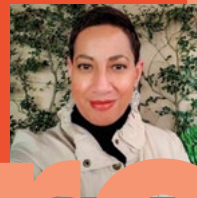


Journal

Summer 2021, Issue 18

Career Journeys in Philanthropy



As PEAK celebrates its 25th year, we reflect on what brought us here: **you.**

In this issue, we celebrate the journeys

of accidental technologists and process pioneers who led critical, formative work to make grantmaking more efficient, more effective, and ultimately, more equitable.

To help tell PEAK Grantmaking's story, we've asked members of our community to share their own career experiences; to explore how they are moving within the field to grow their skills and assert their leadership; and to delve into all the ways that they have risen up as leaders of change to push, pull, and sometimes drag the field forward.

Their stories and insights testify to the importance of building networks and connections to provide support as mentors and peers. We hear over and over about the importance of advocating for yourself at work, carving out your own path, and with it, a path forward for philanthropy. Our community—one we often hear is one of the most inclusive and welcoming in philanthropy—has nurtured a circle of emergent learning where anyone who is concerned about improving practices can find help in the form of a co-conspirator, a friendly ear, a policy sample, or a resource.

Today, the PEAK community is bigger and more diverse than ever, engaging an ever-widening array of philanthropic professionals. Each new member makes our opportunities to learn richer, our enthusiasm for peer sharing deeper, and the way forward clearer.

As we reflect on all the progress we've made to date, we look with anticipation to the journey ahead and to where another quarter century of growth and partnership can lead us. ▲

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PEAK Grantmaking Journal is published twice yearly by PEAK Grantmaking. Our community of 6,000 grants professionals leads the way in advancing equitable, effective grantmaking practices. Together, we are transforming philanthropy. Learn more at peakgrantmaking.org and follow @PEAKgrantmaking on Twitter and LinkedIn.

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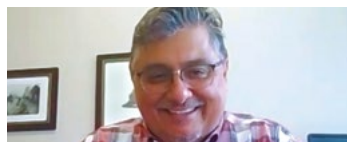
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I began as a children's advocate, landed in corporate community relations, transitioned to grants management, and then jumped into executive leadership. My path was to seek a next step, and a next step. And my journey has now brought me to PEAK and you.



As my career has evolved, I've been heartened by the many folks who have cheered me on—along with others who have advanced to leadership roles like Dolores Estrada, Nicole Buggs-Howe, Ashley Dietz, and Aiko Bethea—and inspired by the possibilities for grants and operations professionals.

But not everyone wants to be a CEO. There's room for us all, and—in the true spirit of inclusion—let's not tailor our approach to only one type of aspiration. You don't need to make promotion or elevation your goal to advance your talents and competencies. Many of us have taken this career journey and found our love—our place to shine and thrive—in grants management or grant operations.

I have our members to thank for helping me to understand this and keeping me from inadvertently leaving anyone behind. Quietly, in the amazing way we support each other in the PEAK community, you've helped me become conscious of ways I have been othered and how I might other people, lessons that directed my career journey toward greater empathy and inclusion.

“Many of us have taken this career journey and found our love—our place to shine and thrive—in grants management or grant operations.”

In fact, I would be disingenuous if I didn't give credit to the individuals who make up the PEAK network for, quite simply, lighting a fire under me. Since I first became part of the PEAK community, *you* have provided the light and heat I needed in my career: to transform myself, to mentor and support those reporting to me, and to reimagine my home institution as a more efficient, effective, and equitable grantmaker.

But let's talk about your journey. Elevating the field of grants management and empowering all philanthropy professionals is at the core of PEAK's mission is—irrespective of their title or the type of organization they work in—to operationalize equity through grantmaking practices. As CEO, a key component of my role is advocating for *you* as we work to collectively transform philanthropy. I am at my best when a peer reaches out and asks me to serve as a thought partner to help them weigh their next move, or try to decide if working in philanthropy is their highest, best service in this moment of so much chaos. At PEAK, we get to meet our members where they are. Sometimes we are changing the world. Sometimes we are changing ourselves.

Though it may be happening more slowly than we desire, philanthropy is also transforming—and grants management and operations staff is the critical lever of change for institutions ready to reshape their practices. This was just as true before the pandemic, though it might not have been evident to everyone. It surely is now. This is the moment we need to light that fire for each other, and for our colleagues.

To activate and build the movement for changes long overdue, and more urgent than ever, we must be equipped with a wide range of skills and a specific set of knowledge. PEAK is uniquely capable of providing the resources to establish those skills and knowledge sets, to elevate you in your position as grants professionals, and to help you transform the sector writ large.

Inside this edition of the *Journal*, you'll find loads of insights and inspiration from across our community, including highlights of



Satonya with the Annie E. Casey Foundation grants team in 2016.

“To activate and build the movement for changes long overdue, and more urgent than ever, we must be equipped with a wide range of skills and a specific set of knowledge.”

my recent conversation with Storme Gray, Executive Director of Emerging Practitioners in Philanthropy, who shares how she's approached her first year at the helm of EPIP. I think you'll find, like I did, that her insight sparks some musings on your own career, and what it means to follow one's destiny.

Everyone needs support to advance their career journey, wherever they dream of it leading. I'm committed, along with the PEAK team and our board, to helping you find your path, make steady progress, and persevere through any setback. I hope this issue of the *Journal* makes an enduring guide and motivator—a ready source of light and heat—as you journey onward. ▲

Satonya Fair
President and CEO

When we decided to create an edition of the *Journal* that explores the evolution of the grantmaking profession, we reached out to TeQuion Brookins and Lourdes Inga as partners for the endeavor. The insight they bring from their own career journeys have indelibly shaped the stories that follow and we are deeply grateful for their contributions. It's only fitting that we begin this issue with their unique perspectives. —Satonya Fair and Dolores Estrada


I started my journey into the world of philanthropy back in 2013 with zero prior experience or knowledge of the sector. Within the first month, and with the guidance of the only other person of color at my foundation, I was introduced to PEAK Grantmaking.

Through the relationships I forged early on in my career within my organization, in my community, and through PEAK, I was able to gain critical knowledge and skills that created value for my foundation and the communities it works with. I've found there is much power to be gained from building a deep understanding of your organization's systems and workflows. Flexing this power in ways that move the work forward will have incredible implications for how your leaders recognize and value your contributions.

Finding community and having allies in the workplace is also critical. People of color hold the unique responsibility of shattering barriers and opening doors for future generations of Black and Brown changemakers. Breaking that glass ceiling within a sector created from systemic exploitation of our ancestors and which remains largely dominated by descendents of those oppressors requires allyship at every

level. Understanding this and bringing intentionality into your relationships with this in mind is how we can help shape a new, more equitable demographic for foundation leadership.

Also key is knowing that our efforts as grants management professionals to streamline application processes, refine reporting mechanisms, and center racial equity in our information technology system designs are integral to sustaining the momentum of driving social change. We're often on the front lines of the support our grantees receive and the impressions they hold for not just our own organizations, but foundations in general. That is why we must each recognize and activate the power and responsibility we have to serve wholeheartedly and equitably through our daily work.

I encourage us all to adopt a spirit of humility and service as we lead the next generation of changemaking in philanthropy. 



TeQuion Brookins
*Director of Operations,
McGregor Fund*

When I started my career journey in philanthropy, I was fortunate to find PEAK, a community of my peers that facilitates skill-building, knowledge sharing, and network building. As the profession of grants management has evolved, I have seen this network collectively advance big ideas and move from conversation to action.

Thinking about the changes I've seen in the sector brings me to reflect on my own professional journey. It's one that is shaped in part by who I am as an individual, an immigrant who arrived in this country knowing little to no English who later broke away from inherited colonial structures to proudly reclaim my Indigenous identity as Quechua from Peru.

I also write this as someone who has moved from grants management to consulting, to now leading International Funders for Indigenous Peoples (IFIP) which focuses on influencing funders to practice giving based on the four values of Indigenous philanthropy: respect, reciprocity, responsibility, and relationships.

It is not enough for philanthropy to strive to be a participatory and inclusive sector. We should and must use our expertise—regardless of one's job title—to shift the practice of giving and to work within our institutions to make room for a different form of philanthropy centered in communities and addressing the root causes of inequality in all its forms. This shift can't happen by working in silos or without collaborating with your peers. Each of us has something to share, offer, and contribute to change philanthropy.

I found my own voice thanks to my PEAK community peers who supported and challenged me as I found my path. Being a part of this community grounded me in my own vision to use my expertise to actively challenge philanthropy's status quo. The question I now put to you is, *How will you engage with your peers so that you learn and support each other to become change agents?*

Just as PEAK's mission aims to transform philanthropy "by elevating the field of grants management and empowering grants management professionals to lead the way in operationalizing equity-centered, values-driven grantmaking practices," IFIP envisions a just and equitable world where Indigenous Peoples are respected, listened to, and can directly access funding resources to advance self-determined priorities. Grants management professionals can transform the relationship with Indigenous organizations by streamlining and learning how to decolonize grantmaking practices. We still have a way to go to achieve these dreams. I hope you will join us in our plans and work collectively for a more equitable, inclusive, and just future. ▲



Lourdes Inga
*Executive Director,
International Funders for
Indigenous Peoples*

ANONYMOUS

How do you lead or influence practice change in your organization? What barriers have you encountered in trying to lead practice change?

“We have a seat at the leadership table and our institutional and field knowledge is well respected.”

“I feel constrained by bureaucracy and the power dynamics at play.”

“When we focus on DEI issues, I listen carefully to be sure that good intentions are grounded in current perspectives and representative voices are sought and heard. I also work daily to build relationships with fellow staff and seek their guidance and input in addressing my own prejudices and misunderstandings.”

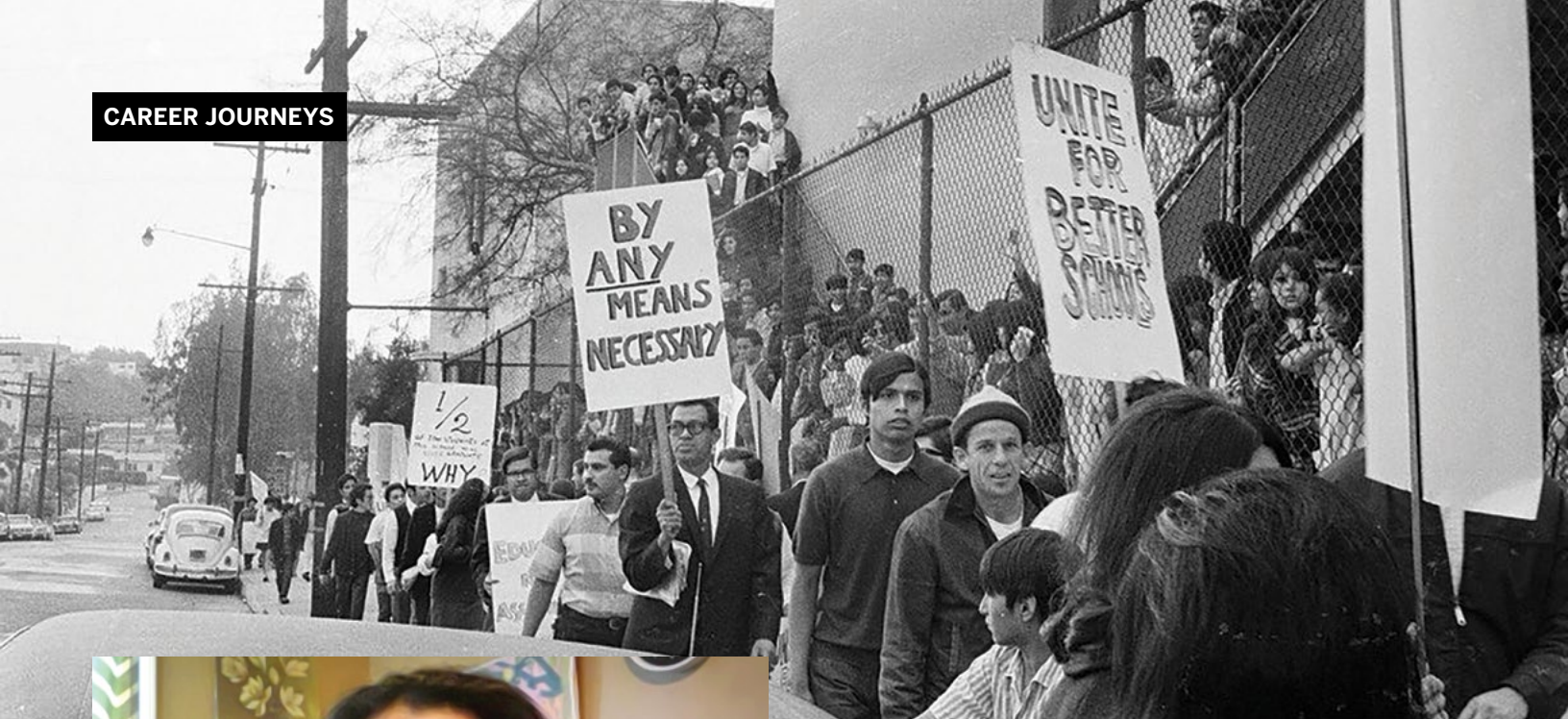
“I got pushback when I shared resources related to racial equity.”

“I am constantly circling back to see if ideas are gaining more traction with each conversation. I see that it works when I keep referencing the change I am seeking to implement.”

“Change management is not done well at my organization. Expectations are not clear and management will change processes or shift strategies without a thoughtful plan of execution. The ripple effects are felt throughout the organization.”

“There is resistance to change and innovation, even when we know it is a best practice.”

“As an operations team member, it can be hard to influence our program and communications team.”



In 1968, approximately 5,000 Los Angeles County school students mounted protests against educational inequality. All rights reserved by UCLA Chicano Studies Research Center.



An Unexpected Journey

By Dolores Estrada, Chief Operating Officer, PEAK Grantmaking

I joined The California Endowment in 1999 as a program assistant, not even knowing what it meant to have a career in philanthropy. The concept of giving money away for a living in and of itself was strange to me. In my 19 years at that organization, I would hold five different titles and each one allowed me to engage with and learn from a variety of staff across the organization and in the community.

As a program staffer, I learned that I loved the process-intensive focus in the work. Over time, this ability to navigate the process and programmatic aspects of grantmaking made me the perfect liaison to our grants administration department. The experiences and the people were so positive, I would eventually transition to the grants department until my departure in 2018.

Looking back, it might at first seem like a bit of a leap going from studying international relations in college to forging a career in philanthropy. But I pursued my degree because I wanted to right the wrongs of the world, and philanthropy unexpectedly presented itself as a means to realize that. And my passion for social justice has remained a driving force for me in this

field. I was initially inspired by all of the participants in the East Los Angeles Walkouts in 1968. Their commitment to fighting anti-Mexican racism and actions to foster greater equity and inclusion in our society made them the most amazing role models. Looking to their example, I am proud to say that I was able to build an amazing career that has focused on social justice, health-care reform, and mental health issues in California.

Beyond those inspirational figures, I can attribute my success to imposing a degree of process on how I managed my career. I knew I had to create a support network and pursue learning opportunities so that I could continuously grow in this profession. If there was something I didn't know, I would seek out those who possessed that knowledge. I became active with the Grants Managers Network (now PEAK), the Council on Foundations, Emerging Practitioners in Philanthropy, Hispanics in Philanthropy and the Joint Affinity Group (now CHANGE Philanthropy). Later on, I formed my own support group made up of grants administration and management staff from peer foundations in California. This network helped to support my learning so that I could create Frankenstein-like processes of my own to implement at The California Endowment.

I know that how I came to PEAK Grantmaking as its chief operating officer was a journey that I couldn't have planned for, but it's one I'll always be grateful for. ▲

“I am proud to say that I was able to build an amazing career that has focused on social justice, health-care reform, and mental health issues in California.”

The Innate Power Of Grantmakers

For many, grants management was an unexpected detour along their intended career journey, but it's a path they ultimately decided to continue traveling. It can be a lonely road, and one where a professional can feel disconnected from peers, misunderstood, and excluded from strategy and decision making. But dynamics within funding institutions are slowly changing, and the unique position in which grants managers sit is now expanding such that their increasing influence is driving change.

We recently asked **Rebecca Van Sickle**, manager of 1892 consulting and PEAK's 25th Anniversary Committee co-chair, to lead a roundtable with four PEAK members to explore how they each discovered grantmaking and grew within the field, and navigated these challenges. The following are highlights of the conversation with **Pam Foster**, chief operating officer of Co-Impact; **Dan Gaff**, director of grants management at the May and Stanley Smith Charitable Trust; **Quinn MacNichol**, grants manager at Group Health Foundation; and **Tiffany Price**, program officer at Pacific Foundation Services. Their dialogue reveals how far grants management has come and the ways in which others in the profession can fully leverage the vast possibilities of the role.

Van Sickle: Getting into philanthropy can be a difficult journey. I'd love to hear about your journeys and the winding paths you each took to get to philanthropy.



Tiffany Price

Price: I had been doing education policy research for about six years and really was looking for a way to do something more directly connected to the communities I was living in. I stumbled upon a multicultural fellowship program that was being offered at the San Francisco Foundation. I applied and was ultimately selected to be a fellow under the education

program area, and I was able to experience grants management [along] with exposure to the board and nonprofit leaders. It really fleshed out my understanding of the field, and I built the relationships that ultimately led to me going straight into a job for 12 years at the Kapor Center. My first title was grantee advocate, which I thought was the coolest title ever.

Foster: When I started in philanthropy in the mid-90s, the grants management function didn't have a common name across the sector. Looking back over the 25 years I've been in this space, grants management has since become a particular specialization. And because it is fairly unique to philanthropy, and new leaders often come from outside the sector, it ends up being a function that you have to explain—and sometimes justify—to new leadership more than should be the case, despite how critical it is. So, I know we're here partially because PEAK has given us a common language—one that gives us the ability to advocate, to explain the function, and to articulate why we have to resource it and value it in our organizations.



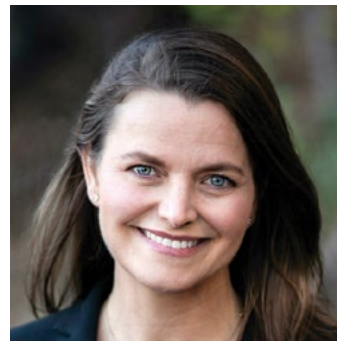
Quinn MacNichol

MacNichol: In my first grants management job, I worked on a team that shared a lot of responsibilities, so I was a little bit program associate, a little bit grant program officer, and a little bit grants manager. And while I took on the bulk of the data work, we all played hybrid roles. It's been a really interesting transition to move to a foundation that is much larger, but also where I am

not doing all of the roles, but I am specifically focused on grants management and also where I'm the only grants manager on the team.

Gaff: Grants managers often have a diverse background both in terms of their skill sets and how they are contextualized within their organization, whether they're with legal, or finance, or programs or operations. For example, so many people in this field have a background in the arts, and because they've come to grants management by following a winding path, and because their relationship to their organization may differ from organization to organization, that just makes the field so much richer. You always have something to learn from other grants managers.

Price: Since I had worked so long at one foundation wearing the many hats like Quinn, I had never experienced working in an environment where there was a large team of grants managers. In my current role, I see that a lot of the program officer staff started in grants management. In this particular work environment, it feels like grants managers are allowed to engage with the entire grantmaking process and grow professionally. If you want to become a program officer, you can become a program officer, and you can do it at the same company. I think having an overwhelming number of program officers with grants management backgrounds leads to much smoother grantmaking processes. They create space for you to learn and grow and thrive and have influence throughout the entire company. Where grants managers often may be minimized or ignored, it's refreshing to feel like it's cultivated here.



Rebecca Van Sickle

Van Sickle: I'm reflecting on the idea of grants management professionals as advocates for themselves, for the profession, and for their colleagues, peers, and grantees. And I'm also reflecting on ways of constantly looking at and improving your process, your relationships, or your internal work or systems.

That's the practice and the culture of the foundation and a lot of that sits in this realm of the grants management professionals. So, I would love to hear more from all of you about how you're defining power and influence in philanthropy.

Foster: Access to data gives grants managers a tremendous ability to influence everything around our organizations. We are able to harness that information to tell the stories that are embedded in the data, to use that information to shine a light on challenges and potential solutions across the organization, to give our program colleagues the information they need to make informed decisions about their grants. This is a great space for grants managers to occupy and it's been a key area for me as I think about how I've been able to navigate and advocate for my team and for my own role.

“Access to data gives grants managers a tremendous ability to influence everything around our organizations. ... to shine a light on challenges and potential solutions across the organization, to give our program colleagues the information they need to make informed decisions about their grants.”

–Pam Foster

Van Sickle: And yet some grants managers feel uncomfortable thinking of themselves as having power.

MacNichol: I think that it's essential that we talk about power and understand the ways that power shows up in our work, the way power flows between grantees and funders and the way that power flows between funders and across philanthropy networks. If we want to do racial and social justice work in philanthropy, power dynamics are one of the most important things we need to be talking about. And I absolutely agree with what Pam said about data being one of the strongest tools we have. The data we collect is a reflection of our organizational values, and it's also an important tool for holding ourselves and the sector accountable. Data helps us understand if we are reaching and serving the communities we seek to support.

Price: Understanding one's personal power is really important. For example, when I had a lot of autonomy in creating systems, I knew that I could just change a grant application without a lot of input from others. If I saw that we were getting grant applications that were not in alignment with the mission, I could go to the website and tweak the language there. Understanding your power and understanding how it impacts outcomes is critical, no matter what your position is. It's also important knowing how you can leverage your role to influence others. Because of my background in grants management and my affinity for all things process related, I will forever and always be an advocate for grants managers. No matter where I find myself in philanthropy, I will create space for them to have a voice.

And sometimes power depends on who delivers the message—who has that power and strength behind their voice to determine outcomes. For example, many of the things the current DEI movement in philanthropy is pushing now have

been talked about for decades (e.g., Project Streamline) and the change largely hasn't happened. The message is the same, the data is the same, but the locus of power delivering the message has changed from grants management to more traditional philanthropic leadership—the CEOs, board members, and program officers. Will we see shifts now? I don't know.

“Understanding your power and understanding how it impacts outcomes is critical, no matter what your position is. It's also important knowing how you can leverage your role to influence others.”

–Tiffany Price



Dan Gaff

Gaff: To Quinn's point, our grants associates and I are the ones who answer the phone and receive the general inquiry emails. We're often the first people who new grantseekers approach, so I love thinking of the role as customer support. I would say this to a new person in the field, Even though your role may not be a "leadership role," you probably have a lot more power and influence than

you might think because, as my colleagues have mentioned, you are at the nexus of data, policies, procedures, and practices, and you are positioned to help your organization achieve its mission.

MacNichol: Grants managers are also uniquely equipped to operationalize more trusting and equitable grantmaking. While philanthropy is increasingly articulating justice, equity, and accessibility as important values, the sector continues to struggle to adjust practice and behavior to meet these values. As grants managers, we can offer expertise and leadership in our organizations to modify things like our data models, application practices, and review processes. We play a powerful role in technical and operational changes that allow funders to invest in better alignment with their values. We need to claim and own that space as experts and partners in making change around who gets resources and who is seen as qualified for philanthropy's support.

“You probably have a lot more power and influence than you might think because... you are at the nexus of data, policies, procedures, and practices.”

—Dan Gaff



Pam Foster

Foster: One shift I've seen in this space over the years is the recognition of the importance of the transparency and clarity grants managers create around the processes and making sure materials are accessible to everybody within and outside of our organizations. Grants managers' role is, in fact, about sharing power across the organization. I had a

colleague with this mantra: “To be clear is to be kind.” And I feel like that's a tagline for anybody who works in grants management. Being clear with everybody—internal colleagues and especially grantees—about grants management practices, policies, timelines, etc. is being kind and thoughtful and a good partner.

Price: A lot of the conversations around grants management happen with folks in grants management, and they're siloed from the conversations that happen within the program team. My hope is that more conversations about grantmaking and philanthropy bring these teams together, along with finance and HR. We need to talk more so that systems can come together in logical ways faster, so that philanthropy can thrive and have more impact in communities.

Foster: I always tell anybody coming into philanthropy to find your people—and PEAK is a great place to do that. Being the head of grants management in a large foundation is a lonely position. Like Quinn, I always had check-ins with everybody in my organization all day, every day, but there was nobody else who understood exactly what I was doing. Not even my team. Until I found my network of the heads of grants management in other large foundations. It was with them that I laughed, learned, and improved as a grants manager and as a leader.

Gaff: When I was having conversations with our former CEO about elevating my position to director, I used many of PEAK's resources to articulate what a director of grants management does—and what I had been doing for years! And so, I credit PEAK for helping me in my career on a practical level. I'll never forget my very first PEAK meeting through the Northern California chapter and how the chapter leaders were super welcoming and generous with their time. At that time, I was a grants management department of one and felt quite isolated. Having those meetings, and being so welcomed meant so much, and I took advantage of a volunteer opportunity right away.

“We play a powerful role in technical and operational changes that allow funders to invest in better alignment with their values. We need to claim and own that space.”

—Quinn MacNichol

Price: What PEAK did for me early on, particularly as part of the conference experience, was validating the importance of just sharing my personal experience and acknowledging the power of my personal journey. So, it again highlighted the power of just sharing what you've been doing, with peers. That, in and of itself, is a powerful start to influence the game of philanthropy. ▲



The Importance of Actively Pursuing New Challenges

By Patrick Taylor, Grants Manager,
Zellerbach Family Foundation

As the nonprofit I was working for was closing down, I saw an ad for a grants assistant at a foundation. I was five years into my nonprofit career and I didn't really know what a foundation was. In hindsight, I'd say I was fortunate to be at the right place at the right time.

The organization that hired me was growing, so I was constantly able to take on new challenges and opportunities. I was fortunate to have managers who were supportive and helped me grow, but I also advocated for myself to be given new responsibilities. After working there a few years, I decided to get a master's in business administration, which was very helpful in giving me a full picture of how nonprofits operate and how to be an effective colleague and manager.

After being at a large foundation, I got to a point where I was eager to be at a smaller foundation where there weren't as many administrative layers. I took my current job at the Zellerbach Family Foundation, where I am able to wear multiple hats and focus on local communities.

I have also tried to stay engaged and continually learn about new developments, trends, and technologies in the field. I am intentional about pushing myself professionally by taking on new roles and tasks and pushing advancements in our

grantmaking practices. I never want to feel like I am treading water or stagnating. Volunteering for PEAK has been central to my growth. I have gained management and leadership skills through my volunteering and built a network of friends and colleagues. PEAK has kept me connected to other people in philanthropy as well as current trends and ideas. The culture of sharing, learning, and collaboration is one of the things I value most about PEAK and the field in general.

My advice to other people in this field would be to never stop learning and challenging yourself. Realize that your growth trajectory might involve moving to a different organization. If you aren't getting what you need at your job, try volunteering with your local PEAK chapter or another nonprofit so that you can give back and have a chance to build skills that you don't get to exercise at your day job.

"I never want to feel like I am treading water or stagnating... The culture of sharing, learning, and collaboration is one of the things I value most about PEAK and the field in general."

And even though that lean and struggling nonprofit job earlier in my career fell through, my experiences there ground me in my current work. I know how difficult it is to prepare reports and grant applications. I know that the people applying for money do not have fancy offices with lots of amenities. I know that the people doing important work are not always the people who are the best at asking for money, and that if we only give money to those with great grant-writing skills, we are only going to perpetuate inequity and miss out on supporting amazing organizations. I know that I have a position of privilege and do my best to not abuse that position. ♫

Is there heightened interest in racial justice at your organization as a result of the pandemic? Do you see new career opportunities or barriers?

“They are paying more attention to racial equity in recruitment and hiring and trying to create a more inclusive and welcoming place for people of color. As a cisgender woman of color myself, I welcome these changes and am hopeful that they will increase BIPOC staff and create a safer environment for us to thrive.”

“Our foundation is committed to exclusively funding racial justice work. I often wonder if it’s time for me to move to a majority-white organization to help them turn around destructive and inequitable grantmaking practices.”

“My foundation is now less willing to support professional development, so I must seek it out on my own and pay for it on my own.”

“We make many more grants to organizations to hire consultants for DEI and antiracism training.”

“As a result of the pandemic and transitioning to remote work, our organization had a chance to revamp some inefficient processes to help streamline our work.”

“Our organization has been open to learning and assessing where we can be more deliberate about racial justice in our operations and grantmaking. Staff are also encouraged to seek professional development around racial justice and bring back what we’ve learned to the team.”



Satonya Fair



Storme Gray

A Conversation on Transformational Leadership

The path to a career in philanthropy isn't always clear-cut. Such was the case for **Storme Gray**, who as an undergraduate was studying to become a graphic designer. Thankfully for the sector, the combination of a little soul-searching and engaged mentors set her on a trajectory that has landed her at the top of the Emerging Practitioners in Philanthropy (EPIP). Named interim executive director in 2019, and hired full time to this position in 2020, Storme brings a wealth of knowledge and experience in the philanthropic space, cultivated through years spent at family foundations and her roles as leader of EPIP's DC chapter and then as a member of the organization's board of advisors.

In a recent interview with PEAK President and CEO **Satonya Fair**, Storme reflected on her own career journey, how she approaches her new role, and the personal qualities that are sorely needed in our leaders in order to realize greater diversity within funder organizations at all levels and more inclusive practices to effect positive change within larger communities.

Satonya Fair: Did you start out thinking that you would have a career in philanthropy?

Storme Gray: I didn't, but I did start out thinking that I would have a career in nonprofit work. I had a crisis moment during my senior year in college when I realized what I was studying did not enable me to make a large social impact, so I wanted to do something different. I thought about growing up in Camden, New Jersey and some of the after-school enrichment programs that I was a part of, and started volunteering with a DC nonprofit.

As it turned out, my first job after college was at a small family foundation. I was an admin assistant and the grants manager took me under her wing. When she left to go to another foundation, I went right on with her. That's where I really got to be a lot more involved in the grantmaking aspect of the work. And that's where it clicked for me, because I was suddenly in a room where funding decisions are being made in support of organizations that serve children. I realized that philanthropy was a vehicle through which I could make a difference by helping some of the same community-based organizations that meant so much to me as a young person.

Fair: What have been your greatest accomplishments in your career thus far?

Gray: One of them is being an executive director and being the first woman of color to lead EPIP—and to do so without the advanced college degree or professional pedigree, and to do it in a way that has felt so authentically me.

And two, some of the proudest work that I have done to date was with the Washington Area Women's Foundation and their work on the Young Women's Initiative. That was heart-and-soul work. I was working in partnership with community-based organizations in DC to co-create the city-wide initiative, all in service of young women and gender-expansive youth of color. And the program is still going today. I consider myself to be fortunate to have been a part of it in its earlier stages and to have witnessed some of the magic that came out of that.

Fair: EPIP recently did a study that found that, currently, only about 27 percent of emerging leaders in philanthropy see a future for themselves in their organizations. What were the challenges you saw in front of you when you entered the field?

Gray: Thinking back to my first job, I was the youngest person on a very small staff by about 15 or 20 years. So there were no peers that I had to look to within the organization—and not having a network of peers is a barrier. Networking is often considered a critical aspect of professional development for mid- and senior-level leaders. Yet, it's also important to actively connect those who may be earlier in their careers to their peers and colleagues as well.



Storme with EPIP board members and staff at their fall 2019 meeting in New York, NY.

The mindset of funders and the approach to implementing their missions also threw me off because it felt very top-down and paternalistic in nature at times—as if organizations and communities were unaware of what they needed for themselves. It still feels that way, as noted by the responses of participants in our *Dissonance and Disconnects* report. People are proud to work for their institutions, but noted a significant misalignment between the stated values within the mission versus how it was enacted internally and externally.

Fair: What kept you from running for the hills?

Gray: I recognized that the work is less about me and more about the people who came before me who made incremental advances so that I could be here and be bolder. I stay in this work because I see so many folks who are comrades in arms who are also trying to make change in philanthropy. I'm inspired by them and it's an honor to work alongside them.

And I stay because I'm not done yet. I feel like I'm just getting started. Because I recognize that philanthropy has such a huge responsibility to right historical wrongs, particularly around how labor and resources continuously have been extracted from communities to prop up the sector that we are now privileged to be a part of. I stay in this work because I want to hold philanthropy accountable to its own promise.



Storme at the 2019 Unity Summit with (from left) Lori Villarosa, Pat Eng, and Ben Francisco Maulbeck.

“I feel like I’m just getting started. Because I recognize that philanthropy has such a huge responsibility to right historical wrongs, particularly around how labor and resources continuously have been extracted from communities to prop up the sector that we are now privileged to be a part of.”

Fair: What are some of the personal qualities that you see in exemplary leaders?

Gray: Self-awareness because I think it enables one to connect to others in an authentic way. So much of philanthropy and our work is relational. And I would also say a certain measure of vulnerability, which is funny for me to say because I am self-aware enough to know that vulnerability is a growth area for me. As a Black and queer woman in this sector, people like me are not often afforded the opportunity to be vulnerable, particularly in philanthropy. I also find that, in being vulnerable, I am affirming my humanity which was removed from me by others. It is a reclamation of the fullness of who I am in service to the work that I do, to advance EPIP’s mission, to strengthen the philanthropic sector, to elevate diverse leadership, to elevate those who want to see this sector show up differently in the world.

Fair: What’s been your approach in helping organizations change their cultures to embrace DEI. What have the biggest challenges been?

Gray: My approach is based on harm reduction. Any one of us could share a story about a toxic work environment, about a microaggression that may have happened in a conference

room where you feel silenced or any number of those things. It is imperative for leaders to model the organizational culture that we want the rest of the sector to adopt, that we want our members to know it is possible to exist within.

I think the biggest barrier—or opportunity for growth—is within the individual and their willingness to step into this work itself while also dealing with the things that arise within them internally as they do this work.

When I step into this work, I recognize that I am impacted by white-dominated culture. I have had to work through anti-Black racism. It’s easy to be resentful, but when I show up, I have to ask myself, What is something different I can do today to disrupt old patterns? How can I model for my team what may not have been modeled for me, but needs to be if we are going to shift culture?

Fair: Along the way, what’s been the most valuable advice you’ve received? I’m sure that if your experience is like mine, people are always trying to give me advice and there are things that people have offered to me along the way that I harken back on and I think, “I’m so glad they said that.”

Gray: I usually keep Post-its of things that people have said to me. One of the best pieces of advice given to me was, “impermanence is beautiful”. I often reflect on that as it

came out of a conversation that I had with my predecessor and dear friend, Tamir Novotny. We would often have deeply philosophical conversations about the future of the sector and the future of the work. I've always believed that change is the only constant that I can rely on. I think of Octavia Butler in her writings about shaping change and the quote, "All that you touch / You Change / All that you Change / Changes you / The only lasting truth / Is Change / God is Change."

Sometimes we become so afraid of the impermanence of something. We always expect that systems and institutions will continue to remain in the exact same way that they've always been, but that kills evolution, innovation, and any forward movement. At a certain point in time, that same way of being is no longer needed. There are things that we used to do when we didn't know any better, that now with additional time and knowledge and wisdom, we do differently. We grow and evolve as people.

If philanthropy truly wants to change, the sector will need to let go of some of the harmful practices that it has relied on for so long and be willing to be transformed in service of becoming better, brighter, and more deeply engaged, so that it's working in alignment with the community.

Fair: Thinking about your role in mentoring the next set of leaders, how do you avoid passing down the things that weren't necessarily very helpful for you as you sit in this moment?

Gray: I approach mentorship from a space of wanting to help bring out the best within oneself. When I think about the conversations that I've had with the people I mentor, I focus first on listening and providing space for them to be heard, then asking a lot of questions to tease a little more out from them, and then reflecting back to them what they've shared. For those of us who have been fortunate to have a leadership coach, it's no different from that.

My role as a mentor is not to tell you to walk the path in the way that I did. You have to walk your own path. What I can do is support you in walking through that path by sharing any cautionary tales or opening up my networks and connecting you to other people who could also support you in your growth. You need more than just one person's perspective to do this work.

And I'm a big believer that you need a network of your colleagues because peer mentorship is tremendously helpful. Look at the folks who are currently in the trenches with you. You all can share stories, resources, pains, and successes right now. As you progress in your career, those people become a part of your support system.

"I will always make time for mentorship because I recognize how important it is to have a sounding board. And having an exchange of information is incredibly important because I also recognize that the same folks who I mentor are mentors to me at times."




Storme speaking at Washington Area Women's Foundation launch.

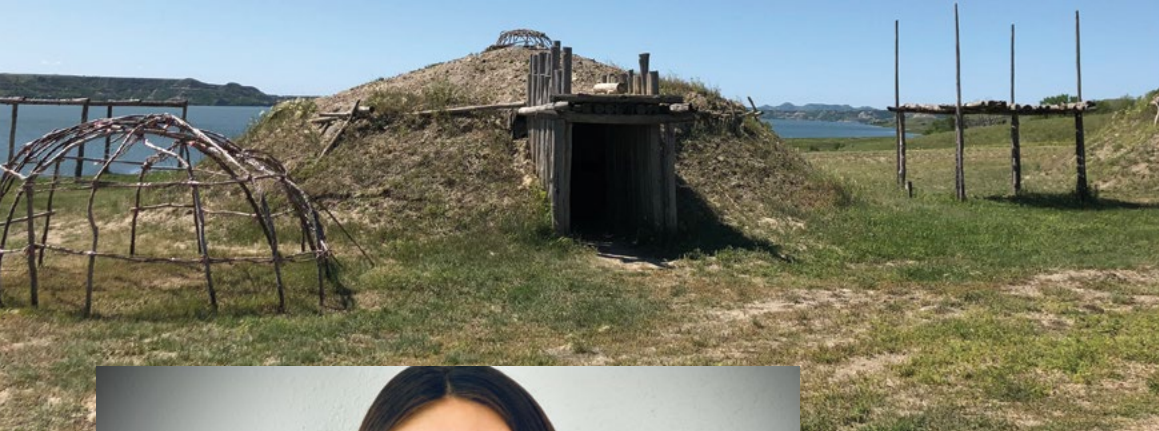
I will always make time for mentorship because I recognize how important it is to have a sounding board. And having an exchange of information is incredibly important because I also recognize that the same folks who I mentor are mentors to me at times.

Fair: It's an amazing feedback loop, right? When we're in a relationship with folks, especially when they're at earlier points in their careers, I think people do love hearing what went wrong or what would you change. And what is one of the biggest challenges that you've had to face so far as a leader in this space? And not just the challenge, but how did you navigate through that?

Gray: In any organization, folks will give you an assessment of who you are. It's up to you to determine what aspects of that feedback are deeply resonant and what aspects may be a by-product of some of the baggage that a person may be (knowingly or unknowingly) sitting with. I have worked really hard over the past couple years to sit with myself and see myself as I am and not as what others projected onto me. It's an ongoing process. And it's been both a challenge and an opportunity because when we talk about finding one's voice and speaking truth to power, that only comes from having a knowledge of who you are, what you bring to the work, and a willingness to get feedback while also discerning what's on point and what isn't.

Also, as a new executive director, working through imposter syndrome is tough. There's this expectation that when you become a CEO you are magically imbued with all the wisdom and knowledge and can execute flawlessly. That's just not reality and I've had to learn how to let go of the idea of being an imposter and recognizing that who I am and who I have been were sufficient to get me to this point in my career. And in knowing myself, I have the self-awareness and emotional intelligence to know when to say when I need support.

There are no imposters. We're all just people trying our best with what resources and information that we have available to us to advance our missions and keep our organizations running as efficiently and as effectively as possible, while also, oh, by the way, changing the world. 



An example of a traditional earth lodge used for ceremonies at the Mandan Hidatsa Arikara Earth Lodge Village in New Town, North Dakota.



Jacque (left) and sister Michelle at the 1996 Little Shell Powwow in New Town, North Dakota.



Bringing a New Value System to Philanthropy

By Jacque Demko, Grants Officer, First Nations Development Institute

My first memory of philanthropy was my naming ceremony. It was a hot summer day in New Town, North Dakota. I remember arriving at my grandma Teresa's house and being met with endless hugs and kisses. It didn't take long for a display of gifts to appear. When I saw them, I immediately thought back to conversations my mom had with family members about what gifts to prepare. That is the Arikara way of showing respect and giving thanks during this sacred exchange. From this memory forward, my experience with philanthropy has always been partitioned. In my mind, Native philanthropy has always been different from Western philanthropy.

Native philanthropy is often expressed in the forms of potlatches and giveaways. Similar to my naming ceremony, the heart of the potlatch is centered on honoring and sharing with others to benefit the community and future generations. In exchanges, undercurrents of modesty are as strong as the feeling of mutual respect between the giver and receiver. Giveaways elevate the act of giving in a way that makes the giver more respected than what the giver could ever achieve through wealth. The most notable thing about potlatches and giveaways is that they can be diverse, just like the communities that practice them.

When I was young, my perception of western philanthropy was as simple as this: A charitable organization receives money from various sources and redistributes that money to support community efforts. While the first part is accurate, I now understand that the latter piece is much more pernicious. Racial bias and inequitable access have always been rampant in the institutional practices of philanthropy. Not only are Native organizations a non-priority for many foundations, but they often have to work harder to get support.

In my career, I hope to infuse current practices with the Native approach to advocating for others to give as much as they can. I work for First Nations Development Institute, a Native-led nonprofit organization that for 40 years has worked to strengthen American Indian economies by allowing our grantees, sovereign entities, to make economic choices for their respective nations and communities. As a grant intermediary that connects funds to community-centered organizations, we struggle with moving our community-focused mission forward because we are combating the paternalistic values of western philanthropy.

As I approach my work, I adapt the values I learned as a child: an understanding that communities and their needs are varied. Native philanthropy knows that means for community action are just as varied. By learning from Native philanthropy, we can work to strengthen this diversity by supporting communities' self-determination and trusting them to identify solutions to the problems they face. Keeping this in mind allows me to encourage flexibility in funding and cutting the strings that prevent communities from getting the support they need.

Mine is a career dedicated to addressing inequities and lack of inclusion for all Native peoples. There is work to be done, and as an enrolled member of the Mandan, Hidatsa, and Arikara Nation, I'm proud to play a small part in that work. Navigating both worlds requires mindfulness and can be exhausting at times. The fight for recognition and visibility is ongoing. And the progress that I have been a part of has been both empowering and gratifying. ♪



Seeing the Value of My Perspective

By Eusebio Diaz, Chief of Staff, Episcopal Health Foundation

As of this year, I have been in the philanthropic sector for 20 years, having started my career in philanthropy with the Kronkosky Charitable Foundation as a grants manager. At that time, there weren't many Latinos in working for foundations, even in Texas, a state where Hispanic and Latino people comprise almost 40 percent of the population. It seemed that those of us working for foundations naturally gravitated to each other, drawn together by shared histories, languages, and *culturas*. Many of my peers have left the sector for one reason or another, and the potential of growing our representation in the sector has all but stalled.

“During one particular conversation, after airing my frustrations, my friend Ernesto looked at me... and said, ‘I know it can’t be easy being the only Latino in the room, providing a perspective few understand, but what would the conversation be like if you weren’t there?’”

This underrepresentation is even more pronounced when one looks at leadership positions. There have been a few times when I gave serious consideration to leaving the sector because I didn't see opportunities. One time, I was especially tired of being one of the few—and oftentimes only—Latinos in the room when issues affecting us were being discussed. It seemed our absence was hardly noticed. As I contemplated this decision, I sought the *consejo* of senior Latinos whose perspectives I valued and cherished. During one particular conversation, after airing my frustrations, my friend Ernesto looked at me, quietly paused for a beat, and said, “I know it can't be easy being the only Latino in the room, providing a perspective few understand, but what would the conversation be like if you weren't there?”

This conversation, although more than 10 years ago, continues to remind me that there is great value in the perspective I, and others like me, bring to the sector because of my lived experience. Not many have the benefit of being bilingual and being part of a rich Mexican heritage, know the experience of growing up the son of migrant farmworkers and at times relying on public assistance, or have firsthand knowledge of the harm of interpersonal and structural racism. I consider my story to be unexceptional because countless numbers of other Latinos share my experience, but in the philanthropic world, remembering that this perspective is invaluable to the work we do.

After 20 years, I am now chief of staff for the Episcopal Health Foundation and am having conversations with younger Latinas who have been in the sector a few years. Like when I was at their point of my career, I see them drawn to others like themselves, hungry for the familiar and feeling the need to be seen and known. Also like me, each laments the scarcity of Latinos in leadership roles, and each has wondered if there is a career path for them in the sector. Their concerns are valid. With more years behind me than ahead of me working in philanthropy, I try to encourage—no, implore—young Latinos and Latinas in the sector to persist with determined audacity and let them know that their presence and voice is critical to the conversation. Philanthropy is stronger because of their presence and, conversely, and it is weaker without it. ▲

Advocating for Pay Equity in Grants Management

By Chantias Ford, *Community Knowledge Manager, PEAK Grantmaking*

Grants managers are the backbones and the hearts of philanthropic organizations, as they touch each and every function inside the organization—from operations to programs, strategy, finance, information technology, compliance. They are also typically the first points of contact grantees have with funders and they have more consistent relationships with grantees. As the field of philanthropy evolves, grants management professionals have been instrumental in driving and influencing more equitable, effective, and efficient grantmaking practices.

And yet, current compensation practices don't reflect the expanding value of the role, as PEAK Grantmaking's *2020 Grants Management Salary Report* demonstrates. What's more, the data show inequity within pay bands among people based on components of personal identity. There are also concerning trends across job bands.

“Although their role has shifted significantly, grants management professionals have not received a sector-wide reevaluation to compensate for the added value they bring.”

PEAK's salary data encompasses a broader range of grants professionals and other philanthropic positions within our network. For this article, we also looked at the Council on Foundations *Grantmakers Salary and Benefits Reports* from 2020 and previous years to provide additional context on broader compensation trends in the sector.

Today's grants management professionals increasingly have built on the foundation of administrative competencies to encompass skills such as data analysis, relationship building and maintenance, troubleshooting, process specialization, and quality control functions. This expansion of needed competencies has positioned them as integral to achieving organizational success and impact, particularly around strategy and operations. Yet, although their role has shifted significantly, grants management professionals have not received a sector-wide reevaluation to compensate for the added value they bring.

Here are our key findings.

Average pay is up—for some more than others

According to data from PEAK and the Council on Foundations, philanthropic executives' salaries have increased at a more substantial rate compared to grants management professionals and program officers.

\$82,062

average **grants management professional** salary

up 14%

from 2013

Source: PEAK Grantmaking 2013 and 2020 Grants Management Salary Reports

\$98,411

average **program officer** salary

up 14%

from 2013

Source: Council on Foundations 2013 & 2020 Grantmaker Salary and Benefits Reports

\$248,933

average **CEO/President** salary

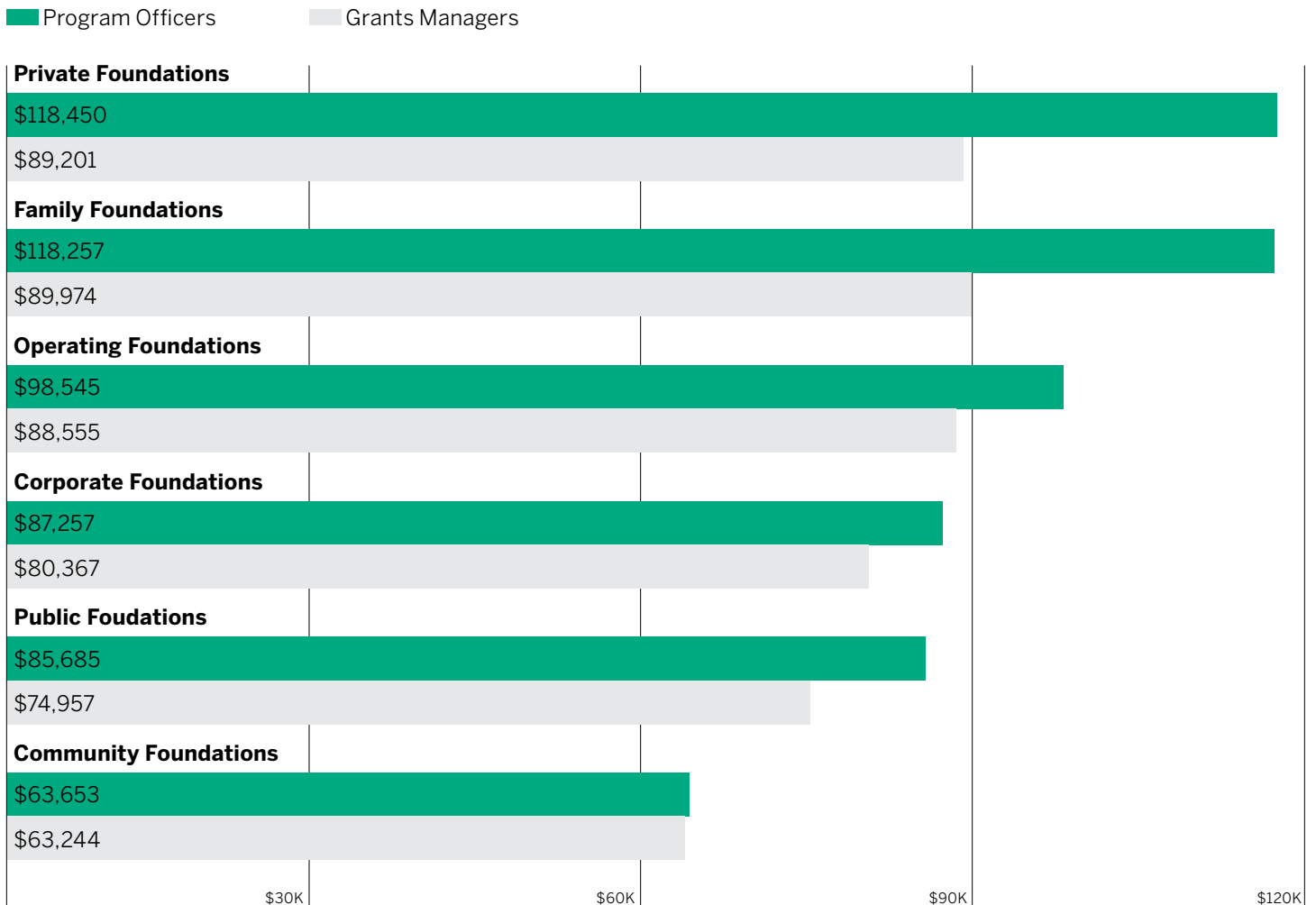
up 31%

from 2013

Source: Council on Foundations 2013 & 2020 Grantmaker Salary and Benefits Reports

Program staff earn more than grants and operation staff

All types of funding organizations have prioritized their programmatic wings over operations via salary distribution. Across different grantmaker types, program officers are, on average, paid more than grants managers. This difference is even more stark in private and family foundations.



Source: Council on Foundations 2020 Grantmaker Salary and Benefits Report

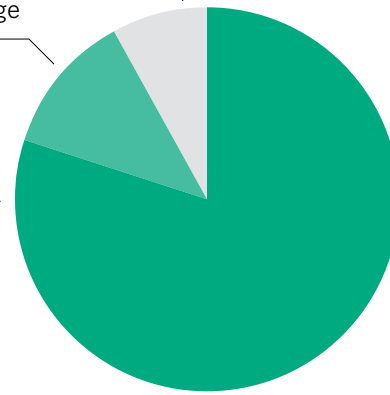
Pay disparities emerge along lines of personal identity

Although the field is predominantly staffed by women, the data show a significant gender pay gap, with men making roughly 7 percent more than their female peers. Those who identify as gay, lesbian, or bisexual make, on average, \$4,000 less than those who identify as heterosexual.

12% of respondents identified with being **male**, with an average salary of **\$87,762**

8% declined to state

80% of respondents identified with being **female**, with an average salary of **\$81,528**



*Data for non-binary, transgender, and other gender identities was not available.

Source: PEAK Grantmaking 2020 Grants Management Salary Report

Racial and ethnic disparities are evident in salaries, especially across job bands

On average, the differences in reported salary across job bands and among races were not as pronounced as the differences between men and women; however, people who identify as Hispanic, Latino, Latina, or Latinx see the widest pay gap, making nearly \$7,000 less than their white peers.

For those in executive positions, the average annual salary is \$120,095. However, 84 percent of those executive-level roles are held by white, Caucasian, or European professionals, while

only 3 percent of those roles are held by professionals who identify as Black, African American, or African.

In the supervisory and management job band, which includes directors of grants management, program officers, and directors of evaluation and measurement, the average salary is \$98,686. In this job band, 69 percent are white, Caucasian, or European, and 9 percent identify as Black, African American, or African.

Staff Makeup and Average Salary by Race/Ethnicity

	All Positions		By Job Band							
			Business & Technical Support		Professional		Supervisory & Management		Executive	
Asian/Asian American/Pacific Islander	5%	\$80,943	5%	*	9%	\$79,043	6%	*	<1%	*
Black/African American/African	9%	\$82,744	9%	\$60,801	9%	\$80,821	9%	\$101,444	3%	*
Hispanic/Latino/Latina/Latinx	9%	\$75,349	9%	\$66,801	4%	*	4%	*	<1%	*
Native American/American Indian/Indigenous	<1%	*	<1%	*	<1%	*	<1%	*	<1%	*
White/Caucasian/European	60%	\$82,270	60%	\$61,671	67%	\$77,650	69%	\$98,189	84%	\$120,095
More than one	7%	\$80,061	7%	\$63,479	4%	*	3%	*	<1%	*
Declined to state	11%	\$83,865	11%	\$67,913	7%	\$76,253	9%	\$100,533	13%	*

Source: PEAK Grantmaking 2020 Grants Management Salary Report *sample size too small

Drive equity from within

PEAK's Drive Equity Principle urges grantmaking professionals to consider how to bring diverse voices into grantmaking decisions. Despite the progress the field is making in prioritizing diversity, equity, and inclusion as a key component of grantmaking strategy and practice, these data indicate that equity is lacking inside philanthropic organizations. Funders dedicated to driving equity should recognize the value and contributions of grants management staff by providing them with equal opportunities to advance into roles of increasing decision-making authority and compensating them accordingly.

Dig deeper by downloading the 2020 Grants Management Salary Report at peakgrantmaking.org/2020salaryreport.

CAREER JOURNEYS

Kyle's program note from the first GMN Annual Conference, "Taking Grants Management to New Heights," held in New York City April 2-4, 2016.

to me. My new boss pointed to a stack of grant reports outside her office and said, "Take a handful and start reviewing." Thus began my journey as a grants manager.

I'd assumed this role was particular to Ford and had no idea there were people outside of the foundation's walls who had similar titles. Fortunately, a fellow grants administrator, Joan Hall, let me tag along to a New York regional meeting of the Grants Managers Network (GMN). This was the beginning of my relationship with what is now PEAK Grantmaking, which led to serving on—and chairing—the New York chapter board and then joining and eventually becoming co-chair of the national board at a time of monumental change for the organization.

Job number one for me and Adin Miller, another new national board member, was to organize GMN's first annual conference. Neither of us had any idea about how to go about it. Up to that point, roughly 50 to 75 people would normally attend GMN's annual meeting, which was held in conjunction with the Council on Foundations annual conference. And thus when more than 200 people registered for the conference, we knew we were part of an organization that was quickly gaining momentum. Fifteen years later, PEAK's is some 6,000 members strong and last month I attended my 16th annual conference. I'm proud to say that I am one of a handful of individuals who have attended all of them.

During my time as co-chair of GMN's board, I worked with my fellow directors to steer GMN through a series of critical milestones. We established a stand-alone conference, became an independent 501(c)(3), doubled GMN's membership and budget, and hired the organization's first executive director, Michelle Greanias.

A quarter century after I'd first entered one of the most beautiful buildings in New York City, I traveled to 320 East 43rd Street for the last time. Malcolm Gladwell says we get good at what we do through practice. The "10,000-hour rule," he calls it, meaning that you begin to master something after you've been working at it for at least 10,000 hours. By that score, I think I mastered the Ford Foundation, having clocked nearly 20,000 hours. While at Ford, I managed to get involved in nearly every aspect of grantmaking. Under four presidents, I held more than a dozen roles in program, operations, and administration. I wrote my last three job descriptions, traveled the world, and worked with hundreds of some of the most inspiring, justice-focused humans you will meet. But I knew it was time to leverage my experience in a different setting. And when TechSoup's dynamic CEO, Rebecca Masisak, suggested over lunch that I write the job description for a role I might assume there, I knew I'd found my new home.

What have I learned from my roles at Ford, TechSoup, and GMN? First, always keep growing while letting fate guide your journey. Second, surround yourself with and be thankful for the awesome people you find in your life. Third, most roles in life, whether grants manager or something else, are fluid. Even if not officially invited to do so, write your own job description, do what needs to be done, embrace serendipity, surround yourself with great people, and have fun! ▲

The Serendipity of Life

By Kyle Reis, Chair, Reis Foundation

On October 19, 1987, the day the stock market crashed, the Ford Foundation sent a Western Union telegram offering me a job. My new title: archives assistant. I knew little about what foundations or archivists did, but I was bright-eyed, bushy-tailed, and the Ford Foundation fit the bill for what I wanted in my next job: it was a large nonprofit that was international in scope that was trying to make the world a better place. I'll work a year or two, I figured, and then join the US Foreign Service. The best-laid plans of mice and men often go awry.

After five years as archives assistant, I was itching to learn more. An assistant grants manager position in Ford's Urban Poverty Program opened up, but admins rarely made the leap to programming jobs. Fortunately, a program person took a shining to me and I found myself again in a role that was foreign



"So Love Can Win" by Timothy B featuring Isha Clarke. Courtesy of the Akonadi Foundation.

Full-Moon Leadership: Reflecting the Brilliance Of Community

By Iris Garcia, Program Officer, Akonadi Foundation

"Everyone has the potential to lead, and leadership is about listening and being attuned to everyone else. It's about humility. It's about trust. It's about flexibility. It's about having fun along the way. It is about holding space for others' brilliance rather than being the sole source of answers."

—adrienne maree brown, *Emergent Strategy*



When I joined Akonadi Foundation in 2015 as a grants manager, I was excited to be working for an organization whose stated mission was to "eliminate structural racism." I was committed to bringing my full self to propel this mission and build grantmaking practices that promote justice. Over the years, this has encompassed using my position to advocate for practices that more accessibility for applicants, reduce burden on grantees, and explore how we could do more to cede power and bring community partners into the foundation's decision-making.



Finding a Career Where Thinking, Feeling, and Leading Aren't Mutually Exclusive

By Ashley Heath Dietz, President and CEO, Florida Philanthropic Network

Like many of my colleagues and peers, I did not go to college to get a degree in philanthropy. I thought that I would follow in my family's footsteps and become an attorney or maybe even get involved in politics. I went to the University of New South Wales in Sydney, Australia to work toward a master's degree in Policy Studies. While finishing a research-related project at the City of Sydney Council, I received an email that would change my life:

"Hi everyone—we are looking for a part-time admin to help monitor a matching grants program. Please let me know if you would be interested or if you have anyone else in mind who might be a good fit. Information on the role below."

What is a grant program? What is required to do this job? How are grants even administered? I had no idea, but I thought to myself, "This is a great way to make some extra money while finishing up my degree." Plus, it would be part-time and only for a couple of months. I could gain experience and then move to a role in state government or something more policy related.

However, the unexpected happened: I fell in love with the work. Working in grants administration gave me the opportunity to use the side of my brain that loves organization, attention to

detail, and creating and planning processes and combined it with my love for people and community. The work allowed me to use my brain and lead with my heart. It also helped that I had an incredible manager and fearless woman leader who gave me the foundations for this work. From that moment on, I never looked back.

Fast forward eight years and a move back to the United States, I found myself at United Way Suncoast managing their community investment process. My manager, a fearless woman leader who taught me how to think strategically and more globally, really believed in developing her team. In my first year, she put my name forward to go to the Florida Philanthropic Network's Annual Summit on Philanthropy. I vividly remember walking into the grants managers affinity group meeting, looking around the room of about 35 Florida based grant makers and thought: These are my people.

After the session, I ran over to Jaime Dixon, who was chair of the PEAK Florida Chapter at the time and volunteered my services to help in any way I could. I spent nearly four years going to morning coffees with fellow grantmakers, listening to experts talk about critical developments in our sector, and attending the PEAK Chapter Leaders Annual Summit in Washington, DC, still stands as one of my favorite experiences.

"The work allowed me to use my brain and lead with my heart."

All of these opportunities, interactions, and learning experiences led me to my dream job as president and CEO of the Florida Philanthropic Network—a community of funders across the state who want to build philanthropy for a better Florida. I have been in the role for six months and truly feel like this is where I want and need to be at this point my career.

All of the roles I have held in philanthropy in the past 12 years have stemmed from the epiphany I had back in 2009: find work where I could use my brain and lead with my heart. That is the beautiful gift that philanthropy has given me, and I will always strive to honor my position to help others and advocate for what is best for the philanthropic sector in Florida and beyond. ▲

Looking Down The Road Ahead

Curated by Jesse Rhodes and Melissa Sines

We have filled this edition of the *Journal* with perspectives that illuminate the shared experiences of grantmaking professionals as they have grown their strategic influence in the field. As you continue on your own career journey, know that you occupy a unique position from which to transform philanthropy. Unlocking that power and seeing yourself as a leader is easier and less lonely when you can find support within the larger community of grantmaking professionals.

In closing, let's reflect on some of the key themes with insights from our larger community, starting with these words from EPIP's Storme Gray:

"Liberated leadership looks like me. It looks like you. It looks like all of us. Imperfect, but striving for progress. It looks like the people we would be if we didn't have to worry about being judged or deemed unworthy. It looks like self-awareness, mutual accountability, vulnerability, humility, and trust."

"Leadership Re/Imagined," *Emerging Practitioners in Philanthropy*

Expect a challenging start

"Young nonprofit... workers feel the pain of low-paying, entry-level jobs more than professionals from preceding generations did when they started their careers. Across different age groups, younger respondents are more likely to report financial barriers to entry than older respondents. Millennials are pinched financially in ways that previous generations were not, and may be more likely to perceive low-paying, entry-level jobs as a particularly high hurdle to scale to do mission-driven work."

Investing in Equity in the Nonprofit Workforce, Fund the People

"When beginning nonprofit careers, for example, people of color were more likely to lack: the connections with people in hiring roles; recruitment events within their communities; skills or experience needed to enter (or advance through) the field; [and] degree requirements for advertised positions."

Investing in Equity in the Nonprofit Workforce, Fund the People

Build connections to break down barriers and enrich your growth

“In today’s fast-changing, technologically enabled global workplaces, the notion of mentoring as a formal relationship, with one more senior person in the organization who can provide the guidance, exposure and opportunities needed, is an outdated paradigm. Instead, [help] employees understand how to build and cultivate a developmental network which they describe as a more informal, small group of people who serve as an employee’s ‘personal board of directors.’ This small network is better positioned to provide the person with the necessary guidance and support needed to foster development.”

How Millennials Navigate Their Careers, Boston College Center for Work and Family

“Social change cannot happen at an individual level when we work in silos. It happens when we are connected to others. Our bodies, nature, and organizations all [create] ecosystems. As Grace Lee Boggs reminds us: ‘We never know how our small activities will affect others through the invisible fabric of our connectedness. In this exquisitely connected world, it’s never a question of ‘critical mass.’ It’s always about critical connections.”

“The Social Ecosystem Map,” Building Movement Project

Lead with a focus on the future

Stop loving the problem: Avoid making whatever problem or social issue that you’re trying to solve the sole focus of your work. Your discussions (both internally and with grantees) should be about what is being built in addition to what is being overcome.

Look for the future in the present: Make time to look at trends, best practices, and places where the changes you want to implement are already happening. You can always learn from the work of others.

Share trends within your organization: This can be done through digital tools like Chatter in Salesforce, Slack, and Evernote, or through discussion at staff meetings. Try to build an institutional habit of looking for and noting changes in the world around you.

The time to look forward is now: Try out new ideas quickly within your programs or grant-making and learn from both the successes and the failures. Don’t let the fear of failure keep you from creating change.

“Four Things We Learned From Emerging Post-Pandemic: Being a Future-Focused Leader Now,” Emerging Practitioners in Philanthropy

How PEAK’s “Mighty Midwest” chapter fosters peer learning communities

One of the ways that PEAK Midwest shares opportunities for connection is through PAYS, an acronym for peers at your service. It can be thought of as a unique benefit of being a member of one of the largest PEAK regions in the country, with more than 750 members. PAYS encourages us all to connect with fellow Midwest regional members to share resources, learn, engage, and network.

Quinn Hanzel, grants manager for the MacArthur Foundation, shared an example of PAYS in action. In July 2019, their grants management team hosted counterparts from Margaret A. Cargill Philanthropies for an intensive, half-day peer exchange. As Quinn reports, “while the teams may have differed in terms of collective years of experience, both groups benefited enormously from the exchange, sharing technical system knowledge, tips, and tricks, as continued communication with new friends and colleagues.”

—TeQuion Brookins

PEAK Community

While 2021 has been a year of turmoil and heartbreak, it has also been one of inspiration and hope. This past year, grants professionals have been able to make a profound difference through their work by adapting and innovating their practices at a time of great need, and by leaning on the generosity of this network of peers for support, resources, ideas, and camaraderie.

In preparation for our 25th anniversary, we reconnected with our co-founders, Ann Gael and Margaret Egan, along with new and longtime members, to reflect on our organization's history, evolution, and vision for what's ahead.

When Ann and Margaret met for lunch in 1996, they were looking to connect and learn with peers to become better grants management professionals and better support the nonprofits they funded. They became trailblazers.

As our community grew and its collective knowledge and expertise increased, grants managers raised their hands to take on more responsibilities, moved from administrative into strategic roles, and evolved those roles to keep moving the field of philanthropy forward.

Today, we see more varied job titles in the PEAK community than ever—in operations, technology, finance, and executive roles—and our members continue to blaze new trails in the profession and in their careers.

I'm excited to celebrate our collective achievements with you! Here, we share the new ways that we are building community and supporting the career development of grants professionals—including virtual chapter programming, new peer group opportunities, and our first-ever pilot mentoring program.

Thank you to the more than 200 volunteers who have stepped up to lead these efforts, including our chapter officers, peer group co-chairs, board members, and committee members.

Together, we can do amazing things and continue to blaze new trails for the profession and for philanthropy.



Sara Sanders
Membership Director

Celebrating How Far PEAK has Come

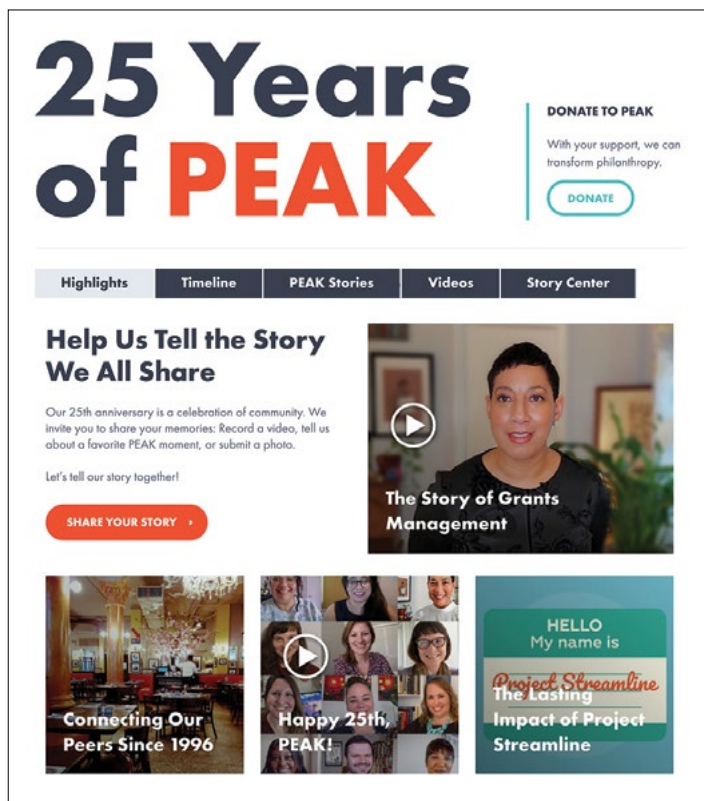
At our 2021 annual meeting, members joined the PEAK board and staff for a look back at 2020—and across our first 25 years—to kick off our anniversary celebration. Through conversations with founding members and leaders, we reflected on the journeys of grants professionals, the birth and growth of a profession, our pursuit of equity, and how the PEAK network has supported and nurtured its evolution and impact on philanthropy.

And we're just getting started: Look out for our announcements and updates of plans to bring the PEAK community together for special events and ways you can participate in co-creating our anniversary experience!

Explore our 25-year history. A new section of the PEAK website celebrates milestones, challenges, and achievements through videos, stories, and a historical timeline. Look for email announcements on the latest features.

Share your PEAK memories with us. Visit our new Story Center, which offers options to record a short selfie video, send us a favorite image, or contribute a personal story.

Mark your calendar for two special online events. On September 14, we'll host a panel conversation on grants management professionals as change agents for equitable practices; and on December 2, join us for a big celebration of our community and help launch us into the next chapter for PEAK and philanthropy.



Explore and share at peakgrantmaking.org/25years

Thank you to our 25th Anniversary Committee for your leadership!

Genise Singleton, Co-Chair
The Kresge Foundation

Rebecca Van Sickle, Co-Chair
1892 consulting

Jamie Amagai
The Summit Charitable Foundation

Jennifer Burran
The Lemelson Foundation

Deb Debbaut
Iowa West Foundation

Jina Freiberg
Public Welfare Foundation

Dan Gaff
May & Stanley Smith Charitable Trust

Nancy Herzog
National Endowment for Democracy

Roland Kennedy, Jr.
Bloomberg Philanthropies

Adam Liebling
Robert Wood Johnson Foundation

Adin Miller
Los Altos Community Foundation

Frank Rybak
Formerly of Missouri Foundation for Health

Ursula Stewart
Salesforce.org

Looking Ahead to PEAK's Next Chapter

This April, President and CEO Satonya Fair unveiled plans to carry PEAK forward, drawing on the wisdom we've gained to envision our future and chart a way there. At the heart of our plans is the wisdom of this West African proverb: "If you want to go fast, go alone. If you want to go far, go together."

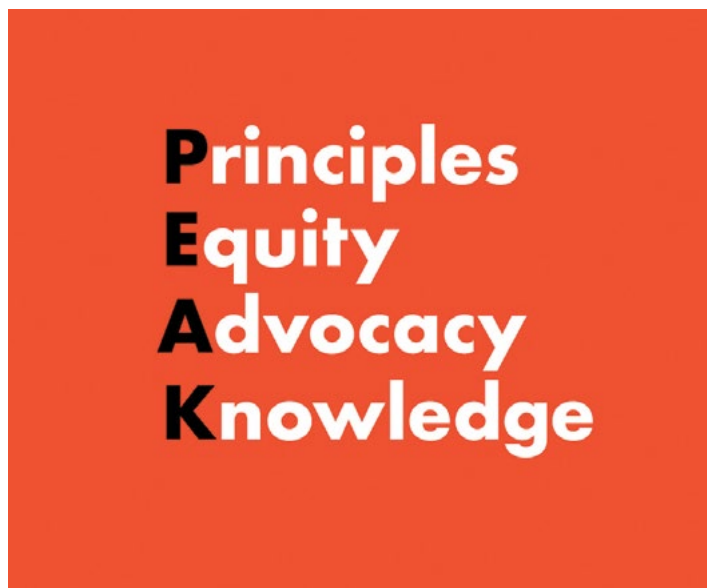
Here are some of the high points—and we encourage you to explore further at peakgrantmaking.org/next-chapter.

Our refreshed vision, mission, and purpose now clearly and boldly convey what PEAK needs to be, better supporting both who we have become and where we are going.

Vision: Realizing the full potential of philanthropy to drive equity and opportunity.

Mission: Transforming philanthropy by elevating the field of grants management and empowering grants professionals to lead the way in operationalizing equity-centered, values-driven grantmaking practices.

Purpose: We believe in principled grantmaking practices that align funders and nonprofits as equal partners in advancing their respective missions and strategic objectives. Narrowing the power gap and ensuring that funders live their values through their grantmaking practices will result in positive change for the causes and solutions we seek to collectively advance.



A new strategic framework with four anchors defines our goals and will guide our work in the years ahead.

From Grants Management Professional to Change Agent for Equitable Practices: Our members stand at a critical nexus point within philanthropic institutions, poised to lead change within their organizations and for the field. We will support and empower our expanding network in raising their voices as change-management practitioners to influence shifts in grantmaking practices.

Emergent Learning Community as Core Philosophy: Our peer networking structure positions us well to create an emergent learning community around our Principles work—shifting from a traditional, linear learning environment toward a more adaptive learning process that is continuously evolving based on the complexity of the issue and the experience of participants.

New Models for Growth and Sustainability: We will develop new revenue development models that expand organizational memberships in key areas and ensure that large-asset institutions are gaining value through membership. A new, customized member-services model will allow us to more deeply engage with members who are ready to build and embed equity into their operations.

Strategic Partnerships Extend Reach and Influence: We will accelerate and advance learning, demonstrate thoughtful alignments and collaborative thought leadership, and center our grants community as change leaders for the sector.

We (re)defined what PEAK stands for.

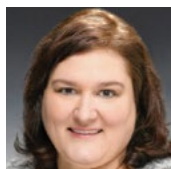
Our "P" is **Principles**, as the guiding force behind grantmaking practices becoming more equitable. Our "E" is for **Equity**, which lies behind all that we do and all that we are trying to advance. Our "A" is **Advocacy**, for the work PEAK does advocating for our people, grants management, and the sector. And finally, our "K" is **Knowledge**, affirming our dedication to learning and sharing through programs, resources, networking, and insights that support our members in building the skills for both their role and their career.



Our evolved visual identity captures the spirit of our next chapter.

To keep PEAK's visual identity in step with our bold aspirations for philanthropy, and our members' role as change leaders for the sector, we've transformed our "mark" from triangle to peak—conveying both progress and potential—and refreshed the typography.

COMMUNITY NEWS

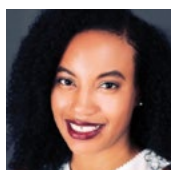


PEAK's former executive director **Michelle Greanias** is now program director, RN

Initiative at the American Nurses Foundation.

Joyce Holliman, former PEAK Midwest Chapter Officer, has been promoted to senior grants management associate at The Kresge Foundation.

Astrik Tenney, previously of the Jack Kent Cooke Foundation, is now the principal, business development at GivingData.



Tashie Sloley, former PEAK Northeast communications chair, has started a new role as

grants officer at the Carnegie Corporation of New York.

Former PEAK board member **Tiffany Price** is now a program officer at Pacific Foundation Services.

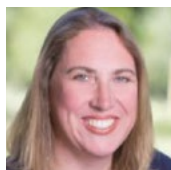
Hahn Le is now the vice president of strategic partnerships at the Consumer Health Foundation.

PEAK board member and former PEAK Northeast volunteer **Adam Sanders** has started a new job as director of grants management at Mother Cabrini Health Foundation.

Marisol Inzunza has joined The California Wellness Foundation as program officer.

Arlene Cox of The Harry and Jeanette Weinberg Foundation has been promoted to chief operating officer.

Lynn Harwell is now the Barr Foundation's vice president for administration.



Sara Davis, a former PEAK board member, has been promoted to director of grantmaking

operations, insight, and organizational learning at The William and Flora Hewlett Foundation.

Julie Diamond has founded Diamond Philanthropy Advisors, a consulting firm.

Adam Cimino, former PEAK Northern California Chapter membership chair, is beginning a new role as grants officer at the Heising-Simons Foundation.

Sam Caplan has joined Submittable as the vice president of social impact.

Laura Romero of the Blowitz-Ridgeway Foundation has been promoted to grants manager.

Heather Chappell is celebrating five years at Walton Family Foundation as its communications manager.



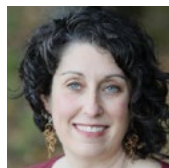
Genise Singleton, co-chair of PEAK's 25th Anniversary Committee, is celebrating 25

years at The Kresge Foundation.

Jennifer Pedroni has been promoted to lead consultant at BDO FMA.

Renee Macon has been promoted to controller at The Cannon Foundation.

Lianna Bishop has been promoted to executive director of the Dohmen Company Foundation.



Deb Vaughn, PEAK Allies Affinity Group co-chair, has started a new role at the Oregon

Community Foundation as program officer, Northern Willamette Valley.

Nicole Feldman has been promoted to grants associate at the Heising-Simons Foundation.

Former PEAK Southeast Membership Chair **Danielle Gray** is now associate director at The Zeist Foundation.

Diane Grossman, who co-chairs the PEAK Small Foundations Affinity Group, is celebrating 20 years at the Sheltering Arms Foundation.

Irene Williams, PEAK Northeast officer, is now Grants Manager at The Leona M. and Harry B. Helmsley Charitable Trust.

Deb Debbaut, PEAK Midwest chair and PEAK 25th Anniversary committee member, is celebrating 25 years at Iowa West Foundation.



Azuredee Webb has started a new role at Marguerite Casey Foundation as

programs administrative partner.

PEAK Southeast Communications Chair **Suzanne Philemon** has been promoted to senior program officer at The Cannon Foundation.

Send your news for the next edition to info@peakgrantmaking.org.

Welcome, New Organization Members

Advancement Strategies & Communications*

American Family Insurance Dreams Foundation

Arabella Advisors*

Astraea Lesbian Foundation for Justice

Bank of Bermuda Foundation

Ben & Jerry's Foundation

Cape Cod 5

Carroll Petrie Foundation

Center for Science in the Public Interest

Claneil Foundation

Community Foundation for South Central New York

Cricket Island Foundation

Dan Murphy Foundation

DMV Collective Giving Network

Dohmen Company Foundation

DuPont

Exponent Partners*

Feeding America

Focus for Health Foundation

Foellinger Foundation

Foundation for Food & Agriculture Research

Foundation for Middle East Peace

Gates Family Foundation

Genentech

Hampton Roads Community Foundation

Independence Public Media Foundation

Jacob & Terese Hershey Foundation

Jane Bancroft Robinson Foundation

JF Roblee Foundation

JustFund

Kerrie Blevins Consulting*

KPMG Foundation

Lucile Packard Foundation for Children's Health

National Center for Family Philanthropy

Network for Good

New Balance Foundation

New Spark Strategy*

Newton and Rochelle Becker Charitable Trust

North Carolina Network of Grantmakers

Ottumwa Legacy Foundation

Overdeck Family Foundation

Park City Community Foundation

Patagonia

PayPal

Posner Foundation of Pittsburgh

PSEG Services Corp.

Quad Cities Community Foundation

Resorts World New York City

Richard M. Fairbanks Foundation

Rosewood Family Advisors*

Samuel Rubin Foundation

Santa Clara Valley Water District

Satterberg Foundation

Science Philanthropy Alliance

Steans Family Foundation

The Community Foundation for Northeast Florida

The Community Foundation of Western North Carolina

The Field Foundation of Illinois

The Frederick A. DeLuca Foundation

The Goizueta Foundation

The Keith Campbell Foundation for the Environment

The Peter and Elizabeth C. Tower Foundation

The Pittsburgh Foundation

The Siragusa Family Foundation

Titcomb Foundation

Tony Macklin Consulting*

United States Energy Foundation

University of California Research Grant Program Office

Walder Foundation

WNC Bridge Foundation

*Consultant Members

Nine Peer Groups Launched This Spring

In 2020, a group of PEAK members came forward with an interest in co-creating communities within our broader network around race and racial equity, the type of funders they work for, the type of learnings they'd like to share—and the changes they'd like to lead—at their organizations.

This year, PEAK created new opportunities for peer connection, learning, and support based on the topics and identities that were lifted up by our community. The response from our community was overwhelmingly positive, with more than 500 members signing on. Meeting up for the first time at PEAK2021 Online were **six affinity groups** centered on networking and peer learning and **three communities of practice** to support our members who are committed to moving the field forward through transforming grantmaking practice.

We are grateful for the leadership of our 23 volunteer co-chairs and we look forward to seeing the many ways in which they continue to build up our community.

Learn more at peakgrantmaking.org/peer-groups.

Grants Management 101—Class of 2021

In April, our inaugural cohort of 75 grants professionals convened for the first installment of a seven-part virtual learning series to build community with peers, learn more about philanthropy and the role of grants management, and gain the context, support, and resources needed to succeed in their careers. A second Grants Management 101 cohort launched in June.

In the opening session, a virtual white-board exercise and small-group breakouts engaged participants in sharing about their career journey and their aspirations. Here's what we heard, in brief:

- **They sought careers in philanthropy seeking purpose-driven work and professional development opportunities.**
- **They entered philanthropy work via previous nonprofit work or by happenstance.**
- **They aspire to build their knowledge of philanthropy, develop technical skills, be a resource for others, and drive positive change.**



Board Leadership Transitions

During the past year, PEAK's board of directors led and served with ingenuity, thoughtfulness, and care. We deeply appreciate the contributions of our outgoing members **Adriana Jimenez**, **Suki O'Kane**, and **Elizabeth Tabita**, and look forward to their continued participation and leadership in our community.

This month, we are thrilled to welcome new board members (from left) **Joshua Abel**, **Janet Disla**, and **Teresita Maz**, and welcome back **Steven Casey**, **Tiauna George**, **Allison Gister**, **Gary Romero**, and **Jane Ward** for a second three-year term.

Learn more about our 2021-22 board of directors at peakgrantmaking.org/board.



Annual Report

In so many ways, 2020 upended our lives and our work. But throughout it all, the PEAK community rose to meet the moment. For our 2020 annual report, we asked some of our members to share their stories and tell us how PEAK is a part of their lives and careers.

Read the report at peakgrantmaking.org/annual-report.

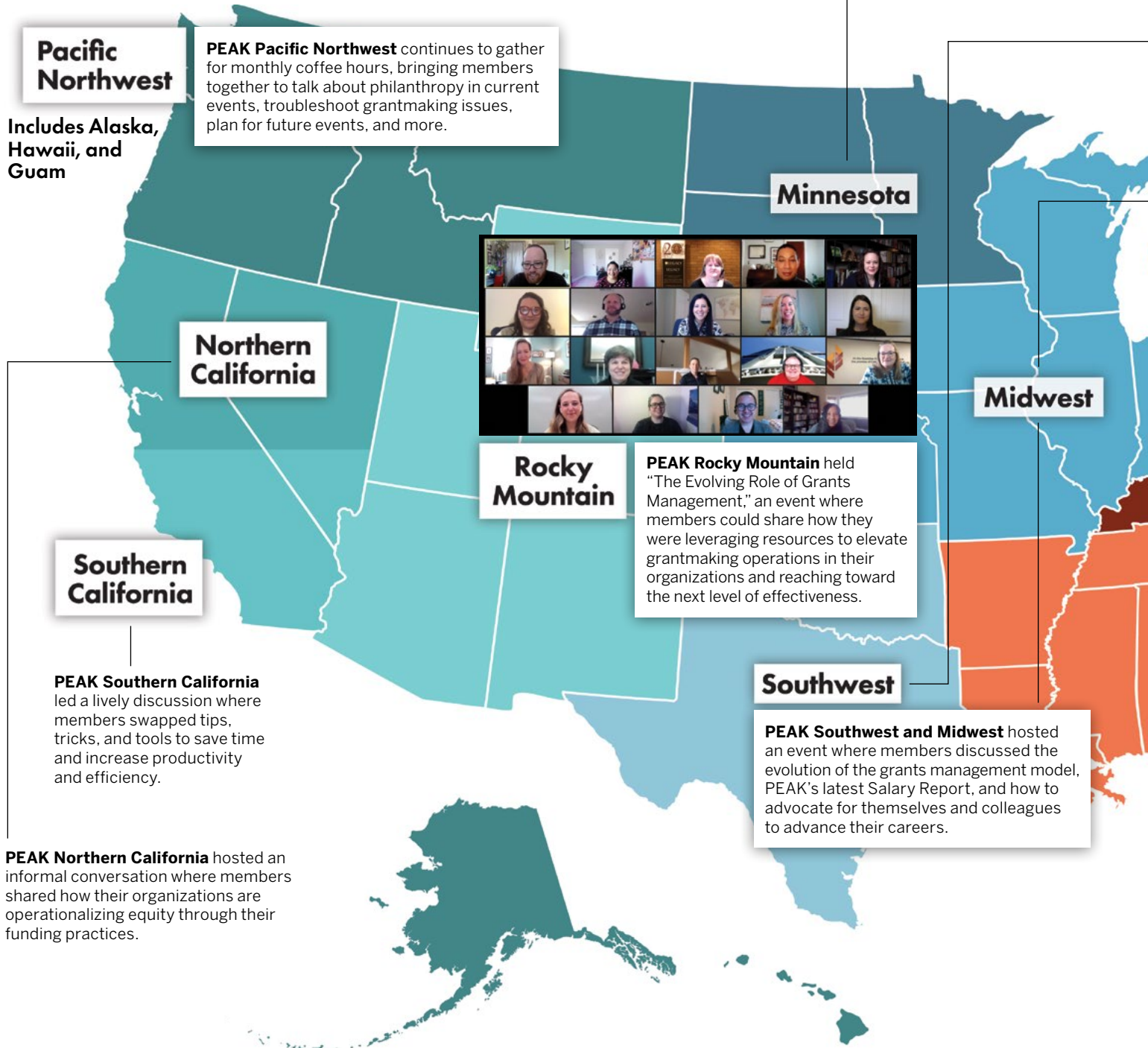
AROUND THE CHAPTERS

Busy in the best way! PEAK's 14 chapters have fully embraced virtual gathering and are meeting more than ever, including at PEAK2021 Online. Meeting styles vary and topics range from networking and peer sharing to learning about equitable practices, self-care, and tactical and technical skills. We offer our deepest appreciation to our chapter leaders who make it all happen and hold space for genuine and thoughtful connection. Truly, you are all PEAK champions!

—Altinay Cortes, Chapter Manager



PEAK Minnesota hosted "Reflections of a Career Advocating for Health in Indian Country" with **Kris Rhodes**, retired CEO of the American Indian Cancer Foundation, who reported on the current state of health in Indian country and how philanthropy can help.





PEAK MidEast, Midwest, and Southwest hosted their biggest chapter collaboration ever! New PEAK board member **Joshua Abel**, grants manager and in-house counsel at the Nina Mason Pulliam Charitable Trust, led a discussion around common legal issues for private foundations.

In collaboration with the PEAK national team, **PEAK Northeast** is preparing to pilot a mentoring program. *See sidebar to learn more.*

PEAK New England convened a discussion on how grants management professionals can drive equity in grantmaking and promote antiracism in their organizations and in their own lives.

Back in 2020, **PEAK Delaware Valley** hosted PEAK's first "Quarantini" happy hour. This May, they held their first "Mingle Mingle Chat Chat" at PEAK2021 Online! During this tumultuous time, this chapter keeps social connection, creativity, and fun front and center.

PEAK Greater Washington, DC hosted a session centered on PEAK's Narrow the Power Gap Principle, discussing how to build better applications and report forms to support and strengthen relationships with applicants and grantees.

PEAK Southeast hosted "Coffee Power Hour" and encouraged members to share helpful tech tips learned while adapting work and grantmaking practices during these challenging times.

PEAK Florida hosted peer-to-peer discussions around topics like vulnerability and organizational culture post-pandemic, creating a forum where members could lean on one another for support and resources.

Includes Puerto Rico and US Virgin Islands

PEAK's First Mentoring Program



This July, a pilot mentorship program will launch in collaboration with the PEAK Northeast Chapter in the memory of **Orneata Prawl**, one of PEAK's beloved founding members and an early chapter volunteer leader.

This program seeks to connect mentors with mentees based on their skill sets, preferences, and lived experiences both within and beyond the workplace. The pilot program will run through June 2022.

We approach this pilot from a learner mindset and are already exploring creative ideas to bring mentorship to our broader community later this year.

Special thanks to the PEAK Northeast leadership team and our dedicated selection and planning committee volunteers for co-creating this program with us.

Contact Altinay Cortes with questions at altinay@peakgrantmaking.org.

PEAK2021 Online is in the past, but those eight days of thought leadership around the themes of community and equity remain as vivid as ever.

More than 1,300 participants joined for a record level of conference participation. Chapter meetings, peer groups, and social events brought us closer to colleagues. Wellness activities centered us and soulful musical performances lifted us up. The strength and spirit of the PEAK community shone through in each and every breakout session.

Thank you to our amazing conference co-chairs Shonda Barnett, Candy Champion, and Sue Fulton and all of our committee members for co-creating the experience with us. Here are a few of the many, many highlights!

Visit peakgrantmaking.org/PEAK2021online to learn more.



Black Voters Matter founder **LaTosha Brown** (above) opened the conference by asking attendees to consider what possibilities would exist if racism was eliminated. In order to make this happen, funders need to invest in change, lean in to difficult conversations, and radically reimagine the systems and structures that underpin our society. “Philanthropy, you have an opportunity,” Brown said. “This is our moment. We don’t have to be transactional or continue the way we’ve been continuing. Part of the paradigm of change is changing ourselves.”

A panel discussion delved into how Justice Funders’ Resonance Framework can be used by institutions to take a close look at their practices and identify what could be adopted, adapted, or

eliminated so that an organization can live its values and be a more effective funder. Justice Funders’ **Maria Nakae** offered this key piece of advice: “Shift from extractive to regenerative practices that minimize work on the part of the organization so that they can get the resources they need to do their work, such as making multi-year general operating grants.”

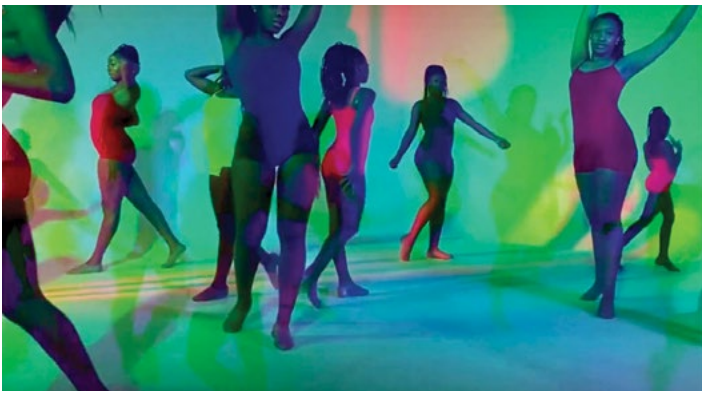
A discussion led by PolicyLink’s **Michael McAfee** and **Amanda Navarro** emphasized the need for grants professionals to leverage their position and help funders craft strategies that align actions with professed values and build trust between funders and communities. “Put the power in the hands of BIPOC leaders on who gets funding, who gets money and what gets done,” Navarro said. “Funders no longer should be in the driver’s seat deciding what work gets funded—the community should decide that.”

According to journalist and scholar **Pamela Newkirk** ensuring equal and equitable opportunity instead requires leadership and intention to identify and break down professional barriers. “Race doesn’t determine whether or not one will win or lose,” Newkirk said. “If all of us have opportunity, we’ll all benefit from that opportunity. It is not a zero-sum game.”

A panel discussion led by Fluxx’s **Kerrin Mitchell** explored the idea of transcendent philanthropy, the practice of attuning ourselves to others and contributing to benefit all parties. “Get people back in relationship with each other,” Lumina Foundation’s **Tim Robinson** advised. “If you can’t see each other as humans, you can’t get over those barriers.”



PEAK2021 online wrapped with a candid conversation among four dynamic leaders who are women of color: (clockwise from top left) **Satonya Fair**, **Crystal Hayling**, **Carmen Rojas**, and **Sherece West-Scantlebury**. They spoke about how they each are reimagining how they are working to fulfill the missions of their organizations. “Change starts with you and it starts with your org,” Fair said. “You have to do it inside before you can do it outside.”



Restrictions around enjoying live performances in person didn't stop us from appreciating the talents of **Norma's Academy of Dance**, Latin Flamenco band **Kimera**, and the “Black Girl Magic” of singer/songwriter **Mayyadda**. In addition, attendees were treated to a virtual tour of the **International Civil Rights Center & Museum**, which featured the original Woolworth lunch counter where in 1960 four Black college students led a sit-in to protest racist policies and launched a larger movement to fight inequity.



New Orleans brass jazz band **Parigi** played us out as we wound down our 2021 conference. But we are already looking forward to seeing our community in person at PEAK2022 NOLA next March! Look for our call for speakers this summer and registration to open this fall.

#PEAKis25

Help Us Tell the Story **We All Share**

Our 25th anniversary celebrates the evolution of PEAK Grantmaking and how our community is transforming philanthropy. Help us show the world how far we've come as we look forward to PEAK's next chapter.

Visit our Story Center at peakgrantmaking.org/25years to share a favorite PEAK photo, tell us about a favorite PEAK memory, and submit a selfie video wishing PEAK a happy 25th anniversary!



VISION 2008: MEMBERSHIP

In 2008 GMN will...

- HAVE MORE ACTIVE PARTICIPATION WITH MEMBERS! VICE-VERSA
- HAVE MORE MEMBERS. Incl. New Finances
- ACTIVELY DO OUTREACH WITH MEMBERS
- HAVE MORE COMMUNICATIONS WITH AND FROM MEMBERS
- STRONG NETWORKS BY REGION & PERHAPS CATEGORY OF OTHER GROUPINGS

