Board of Directors, she sits on the Board of the National Trust for Historic Preservation. She has been named to the Board of the Smithsonian Institution, and she ran for 20 years the Japanese American National Museum. She is an extraordinary human being and someone who I think will be a delight to have lead us next panel.

Thank you very much.

[Applause.]

MS. HIRANO: Rip, thank you very much for that wonderful introduction, and it is my pleasure to work with Rip, and other people are always concerned about change, and as go through the change at the top, and as someone who has had the opportunity to work with Rip and, of course, Rip has succeeded a great head of the Kresge Foundation, John Marshall, and as someone, as you heard,

who also sits on the Ford Foundation, and Susan Beresford, who was succeeded by Luis Ubinas, I can tell you that finding the right leader for the right time and if you have great leaders that have put the organization and the foundations in a strong place, that it is really remarkable and really wonder. So I am very, very pleased to have a chance to work with Rip.

We are at the closing plenary, and I know that as we get towards the end of this that a lot of people have still questions. Some people were saying this morning, you know, we have heard the theory, but we really want to hear more, how it is done, and I think Rip did a great job of beginning to lay out how here in this city, that they are beginning to put the bones and the framework onto it, and our panel is really going to get at how do we make things work, how do we work across the sectors. We heard yesterday the notion of busting silos, so we are going to speak to that.

But before I bring the panel out, we went to get a sense of kind of who is here, so that as we have this conversation, that we have a sense of who we are now. So, I am going to ask you to stand up a little bit plus it is kind of good to get, you know, to stand up after we have eaten.

If you are with a foundation, would you please stand, so if you are working or with a foundation? I don't think a great amount of individuals. Okay. So if you will be seated.

If you are working for a nonprofit association, how many associations? I know we have a few here. Oh, there is actually quite a few nonprofits. Good. Okay. So if you will sit down.

If you are with a community based organization, would you stand. We have a lot of NTO leaders here. Okay. Good. So if you will sit down.

If you working with a locally focus organization, would you stand, locally focused. Not that oh, okay. Good.

And if you are working with a nationally focused organization, some of you might have two hats. A lot of you. Great. Okay.

How about an internationally focused organization? A lot. Good.

An organization that works directly on a community, a development, a community revitalization? There is a lot of you, a lot of you that are in foundations, too.

If you are an advocacy organization, if you work for an advocacy organization? Okay.

Two more categories. If you are an organization that provides direct services? Good.

Finally, if you are an organization that does both advocacy and direct service? That should be a lot of you. Okay. Good. Thank you.

We wanted to get a sense of who is here and the range of work that is done, so I want to thank you for your participation. At this time, it is my pleasure to introduce a great panel, and we promise we are going to have a very dynamic conversation, so I am going to move over.

First, let me introduce Shirley Stancato, who is the president and CEO of the New Detroit. All of our panelists and we are going to talk about how do we work together across our various sectors, and one of the great things about our panelists is that they have all worked in the various sectors, so in addition to the work that Shirley is now doing, she has served as the senior vice president of Chase Bank and has been on several State commissions.

So, if you will give Shirley a big hand.

[Applause.]

MS. HIRANO: Our second panelist is someone who needs no introduction, but Norman Rice, who is presently the president and CEO of The Seattle Foundation. Most of you know him as the mayor of Seattle, former mayor of Seattle, and did just a great job when he was there.

He also had served as the president and CEO of the Federal Home Loan Bank of Seattle, so he wore many hats and he can talk about how he brings all those together.

So, give a big hand to Norman.

[Applause.]

MS. HIRANO: Our third panelist is Andrew Plepler, who is the Global Corporate Responsibility and Consumer Policy Executive of Bank of America, but what you may not know is that in Andrew's previous life, he worked with the Fannie Mae Foundation and with the Trial Attorneys for the U.S. Department of Justice, so again someone who has crossed all sectors.

[Applause.]

MS. HIRANO: With that, I want to thank our panelists for being here, and I want to thank all of you for being here, because I know this is the last day, but I promise you it is going to be a very stimulating conversation.

I think some of the themes that have emerged over the last three days have been, one, as I said, some people have said how do we get from the theory to the actual practical, how do we take those steps now, ensure that we are making the long term investments, but how do we do what we have talked about.

I think another theme that has emerged is it is not about our individual organizations, which we have to ensure a strong and vibrant and really working towards those big opportunities, but how do we work collectively as a sector and how do we in a sense build a movement, as we heard about in one of our plenaries, how do really create big solutions for the big problems that we have and ensure that we have big outcomes.

So, those are some of the themes that we are going to be asking our panelists to address, and to share with us their ideas, but I think again I want to encourage us to think about how do we really make this happen.

I am going to start and ask Andrew to talk about how he, in the work that he does, helps to sort of bring people together across the sectors, how do we ensure that the work that you are doing and that we all are doing is working towards a major common goal.

You have seen the housing crisis firsthand, you have helped address a lot of the organizations that are in this room to help address those. I am going to ask you to take a few minutes and address that.

MR. PLEPLER: Sure. Well, it is a completely new environment, Irene, as everyone I am sure is aware, and what the new reality is that we cannot solve problems ourselves and that we have to work across sectors, so the foreclosure crisis is probably the best example, certainly one that is high on the minds of everyone.

So, we have an enormous portfolio of delinquent loans, no surprise to anyone here, and we have had enormous challenges ourselves trying to reach out to borrowers, contact borrowers, and work with them to modify loans, so we have in that effort engaged National Council of La Raza, National Urban League, National Capacity, to try and penetrate communities that have been very reluctant to work with their financial institution.

So, that is an example of where we are using our nonprofit partners is enabling us to penetrate communities that have been very hard to reach, and being more successful in getting loan modifications in difficult challenging communities.

So, we know now that we need to work with community partners to be successful to achieve our business goals, and I think that is very different. The paradigm used to be we work with the nonprofit sector because it's a nice thing to do, we make some grants, it is almost sort of good corporate citizenship, but now it's fundamental to the way we are going to run our business, and I spent the day yesterday talking to community groups, getting reactions about whether we have sufficiently responded to challenges on overdraft policy, credit card pricing, as well as loan modifications and foreclosure disposition of REO properties, all of these issues that are fundamental to the success of our company cannot be resolved if we don't work and engage the voice of the community and the people that are on the ground actually working on these problems.

MS. HIRANO: I am going to ask Shirley, we have talked about over the course of the last few days the increasing incivility of the discourse that we have, as well as how do we bring together different segments of our communities that may not trust each other, that may not have had an opportunity to work together before.

Can you speak to that in terms of the work that you do?

MS. STANCATO: Well, first, I would say don't wait for a crisis, and that is exactly how my organization was born. It was born out of the 1967 civil disturbance, and 42 years later, some of us are still having the conversation about was it a civil disturbance or was it a riot, and I say that is exactly the idea of New Detroit, it depends upon your perspective.

So, what happens is we brought leaders together from all of the sectors, from business and corporate community, from labor, from grass roots community based organizations, the media, the leadership issue, and we brought them all together as equals.

We talk about the New Detroit table to focus on, not only improving race relations, but in this region, but ensuring that it doesn't happen again. In 1967, when the civil disturbance occurred, the business community did not see it coming, and that is exactly the reason why Republican Governor Romney called up Democratic Mayor Cavanaugh and said we have got to make sure this doesn't happen again, and they tapped Joe Hudson, a business leader, to say bring some leaders together. That is how the organization was formed.

Oftentimes, people say to me, you know, "You have a leadership organization, that is kind of elite," and I say, "No, it isn't because it is leadership at all levels, it works."

One of the important things, though, in keeping this coalition together, is really you have to have rules, and we call them Standards of Interaction. We have a no fault environment, and we say you cannot blame individuals, because what happens oftentimes in our room is there will be an individual talking, perhaps an African American talking about his or her experience, and we talk really frankly, and the white people will say, well, I didn't do it, I wasn't here.

So, we try to stay away from that blame piece and focus on the issue, and focus on structural racism. I will give you a quick example. At our board meetings, we don't have the normal board meetings where people always say may I, and some of our board members are in the room, so they are smiling.

We had an incident where we have the head of the Michigan Welfare Rights organization, and she is a member of the New Detroit board as head of the utility company a couple of years ago.

She said, after she did raise her hand, that "I have a list here of individuals whose utilities were cut off," and you know those fires that you heard about, they are not fires that came out of someone setting the fires, they came out of people using electric heaters for heat, and she was able to say that with the head of the utility company in the room, and our next step was we will have to do something about it.

We formed a task group, because our work is done about tasks. We vote the head of the utility company and the head of the Michigan Welfare Rights organization and others. There was a pot of money at the public service commission in Lansing that we worked to try to get dollars for people who were moving from welfare to work and weren't able to have their bills paid, so that is an example of how it works where you have people at the table, leadership focusing on improving race relations, the structural pieces, and we were able to act very quickly, but oftentimes the process is as long process, so the process is important and leadership is important.

MS. HIRANO: I will ask Norman, Rip laid out a little earlier some of the ways how here in Detroit, that they are trying to focus people on kind of the major areas of work around some big goals.

How do you get people to work together and align their efforts around common goals? You have been the mayor, you served in a variety of different capacities, and how do you get now in your role with the foundation, people to really agree upon or really look towards the same direction?

MR. RICE: I have found that in the first step that you take for an active civic engagement, is to, number one, ask the right question, and always ask the question in the positive.

If you, a similar group of people, and ask them what is wrong with Detroit, you will have a long meeting, but if you ask people what do you aspire and what do you want Detroit to be, or Seattle to be, in the 21st century, the dialogue changes dramatically, and that is what I think is really important.

How do you aspire and what are the things that you value in communities and start to build on those kinds of things, and as you begin to have that dialogue, and people start to see it in the positive, and you can, number two, repeat back to them what you heard, because sometimes we have gatherings, and then everybody goes away, and there is no action plan, there is no willingness of people to commit their own times and their own ability to help build those kinds of structures.

I really believe that that is what starts to change the energy and the synergy as you start to build the plans especially when you are talking about a region and you are talking about what makes a community.

We have had that experience around education, around our comprehensive plan in the city of Seattle, and now what I hope to do would the foundation is to use the foundation as the honest broker, as the broker between interest groups to bring them together for that thought and that kind of discussion.

The last thing is don't go to governance, go to the plan. If you go to governance, everybody starts arguing about who wins and who loses and who votes, and you don't really get action. I put those three things together and I think then you have a pathway to really start to create and invest and change the structure, and I think the fabric of a community.

MR. PLEPLER: To that point, there is no substitute for listening, and, you know, it sounds so simple, but so few of us actually do it, and I have seen that so much on the foreclosure issue, so where I walk into a room with our servicing folks, and a bunch of community partners on the other side of the table, just ready to bludgeon us, and they come in with their predisposed notion that the banks are evil, we created the mess, how are you going to fix it, you explain to us how you are going to fix it.

We come in with our notion, you know, people made mistakes, they bought too much home, they, you know, lied on their income statements, whatever the predetermined notions that people bring, and we sit down and we have a discussion that walks through the complexity of doing loan modifications, and you begin to realize the community groups have very compelling points, and what they want to see done, how they want to see it solved.

We have some very real complexities on how we go about that, but we have come up with a lot of solutions that have really expedited I think progress on an issue where we were completely on polar extremes.

I think those kinds of civil dialogues to go back to the original question, are irreplaceable to solve the complicated problems that we face today.

MR. RICE: There is an old Chinese proverb how does it go tell me and I will forget, tell me, I will remember, involve me and I will understand. It's the involvement that has got to be the commitment to really make a difference, if you don't involve, you may not get to where you want to get to the end game.

MS. HIRANO: If you have questions, please raise your hand and bring the cards in.

Kind of as a follow up to Andrew's conversation around some of the housing, people are concerned about still the ongoing, on available credit, and how do we, particularly, not only just for individuals, but for small businesses, for nonprofits, what steps do you see that is being taken to really help to address that problem.

MR. PLEPLER: I call your attention to our June 3 quarterly lending and investing report, hot off the press yesterday.

We have lent \$184 billion in the third quarter of 2009, I don't mean to be a walking commercial here for Bank of America, but this notion that banks aren't lending is not totally accurate, it is a very difficult balance between lending, stimulating the economy, and managing risk.

What the banks are struggling with obviously is an enormous amount of charge offs. I think our last earnings report, 20 percent of small business loans were charged off, because they were written off. You have got regulators saying don't take so much risk, you took too much risk, and look where we are.

So, you have got a lot of audiences here on the how do you lend responsibly discussion. I think it is a difficult challenge. I think the bank is trying to be as creative as possible working with the SBA to the point about small business.

We know that small business is the engine for job growth. Our company is dependent on the health of the American consumer. We work with one out of two families in the country in our consumer business, and we won't earn money if the consumer doesn't return to health, and they won't return to health without job growth.

So, it's all a pyramid that begins with lending and it begins with employment, and at the same time, it also involves risk management. So, I know that is going to be unsatisfactory to whoever submitted that question, and I understand that, but it is the risk reward of lending and risk management is a very precarious balance rate now.

I think every good loan that can be made is being made, that is how we make money, at the same time there are a lot of people getting declined who are frustrated understandably so, and hopefully, that will turn as the economy begins to turn.

MS. HIRANO: Let me come back to something, Shirley, that you said, which is within your coalition that you have leaders from all different sectors, and I think one obvious opportunity, that is, how do we bring in the you are talking about the impact on the consumer I think when we talk about an education, we want to be sure that the parents' voices are heard.

There are segments of our communities that feel that they are not at the table.

How do you address that? Talk a little bit more about it. I mean it is question of leadership, but also, how do you ensure that you get all the voices at the table?

MS. STANCATO: Leadership has to understand that they represent a constituency, that it is not just them as an individual, and that is why they are there.

So, if you are an individual who represents a not for profit organization, let's talk about welfare rights, you are there representing the voices of the constituents, so your responsibility is to take back to that constituency what happens and also then to bring the messages from the constituency to the table.

So, it really is a two way street, and it doesn't always work perfectly, but that is the piece that is really, really important. You are there to represent a constituency, and so when people say to me also where the community voice isn't there, part of what I say is we need to change the language, because we are all a part of the community.

While I might run a civic organization, community based organization, and Andrew is working in corporate America, he still is a part of the community, and that part of the conversation and the language we really can dialogue around, who I am and why I am here, and who do I represent. You always have to be mindful of the fact that it is not just you, but it is are those individuals that you represent are who you are speaking for.

MR. RICE: And if you are working towards bringing community consensus, the first thing I look at is can I see my face in the place in the people who sit around the table. If I can't see you or if I can't see a pathway for a conversation, then, you are not going to get the community buyoff that you need.

So, take exceptional effort in making sure that outreach is going how far. You can never plan enough, and just when you think you have got it, you still need to go back and ask that question, because once you get it, trust is built, and that is the ultimate goal that you really want is you want to be able to trust around the effort.

I call it effort rather than process, because some people think it is going to be a process with a plan that goes on the shelf. You have got to show that there is an end game. One of the things that I think is really important with foundations and those of us, we concede new ideas, we can't fund it forever, and we aren't necessarily the final place, but if we concede dollars, so that people know that there is going to be an investment in the process, they are going to stay longer, and then I think by that synergy, you can create bigger partners and move in a greater degree.

One of the things that happened to me when I first got in office, it was around busing. What happened is there was an initiative to repeal busing in the city of Seattle, and everybody got into the division over busing, and nobody got into the idea of quality schools.

I jumped in the race an hour before filing and said I will bring the community together. Lord, did I know, but anyway we did, but we did it around quality schools and we did it around the investment from the private sector to fund small projects that helped build the consensus for the larger effort, and it really stayed.

MS. STANCATO: The two pieces of the puzzle that have really become obstacles for any kind of solution are fear and trust, and so the reason that people can't move forward on a particular initiative is because they don't know each other, they are fearful and they don't trust each other.

So, having the courage to have dialogue with people who don't look like you, about issues that you both care about, but finding what is similar, what similarity can we both agree on that is then what is going to move the envelope forward and help to eliminate some of that lack of trust.

MS. HIRANO: Last night at the dinner, we heard a great presentation about the Harlem Children's Zone from Geoff Canada, and he talked about how they are being ask to sort of bring that to scale, to take it, and to have it placed in a variety of cities across the country.

How do you think that we can take, and you see a lot of great programs around the country, but how do we take to scale or how do we replicate those programs that we see that are doing great in a certain part of our country?

MR. PLEPLER: Harlem Children's Zone is a great example, because it benefited, I think Geoff would be the first to admit, from a very unique set of circumstances, an enormous amount of wealth in New York, that was able to really build that program out that necessarily doesn't exist everywhere around the country, so not every place is going to be right or suitable for every model that is successful.

We have tried very hard to look at what is success and to take some risk. I think we are all I put my funder's hat on for a minute, which is much more fun in this audience, instead of if you are talking about credit, two years ago, I got to speak about that we give general operating support, and I got lots of applause.

[Applause.]

MR. PLEPLER: Thank you. Thank you. I didn't any applause for the lending end. But really taking some risks I think as a funder is going to be incredibly important, and I think we are all about metrics, and we all sort of want to see the data and see the evidence, but, you know, we are dealing in a crisis environment right now. We are not going to have the benefit of proof every successful should have I mean I look at my example with Brian Gallagher who is here, sitting in a cab coming back from the Independent Sector conference in Minneapolis, and talking about the earned income tax credit, and neither one of us, I think we would each admit were experts in the earned income tax credit, but we said this is a really important way to build wealth for low income people, we will put \$2 million in, work with the United Way to set up one stop shops for tax preparation, filing tax returns, without really knowing where we were headed.

We didn't have all the data around it, and I just got the data from last year's program, which generated \$200 million of tax refunds for half a million taxpayers. So, we had no idea where that was headed, but you have got to trust people with good ideas, you have got to trust the people you are working with to be innovative and creative, and you have got to give them the room to innovate in this environment without coming to you with two years of data to say this is going to work.

We don't have two years to launch some of these initiatives right now, and I think we are going to all have to be a little less rigorous around having proof for every investment we are going to make, because at the risk of sounding like we give money and totally unaccountable, I think we realize that now is going to be the time where all of us need to be a little more flexible, so that great ideas can emerge.

MR. RICE: I really think I had the benefit of listening to Geoffrey this morning, and he said one thing that I have taken to heart. He had a plan, a very extensive plan that was a 7 year plan, and they operated with the plan.

So often we look for the charismatic leader to kind of lead us through it, but really the effort in putting the plan together and the metrics built around the plan are the foundation of what the Harlem's Children Zone is, more than just the personality.

I think what happens is we keep looking, because Geoffrey Canada is such an icon. We listen to him and we want someone like him without understanding it is that whole support system that put together that plan of action, and they adhered to it.

That is where building the consensus and working with the groups that are involved and having them buy in, is what is going to ensure its success. It needs a leader, but a leader without a plan can fail just as easily as anybody else.

MS. STANCATO: In terms of people I think continuing to stay the course, Norm looked at me because we actually met in the session this morning, we met in Geoffrey Canada's session this morning, and I found myself sort of listening intently to him around that whole issue of what it takes to be successful.

You know, we have our little tick mark that we can sort of go off, but his issue was really around leadership, but leadership being open to change, being open to change based upon the voices that you represent, that you lead and listening to that.

He talked about I was so amazed he talked about his exit strategy, you know, he is already planning for that. Two years from now and he is looking at restructuring the organization around that, around that exit strategy, putting the people in place that he needs to put in place, but the piece that he talked about more than anything else was the fact that he had been at this organization 23 years, and he has seen all of the things, the crises that you can have, he has had them, and he knows all the answers.

Part of the reason he is thinking about leaving is because when people come to him and ask him the question he has the answers, and it doesn't allow the other individuals to have those answers.

When I take that back to the work that I do, there are all these different voices that sort of come at you, and you have your world, you based upon your background and experience, but there are other people who bring their own truth based upon their background and their world view to the table, and you really have to be open to that, and you have to be able to accept that there are all these pieces of the puzzle, and the puzzle piece is what we use as our moniker that help to make the picture whole.

You have to be willing to move off to the side or be open to those differing opinions. That is what is going to make change, and actually make change a lot more quickly than we really have been accustomed to in the past.

MR. RICE: One time we set up about 15 neighborhoods to do comprehensive planning, land use planning in the city of Seattle, and we gave them a planner, and for the first two meetings people came waiting for the planner to tell them what to do, and the planner had to finally explain to people I am here to help you put a plan together, not tell you what the plan is.

Once they understood that they actually could build it, it went fast, and it was furious, and it was good. You have got to understand, you have got to give the capacity to the group to plan and build, and then make sure they own it.

MS. HIRANO: Mayor, let me come back to kind of your role as mayor and now your role in the foundation sector, and we have talked a lot about within this conference, how do we engage and work with government, how do we create a new relationship.

We certainly have a lot of opportunity, and yet we know there is a lot of challenges.

Can you talk about, now wearing a different hat, what advice would you give to people about how they ought to engage with their local politicians, statewide, et cetera?

MR. RICE: I think you framed it earlier. Our world that we are living in now doesn't just have government being the driver, it's partners, and those partners need someone to broker their interests.

I sometimes think that politicians are not the best people to broker the interest, because people look at the politician for his or her self interests rather than for the community interest.

That is where I really believe that we, as foundations and those of us who are leaders in the philanthropic world can begin to bring people together around those issues in a climate of comfort, and without fear, and that you can begin to identify where people are.

I hope that the skill set that I bring in the Seattle region is really one of where nobody is thinking I am running for governor or running for senator, but they know that I have assets, so therefore, they are willing to sit at the table and work on these kinds of things, because you are giving that helping hand.

I think that nowadays, given what I see with tax cuts and everything else, cities, counties, States are going to need that same kind of partnership to get things done. Just having initiative to raise taxes isn't going to do it.

They are going to have to show that they are bringing other assets to the table where they can make those investments that will make a difference, and if you aren't able to do that, it will be hard to even get the voters to vote for some aspect of that plan as you move along.

MS. HIRANO: We saw over the summer, town halls that had a lot of discourse, some of it very uncivil. You know, we used to think of town halls or local council meetings as sites where you could really have a dialogue, so how do we kind of shift what we watched over the summer and into the fall?

MR. PLEPLER: My reaction to that is, you know, we all watch and we watch how emotional the debates get, and I find myself I won't betray my political allegiance here by telling you which network I watch but it's not Fox.

[Laughter.]

MR. PLEPLER: But we are struck by how the sound byte mentality rate now is and I sit there and I say we are not talking about solutions, and I think all of us get frustrated. You know, I mean I get particularly frustrated because I listen to the vitriol sometimes directed at the banks, but we are not solving the foreclosure crisis by worrying about everyone can be revolted by how much somebody gets paid on Wall Street, but at the end of the day, that debate is not keeping someone in their home, and unless we sit and have discussions about the real issues that people are facing every day, we are not going to solve the problems.

That is stating the obvious, but I think that someone we have to convince they respond to polls, and they respond to what the public wants to hear, so somehow we have to change the reality in communities that the expectation is we get solutions to real problems rather than a food fight.

If they know that we are not going to respond, that their poll numbers are not going to go up by the food fight, but by actually engaging in dialogue around problem solving, then, I think we can get them focused on the right thing. That is easier said than done.

MR. RICE: I think the town hall meetings from my vantage point, was too late. When you bring people together to come up with a plan, such as health care, whether a comprehensive plan or investment in Detroit, you have got to have them start to respond to at least some principles, and those principles weren't there.

It was the afterthought of that, and so people got to react rather than build, and somehow it would have been nice if we could have had a building process or ascertainment that was a little different.

I am far away from it, and I don't want to second guess, but so therefore, the climate was built to be loud, raucous, and mean, and there was never a place where you could have that positive building aspect to it.

MS. STANCATO: To get back to what I said earlier is you can't wait for a crisis. One of the things that we have been doing in this community is having what we call conversations on race, about race, around a dinner table in someone's home.

It started about seven years ago, and we talked specifically from a personal perspective and also then from a community perspective, a regional. Tell me something about yourself on a personal level, again, it's opening up, beginning to build that trust, and then talk about, once we have talked about that, what we can do from a solutions perspective.

You have got to have the courage to go there and you have to talk about the real thing. You know, race is the elephant in the living room. In southeast Michigan, it was here in '67, it is here now, and we have to acknowledge it. That's the first step.

The acknowledgment that is here is the first step, and then you have to talk about it. That's the second step. In reading the literature, it always says, well, we are tired of talking, we have got to move to the next step.

Many times the reason the solution isn't the right one is because you didn't talk to begin with and you didn't have the right voices around that table. So, if you begin to put these things as part of a process, and protect that process, and be true to that process, then, when you get to the point where you have town halls, you will have built relationships with each other, relationships first, issue second.

That is the way then not to have this kind of ugliness, have much more civility, because you will know each other, and you will have begun to build that trust, so that you can have the conversation about the real issues.

MR. PLEPLER: I do want to not to sound, be such pessimism, it is frustrating. We have this discussion every election cycle. We have got to elevate the dialogue, we can't have the yelling and shouting, and every time whoever on whichever party plays to the populace, you know, sound byte, and gets re elected, they go negative, they get re elected.

Somehow I think the kernel of optimism is the turnout in these off year we just had a mayor's election in Charlotte, 20 percent turnout somehow all of us, not us, but you all that are involved in voter registration, voter engagement, the people that turn out need to be people that are going to vote people out of office, who have just demagogued and not engaged in problem solving.

If a few of those, the loudest, most divisive figures actually lose, I think you will begin to change the dynamic of the political discourse. Until we get the voter turnout numbers up, of people who are really demanding civil discussion, I think we are going to every year still end up in this cycle of negative campaign, that's the person who wins, and we don't elevate the dialogue.

MR. RICE: I rarely criticize my leader, but I do think the one thing that was a little different is what I meant earlier, you could come back and say we had these meetings and here is what I heard, and here is how I am using it in developing my strategy, by the time it came out, no one was articulating what they had heard, they are saying I am coming to hear what you have to say, and so therefore, it was ripe for that kind of conflict.

If it was earlier, you could say I am building this plan and here is how I am doing it based on what I have heard, and here is how I meet your aspirations, and then move there. There would be some better traction in that whole process.

I am too far to know and let's face it, what is happening in this country, a crescendo of things piling on in order for you to do it, but I think a little earlier would have helped that framing for members of Congress who are going back home.

MS. HIRANO: Well, we have a whole series of issues that are going to come up, and I think, you know, to maybe come back, the answer to your point, so how do we build that movement, I mean how do we get the kind of early conversation, the input into the issues as they are being debated, and both of you are in locals where, you know, we don't have to talk about what is happening at the Federal level, but do you see that happening on a local level?

MR. RICE: That is why I say you fund the engagement. I think that the nonprofit community and foundations can fund the engagement and the dialogue. That is what, at the end of the day, it is our knowledge that we gain from all these proposals and interactions that we need to now market and sell and package for that kind of discussion, and we have the assets and we have the background to be able to frame those discussions, and that is where I say the foundation as honest broker can begin to see those things a lot quicker and be an asset to any government of any size, in any way.

MS. STANCATO: I think we also have to let people see that they are a part of the solution, that one person can make a difference, and that it is all of us, and it is each of us, and those of us who have the platform need to say that as often as possible, that this inclusive nature is what is really going to move this country to the place, Andrew, that you talked about.

So, if I am a 30 year old that was a long time ago if I am a 30 year old and I don't see a place for myself at the table, and you are not opening your arms and asking me to come in, I am going to go away, and I am not going to vote, and et cetera, et cetera.

So, it takes those of us who have the opportunity to sit in these seats, to help to draw a picture for individuals who aren't here of a way for them to get in, and that is a responsibility that you have.

MR. PLEPLER: I used to be a cynic I am still a cynic but I used to be a cynic about the power of convening, and everyone would say let's do a convening, and I would say, oh, another convening, but I actually now believe in the power of convening, and particularly the community foundation and the United Ways, the neutral, sort of arbiters in communities that can bring very different viewpoints to the table to discuss very complicated issues, I think have a way of taking some of the emotion out of these issues and developing a little momentum around civil solutions that are a little less volatile, whether it's foreclosure or whether it's race or whether it's health care.

I think now bringing nonprofits and business and political folks to the table of very divergent views is actually an incredibly important tool.

MR. RICE: On a small scale, just two weeks ago, someone said there is going to be a whole bunch of people descending on New York to go to the forum and training for the Harlem Children's Zone in Joy City, I brought every group that I can think of that wants to go down to do that, into our offices, and said not everybody is going to get this, so what is it that we want, because at the end of the day, there isn't enough money anyway to fund everybody that wants it, so if you have your principles and you have a strategy, there may be other people who will be able to fund you for some aspect of it, without everybody having to get the grant, but they can get the action, and that can be funded.

MS. HIRANO: So, we are just about at the end of the time, which went very fast, so, in the closing, I am going to ask each of you to just perhaps make a closing remark, but I mean as we said, as we started out this panel, it was about how do we bust the silos, how do we really develop a new way of collaborating, and how do we really get people to look at the big solutions to the big problems, if you can just kind of share any final thoughts.

MS. STANCATO: The example that I gave earlier of the person who has the Michigan welfare rights and the utility leader, and them getting together for this task group, well, if I told you the

outcome most people would say that it was unsuccessful because they were not able to get dollars from that fund to be able to help the individuals who were moving from welfare to work.

But oftentimes it is not just doing the right thing, but also doing it for the right reason, in the right way, and the right way for us is that process of having all of the voices together and staying together, and while from that perspective, they were not successful, what they have left out of that is that relationship which would never have been built, these two individuals would never have been in the same room together if it were not for that.

So, staying true to that process then leaves you with that relationship and also the possibility that the next issue that you tackle you can be successful, and it is doing that over and over and over again.

[Applause.]

MR. RICE: Ask them what they want, build on what they say, and then ask them to help you build it, and at the end of the day, they will have built it themselves, and if you are a smart politician, you will let them have the credit.

[Applause.]

MR. PLEPLER: I would say we all need to be a little more thick skinned and probably leave our egos at the door a little more often, because we have all been in conversations where everyone is trying to convince themselves they are the smartest person in the room, and you don't come out of those meetings with a lot of solutions, and you come out of meetings with people with very different viewpoints.

I have walked into a lot of meetings where I have said I am from Bank of America, and I am immediately the least popular person in the room. You realize, though, by the end of that conversation you have learned an enormous amount about how to develop a better solution to a problem, most notably foreclosures.

So, if we check our egos and don't get too thin skinned about taking criticism, I think that all of us from all different ideological and professional backgrounds can actually be very successful at solving some very tough problems.

[Applause.]

MS. HIRANO: Let's give our entire panel one more round of applause, and I want to thank them all for their work.

[Applause.]

MS. HIRANO: I think that we can watch for some very exciting things to come in Seattle, Detroit, and in the many, many communities that we see Bank of America and so many other funders.

Rip, I will turn it back to you.

MR. RAPSON: Thank you, Irene. I think it is an extraordinary way to bring the conference to the close. The level of thoughtfulness and candor and insight that these four people brought to the conversation I think is really welcome, so thank you very much once again.

[Applause.]

MR. RAPSON: So much of what goes on at these conferences is invisible, sort of in two ways. I was joking with Diana's staff about the incredible logistics of making all of this stuff come together, and it is once again I think the genius of her staff that things, in fact, came together quite so well.

But the other thing that really makes these conferences work is all of the enormous background work that is done by the Host Committee. There are just countless pieces of work that go into every second of a conference like this, and so often you just simply can't do it without the local Host Committee.

It is my pleasure to turn back the platform once again to the Host Committee: Rob Collier, the president and CEO of the Council of Michigan Foundations; Mariam Noland, co chair of the Annual Conference Host Committee and the president of the Community Foundation for Southeast Michigan; and Debbie Dingell, the co chair of the Annual Conference Host Committee.

[Applause.]

MR. COLLIER: Friends, I am excited. This has been a fabulous three days filled with magical moments, from hearing the Detroit Symphony play in the Detroit Institute of Arts, that special piece.

[Applause.]

MR. COLLIER: To hearing Geoff Canada and to hearing Diana's call to action, it has been a great three days.

On behalf of the Board of Trustees of Council of Michigan Foundations, our 400 grant makers stretching across Michigan and our staff, we want to thank Independent Sector for bringing their annual conference to Michigan for the first time. So let's give a round of applause.

[Applause.]

MR. COLLIER: This is a remarkable picture and during lunch you saw some remarkable pictures about Detroit, and we really hope this is the spirit whoops, it just disappeared but the spirit of Detroit is what this conference has been all about, because it's a spirit that permeates not only the State of Michigan, but it permeates communities throughout our country and our globe, and our nonprofit sector is what really makes our communities work.

We are so grateful to have a strong nonprofit sector here in Detroit and here in Michigan, and it is important because one of every 10 Michiganders works for a nonprofit.

Diana, this conference has helped and has enabled the Council of Michigan Foundations to take our 37th annual conference to new heights, and Diana wants to join me come on up here for a second

and ask you to join us because as Rip has said, collaboration takes time, it takes patience in producing a conference for 1,100 people with staff and not one, but three cities is a work of art in and of itself.

So, want, as the two leaders of our organizations to recognize our staff, so let's give a round of applause to our staff.

[Applause.]

MR. COLLIER: We thank you all. You have really made this a great three days for all of us, and the amount of work that is going on behind the scenes, as Rip mentioned, is great.

Diana, we also want to recognize that you look great in red. I know you are not wearing it right now, but this week, this is hockey town, and Diana is recent resident, newly arrived resident of Michigan, which we are all very appreciative and grateful for, and this week we did celebrate the Detroit Red Wings on beating the Boston Bruins on Tuesday night, and today we are celebrating a second big win for the city of Detroit, and that is this joint conference with Independent Sector.

So, on behalf of all Michiganders, we want to present you with your official hockey town hat.

[Applause.]

MS. NOLAND: That is really cool, I like that. I want to tell you that when I sat up here on Wednesday, I was a little nervous because we wanted this conference to be a great success for all of you, and I think it has been.

So, I want to thank Diana and Rob, your organizations, your board, I want to thank the Host Committees, both Independent Sector and the Council of Michigan Foundations, and also thanks to our sponsors. It was great to have cocktails among all those sponsors last night.

There were quite a few of those from Michigan, a special thanks to those. Things are tight and we really appreciate that.

So, not to belabor this, let me ask you to take out your Blackberry's, keep them silent, but take them out, and mark your calendars 2010, CMF Conference will be held October 10 through 12 in Traverse City, and the next Independent Sector annual conference will be in Atlanta from October 20 through 22.

It has been my pleasure to work with my co hosts Debbie Dingell and our committee, and let me turn this to Debbie.

[Applause.]

MS. DINGELL: Mariam really did a lot of the work and I have to say that. Have you had fun in Detroit?

[Applause.]

MS. DINGELL: You are sounding a little tired, you have got to stay energized, you have got to leave here energized, which Diana has done as our leader. It has been a great pleasure to welcome so many extraordinary leader from across the country to Detroit.

We are proud of our community, particularly our foundations and nonprofits, and have enjoyed the opportunity to connect our great organizations with those from other parts of the country.

We began this conference with the notion that extraordinary times call for extraordinary measures. Over the last few days we have tackled so many of the burning questions about the present and the future state of our sector, our nation, and the world.

We have looked at the current landscape through new perspectives, engaged in provocative and meaningful discussions that I hope will help us each to chart a new course for improving our communities.

For me, the most powerful theme to emerge from our discussions is how much we can do to strengthen our communities when we all work together.

We hope you leave here with a deeper knowledge and a better understanding of how to best shape a vibrant future for your organization and those who you serve.

We wish you very safe travels for your trip and the 2009 Conference of Independent Sector and the Council of Michigan Foundations is now adjourned.

[Applause.]