

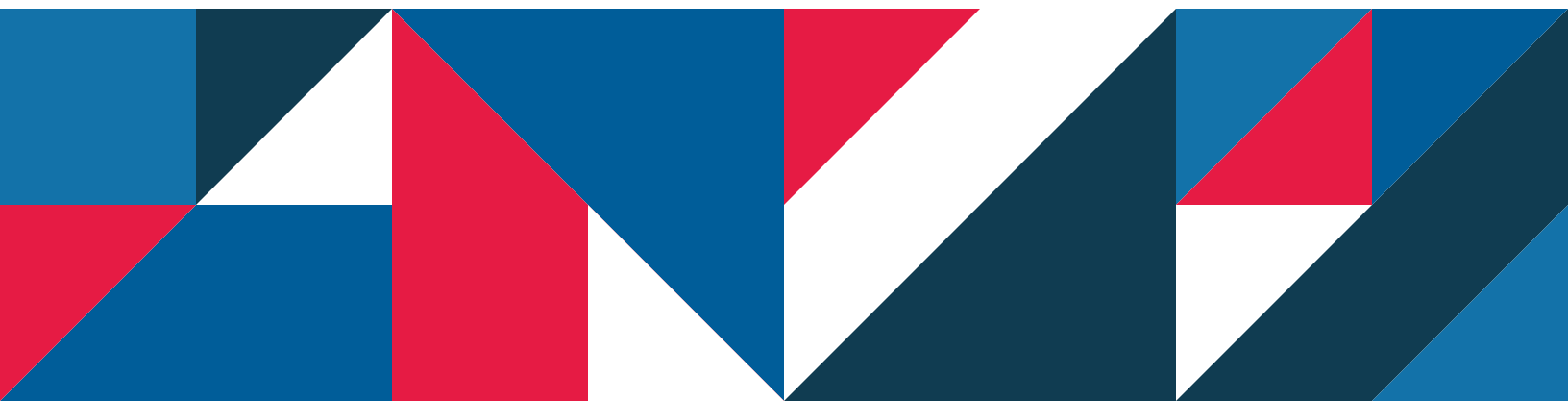
Anchored in Our Mission

Johnson Center Annual Report

FISCAL YEAR 2020-2021



Dorothy A. Johnson Center
FOR PHILANTHROPY



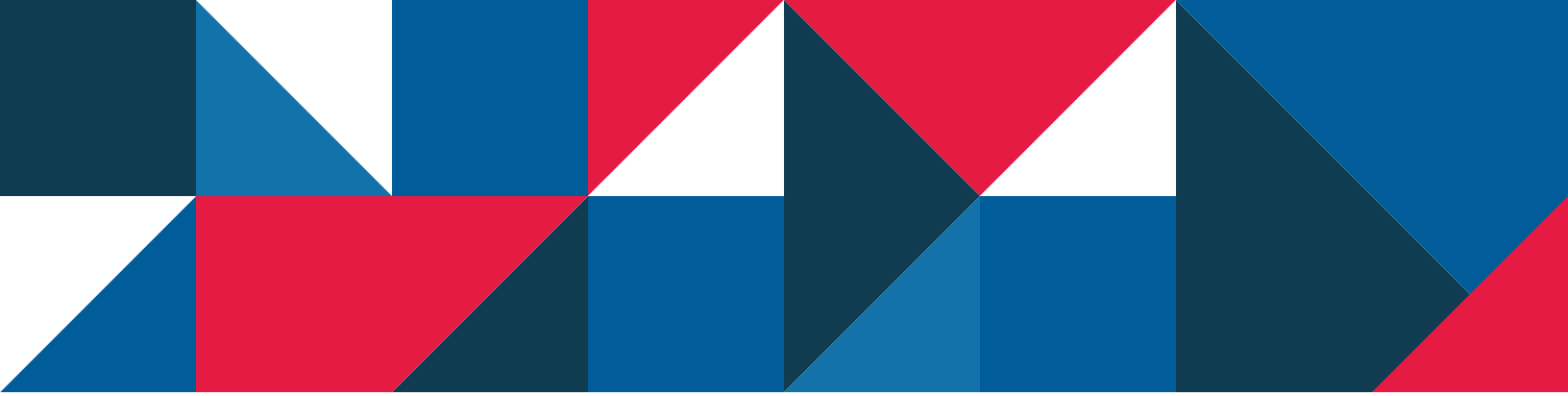


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Dorothy A. Johnson Center for Philanthropy

The Dorothy A. Johnson Center for Philanthropy at Grand Valley State University was established in 1992 with support from the W.K. Kellogg Foundation. Our mission is to be a global leader in helping individuals and organizations understand, strengthen, and advance philanthropy, resulting in a smart, adaptive sector that helps create strong, inclusive communities.

We put research to work with and for professionals across the country and the world. Through professional education offerings; research, evaluation, and consulting services; and bold thinking to advance the field, we support a philanthropic ecosystem defined by effective philanthropy, strong nonprofits, and informed community change.

A Message From Our Executive Director

In 2017, the Dorothy A. Johnson Center for Philanthropy adopted a new five-year strategic framework and refined our mission: to be a global leader in helping individuals and organizations understand, strengthen, and advance philanthropy. We set our eyes on the horizon — 2021.

Now that horizon is the ground we stand on. Our strategic framework has proven to be a solid anchor as our team and our sector have withstood an historic era of uncertainty. Our key principles — to advance applied research, to offer world-class professional development and data tools, to incorporate a global perspective on philanthropy, and to be responsible stewards of our human and fiscal resources — continue to resonate profoundly with us, with our GVSU colleagues, and with our partners.

At the close of the 2020-2021 fiscal year, we see the ongoing relevance and importance of these strategic priorities. The crises of the past 18 months have illuminated and heightened the need for those who work in the philanthropic sector to do their work differently, with a focus on inclusion and equity. Philanthropy practitioners need support to develop not only mission-area expertise, but deep facility with the day-to-day functions of their roles and increased mindfulness about the how, not only the what of their work.

It will be our work in the years to come to help provide those supports. Our recently launched interactive data portal, [Community Insight](#), will be a huge asset to communities and networks working to visualize and address systems change. We are mining our database of 30+ years of IRS Forms 990 to forecast challenges and areas of strength in the sector. Our competency-based digital badging program in philanthropy is on the cusp of launch this fall. Workshops and courses in fundamental skills and knowledge areas will prepare practitioners for professional excellence that is rooted in connections to community and recognize their expertise with a university-issued credential.

This year, we launched a completely redesigned Johnson Center website. The process of redefining, reprioritizing, and reorganizing our content sharpened our vision for our programs and partnerships. Visitors to our homepage are now greeted by a clear articulation of the key pillars of our mission:

- Competency-based professional development for philanthropy practitioners
- Applied research and evaluation projects to advance effective practice
- Resources and data tools to inform strategy and broaden perspectives

Even as we continue to push through this trying time, we are confident and optimistic that the work we're pursuing will ultimately play a meaningful part in philanthropy's efforts to build stronger, more inclusive communities where we all can rebuild and thrive. I invite you to join us by following and supporting our work. Visit JohnsonCenter.org to learn more.



A handwritten signature in black ink, reading "Teresa R. Behrens".

Teresa (Teri) Behrens, Ph.D.
Executive Director

Dorothy A. Johnson Center for Philanthropy

A Message From the Acting Dean of the College of Community and Public Service

In June 2020, Grand Valley State University announced its intention to merge the College of Community and Public Service (CCPS) with the College of Education. After intense and deeply thoughtful work on the part of many of our colleagues at GVSU, these units relaunched together as the College of Education and Community Innovation in July 2021.

In the middle of this fiscal year, our distinguished dean — George Grant, Jr., whom you heard from in this venue last year — accepted a position as chancellor of Penn State Berks. He moved to Pennsylvania to take up that new role at the end of December 2020. George departed after nearly 13 years of leadership at CCPS — including the Johnson Center.

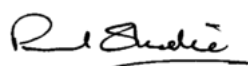
These shifts gave us the opportunity to consider how the Johnson Center can be best positioned and supported within the university community. As an academic center of excellence with a practitioner-focused mission, the Johnson Center is a well-respected and unique unit within our institution. There was a great desire to ensure that wherever the Johnson Center sits, it can be supported by leadership that understands and appreciates the complex work of advancing philanthropic practice.

Therefore, as of August 2021, the Johnson Center now sits within the administrative leadership of Dr. Robert Smart, the Vice Provost for Research Administration and Executive Director of the Center for Scholarly and Creative Excellence. Robert is a tremendously talented scholar and leader — an advocate for all his teams, this university, and the tens of thousands of students and lifelong learners we serve.

This move concludes the Johnson Center's 15-year chapter as a part of CCPS — and my seven-year tenure as direct supervisor for the Johnson Center's executive director. I have truly enjoyed the opportunity to work closely with the Johnson Center's innovative and passionate staff. Their applied research, professional development offerings, and rigorous data tools are helping to power stronger, more inclusive communities. I wish them well — and I'll watch, with interest, this exciting new chapter in their history.

So many things have changed in higher education in the past 18 months — and sadly, we are not yet all the way through this tunnel. GVSU is boldly committed to taking all necessary measures to keep our communities safe and to continue providing a world class academic experience.

Be well, and be safe.

A handwritten signature in black ink that reads "Paul Stansbie". The signature is written in a cursive style with a horizontal line underneath the name.

Paul Stansbie, Ph.D.
Acting Dean for Personnel & Community Engagement,
College of Community and Public Service
Grand Valley State University



Highlights

July 2020 through June 2021

	<p>September 1, 2020</p> <p>Michael Layton, Ph.D. joins the Johnson Center as the second holder of the W.K. Kellogg Community Philanthropy Chair.</p>	<p>December 2, 2020</p> <p>A completely redesigned JohnsonCenter.org is launched! The new website features improved navigation, a robust resource library, and an updated look.</p>	<p>December 8, 2020</p> <p>A preview of our Program Officer Competency Model is released to our peers and partners to share how competency models can improve effectiveness and inclusivity in philanthropy.</p>
<p>December 15, 2020</p> <p>An Evaluation of Private Foundation Model Portfolios, Investment Returns, & Payout Rates, the first in a series of three new reports, is published in partnership with the Council of Michigan Foundations.</p>	<p>January 19, 2021</p> <p>Our fifth annual 11 Trends in Philanthropy report is published, looking back on five years of trends coverage to assess how the many forces at work in philanthropy continue to impact our field.</p>	<p>March 16, 2021</p> <p>The full Program Officer Competency Model is released, offering a new and useful framework for foundations and those looking to advance their career in philanthropy.</p>	<p>March 17, 2021</p> <p>An Evaluation of Community Foundation Investment Returns & Payout Rates is released. It is the second report in a series of three produced in partnership with CMF.</p>
<p>April 6, 2021</p> <p>Michael Moody, along with research partner Sharna Goldseker and graduate assistant Holly Honig, releases the results of their research into next gen donor responses to 2020's crises.</p>	<p>April 29, 2021</p> <p>The Johnson Center partners with Hispanics in Philanthropy and WINGS to present a Spanish-language webinar exploring trends in philanthropy from a Latin American perspective.</p>	<p>May 5, 2021</p> <p>Community Insight goes live! The development of this new, interactive, online data tool was led by Jeff Williams, Brian Herron, and Kallie Bauer in our Community Data and Research Lab.</p>	<p>May 11, 2021</p> <p>Tamela Spicer and Leslie Staroneck join Yodit Mesfin Johnson to lead an Upswell Pop-Up session called "Championing Your Board as a Powerful Advocacy Voice."</p>
<p>May 27, 2021</p> <p>Our Nonprofit Competency Model for Inclusive Leadership is released. Practitioners are invited to give feedback, ask questions, and make suggestions for further evolving the model.</p>	<p>June 25, 2021</p> <p>In partnership with Hispanics in Philanthropy, the Johnson Center publishes the first-ever Spanish-language summary of each article in <i>11 Trends in Philanthropy for 2021</i>.</p>	<p>June 23, 2021</p> <p>The final in a three-part report series, Analysis of Donor Advised Funds from a Community Foundation Perspective, is published in partnership with the CMF.</p>	<p>June 30, 2021</p> <p>Juan Olivarez, Ph.D. completes his three-year term as Distinguished Scholar in Residence for Diversity, Equity, and Inclusion. We look forward to Juan's future work as a brilliant community leader!</p>

Progress on Our Strategic Priorities

We continue to make progress on the strategic priorities we identified in 2018-19.

Much of our work this year focused on solidifying the courses, capacities, and partnerships we need in order to launch a successful badging program through GVSU and to support a robust practice in large-scale data analysis and interpretation. These two areas of focus are coming to fruition in FY2020-21.



Strategic Priority 1: Develop a two-year applied research agenda that informs and guides our work.

In FY2018-19, our leadership team identified a list of research priorities that would guide our work for the next two years. While changes in staffing, expertise, and the needs of our field have affected the projects we ultimately chose to pursue or set aside, we can look back on two years of applied research today with great feelings of accomplishment.

Diversity, equity, and inclusion in philanthropy; inclusive growth

Juan Olivarez concluded his three-year appointment with the Johnson Center this summer. Research Associate Trish Abalo joined our team in September 2020 to assist Juan with his final year of programming and study. Together, they focused their efforts on advancing two key efforts: 1) the development of a talent pipeline for more diverse philanthropy professionals, and 2) establishing the groundwork for an inclusive growth movement in West Michigan.

This summer, Juan and Trish completed a research study evaluating the capacity building needs of leaders of color working at BIPOC-founded and BIPOC-led nonprofits in Kent County, Michigan. The results of their study, which will be published in 2022, will have far-reaching implications for how funders and field-building organizations like the Johnson Center serve these critical practitioners.

Juan and Trish also completed a seminal documentary on inclusive growth in Kent County. Collaborating with Rev. Joe Jones, a Grand Rapids City Commissioner and founder of the Hekima Group, LLC, this team interviewed 30 local leaders and luminaries to ask how we can build an economy where everyone thrives. [Watch the documentary online.](#)

We are eager to continue Juan's transformational work. In collaboration with local, state, and national partners, we are considering the best ways forward.

Family and individual donor journeys

Michael Moody continued work on the multi-year Donor Journeys Initiative via two significant projects: 1) recruiting family donors to contribute the story of their learning journeys to a book project, and 2) conducting an evaluation of the Greater Houston Community Foundation's next gen giving circles.

Giving circles and collective giving

Michael Layton, the new W.K. Kellogg Community Philanthropy Chair, joined the Johnson Center in September 2020. He has been developing partnerships and exploring opportunities with organizations like Philanthropy Together as he formulates his research agenda for this role. Reflecting his unique experience as a long-time scholar of community philanthropy in Mexico, Michael is currently pursuing research opportunities at the intersections of giving circles, community foundations, and global philanthropy.

Foundation exits, including program closures and spend-downs

Teri Behrens continues to facilitate a peer learning group of foundation CEOs/Presidents from spend-down foundations. This year their work has concentrated on sharing lessons and challenges from the pandemic and developing a resource guide for their peers fieldwide.

Competency models for foundation and nonprofit roles

We proudly presented both our Program Officer Competency Model and our Nonprofit Competency Model for Inclusive Leadership to the field this year. [Explore both models on our website.](#)

IRS Form 990 data

The Johnson Center holds the nation's largest longitudinal database of IRS Forms 990 in the country. We routinely mine this trove of 30+ years of nonprofit tax filings for information about regional trends and distinctions, payout rates by foundation type, and other questions. We are in the process of using this data to map the universe of nonprofits within our interactive public data portal, [Community Insight](#).



Strategic Priority 2: Disseminate findings and our knowledge of the field and trends at conferences and through scholarly and practitioner-focused publications.

Johnson Center staff presented on topics such as philanthropy and the U.N. Sustainable Development Goals, foundation and donor advised fund payout rates, and trends in philanthropy at several virtual conferences, convenings, and organization-specific events (e.g., annual trustee meetings) this year, including:

- **Teri Behrens, Michael Layton, and Jeff Williams** all presented at the Council of Michigan Foundations' 48th Annual Conference in October 2020.
- **Michael Moody** was a co-panelist with Lovelight Foundation's Alissandra Elizabeth Aronow for the Family Foundation Midwest Webinar Series in February 2021.
- **Jeff Williams** and Brittany Kienker of CMF presented on foundation payout rates at Foundations on the Hill in March 2021.
- In April 2021, **Michael Layton** participated in a [Spanish-language webinar](#) co-hosted by Hispanics in Philanthropy and WINGS based on our [11 Trends in Philanthropy for 2021](#) report
- **Tamela Spicer** and **Leslie Staroneck** partnered with Yodit Mesfin Johnson of Nonprofit Enterprise at Work to present on nonprofit board advocacy for an [Upswell Pop-Up session](#) in May 2021

This year we also completed the redesign and launch of a brand new [JohnsonCenter.org](#). Our website is the most important platform we have for the dissemination of our research and thought leadership, and we were eager to improve its functionality, messaging, and overall feel.

The new website, developed with generous support from GVSU's Office of the Provost, was built with an eye toward making our resources and tools more easily available and searchable. Our blog platform is now purpose-built, with a fresh, modern design. Our resource library combines our archive of reports and publications with new materials from across our scholarship. And we transitioned our existing Field Focus content series to a new home, called [Collections](#), where topical series are featured and frequently refreshed.



Strategic Priority 3: Collaborate with other units in GVSU to develop badging processes.

GVSU is ramping up its badging programs university-wide. This process is centered with a committee of over four dozen faculty and staff who are directing the infrastructure and systems necessary to operate a successful badging program, e.g. adopting a new university-wide learning management system.

The Johnson Center's digital badging program is a pioneer within GVSU. Our first badge — Grantmaking Financials — was approved in December 2020, and a second badge in Nonprofit Board Leadership was approved shortly thereafter. We are hard at work implementing systems that will enable us to launch our digital badging program to the public in 2022.



Strategic Priority 4: Deliver a continually evolving, first-in-class suite of online and in-person educational services for foundations, donors, and nonprofit leaders.

We are rapidly and thoughtfully developing new programs to meet the quickly evolving needs of the philanthropic sector and to build out our badging program. New workshops launched this fiscal year include:

- **990 in 90, Parts 1 and 2.** A guided tour of the IRS Form 990, including the different form types, locating included information, and strategies for interpreting what you find.
- **Philanthropy's Quest for Equity: Past. Present. Future.** Examining milestones over 150 years of philanthropic history
- **Scenario Planning: Confident Decision-Making in Certainty & Uncertainty.** Using data, frameworks, and tools to mentally and operationally prepare for whatever's ahead.

We kept our professional development programs virtual for the remainder of 2021 for two reasons: first, in the interest of public and personal safety. Second, we saw a tremendous boost in geographic origin among our program attendees by moving online. We want to remain available to a larger audience of practitioners by removing the barriers of travel time and cost. We are still considering which programs to keep online and which to offer in person again, once it is safe to do so.



Strategic Priority 5: Recruit, hire, and retain a diverse, talented, and engaged staff that supports and advances the work.

The Johnson Center hired two new staff this year. Michael Layton, Ph.D. joined the Johnson Center September 1, 2020 as the second holder of the W.K. Kellogg Community Philanthropy Chair. Trish Abalo joined our team the same month as a research associate supporting the work of Juan Olivarez, Ph.D. and the Community Data and Research Lab.



Strategic Priority 6: Develop a fundraising plan to increase funding through endowments, unrestricted support, and project funding.

This winter, the Johnson Center worked closely with an external consultant supported by the GVSU President's Office to update and refine the business plan we originally laid out in 2018-2019. This process resulted in a fresh five-year plan that is clear, innovative, and affirming of the direction and partnerships we have been pursuing for the last several years. This plan includes a strategy to pursue:

- Increasing our capacity for fundraising and business development
- New relationships with corporate philanthropy
- Multi-year, multi-partner projects that build the field and provide sustainable revenue streams

Diversity, Equity, and Inclusion in Philanthropy: Three Years with the Johnson Center

When Juan Olivarez, Ph.D., joined the Johnson Center for a three-year term as Distinguished Scholar in Residence for Diversity, Equity, and Inclusion (DEI) in 2018, he came with a crucial mandate: to better understand and document the status of philanthropy's efforts in the realms of diversity, equity, and inclusion.

Juan concluded his term at the end of June 2021. His three years here were busy — sometimes impossibly so — bustling with community convenings, speaking engagements, and expansive research. Still, there remains so much to be done.

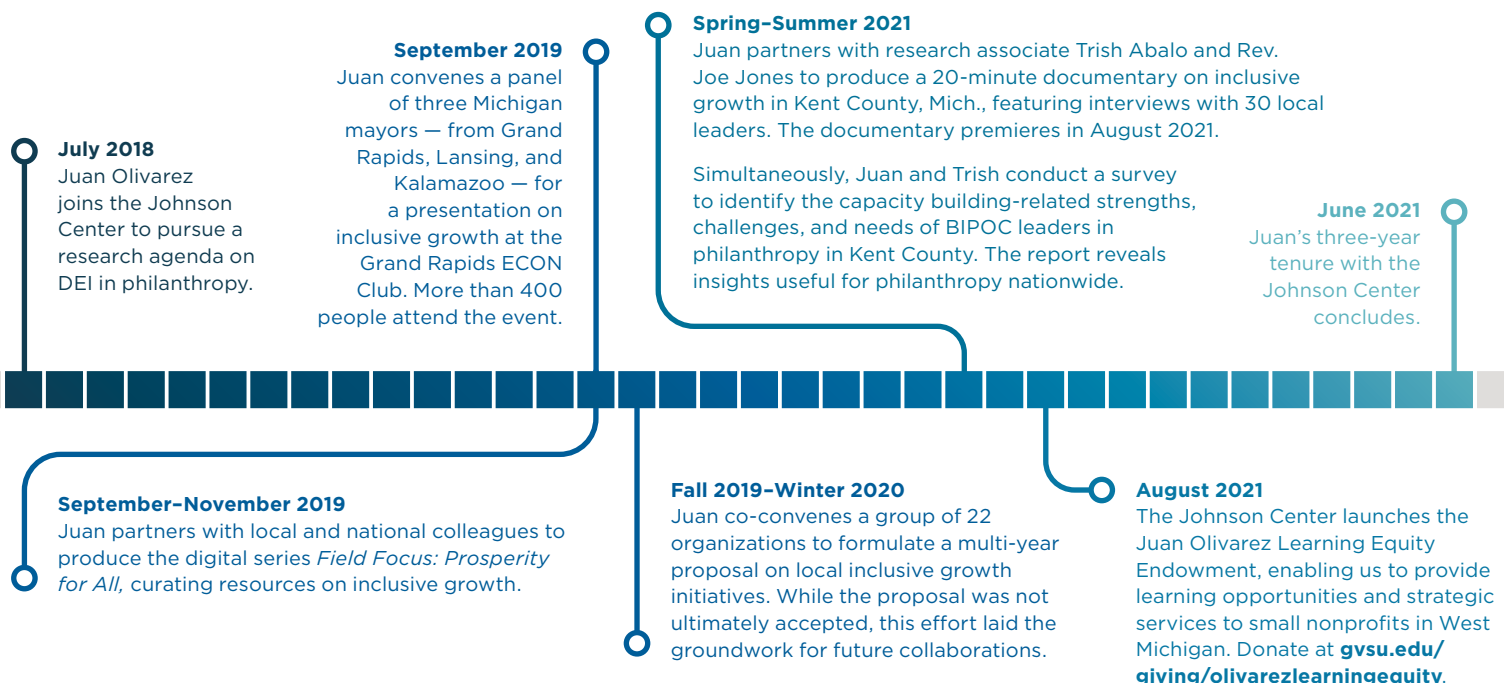
Juan's work focused on understanding and advancing the movement for inclusive growth and supporting local efforts to develop a more diverse and inclusive talent pipeline. He served as a brilliant and empathetic liaison and advocate for many community organizations.

Here at the Johnson Center, he collaborated across teams and projects — helping to redesign our professional development offerings to center equity, advising and leading search committees for open positions, and sharing his incredible wisdom and kindness, among other roles.

Though Juan's term as DEI Scholar has ended, he still works with us and inspires us daily. We continue to think about and explore the research questions related to inclusive growth and equitable workforce development that Juan and his collaborators identified in the past three years.

Additionally, we are delighted to share the creation of the Juan Olivarez Learning Equity Endowment — a fund that will empower us to continue pursuing Juan's work with small nonprofits in West Michigan. Learn more and donate by visiting JohnsonCenter.org/DEI.

"I only scratched the surface of these broad and complex subjects in the sector. Much more needs to be done to incorporate the values and principles of [DEI]... This will only come through more listening, data collection, research studies, and the development of effective tools to assist in the implementation of best practices."



Finances and Financial Narrative

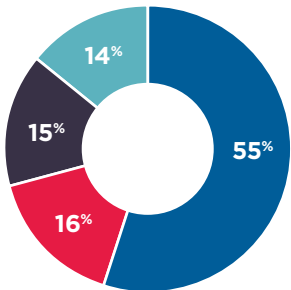
We are committed to ensuring our organizational sustainability by securing and stewarding the human, financial, and intellectual resources necessary to support our mission. As an academic center of GVSU, the university provides significant support for our operations in the form of administrative and facility costs and allocations from the GVSU general fund. The Johnson Center is responsible for raising the earned and contributed revenue necessary to cover our remaining annual budget of approximately \$3.5 million.

Our expenses are covered by a diverse funding mix that include program revenues, general operating support, and earnings from several endowments. In the coming year, the Johnson Center plans to strengthen the role of contributed revenue in powering our mission and strategic priorities. In particular, we will seek increased funding to support the expansion of our data work and the creation of new and updated curricula for our badging program.

We deeply value our relationships with the many passionate donors, partners, and clients who empower our work. Together, we are building a world that is shaped by smart, adaptive, and effective philanthropy.

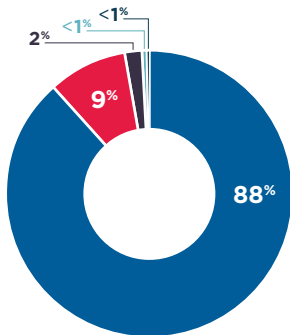
Funding and Expenses for Fiscal Year 2020-21 (July 1, 2020–June 30, 2021)

Direct Expense Funding



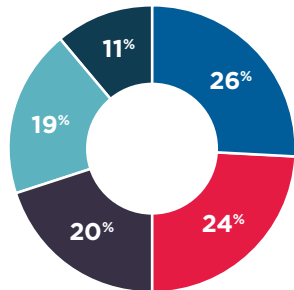
- 55%** Program Revenues
- 16%** GVSU General Fund
- 15%** Endowment Earnings
- 14%** Underwriting & Other Investment

Expenses by Category



- 88%** Personnel
- 9%** Purchased Services
- 2%** Other
- <1%** Supplies & Computers
- <1%** Travel & Meetings

Expenses by Program Area



- 26%** Community Data & Research Lab
- 24%** Chairs & Scholars
- 20%** Learning Services
- 19%** Operations
- 11%** Communications & Engagement



Donors & Grantmakers, 2020-2021

Individual Donors

Dr. Salvatore P. Alaimo
Dr. Teresa Behrens & George Schimmel
Robert & Diane Collier
Dorothy A. Johnson
John C. & Cheryl N. Kasdorf
Dr. André Kimboko & Dr. Priscilla J. Kimboko
Dr. Michael D. Layton
Arend & Nancy Lubbers
Victoria Martin
Dr. Juan & Mary Olivarez
Dr. Joel & Florence Orosz
Pat Robinson & Dan Robinson
J. Michael Schultz
Alan Van Noord
Kate Pew Wolters

Institutional Donors & Grantmakers

Charles Stewart Mott Foundation
Frey Foundation
Grand Haven Area Community Foundation
Grand Valley State University Provost's Office
KRW Foundation
The JOSH Fund
The Kresge Foundation
Wege Foundation

2021 Funder-Grantee Dialogue Series Sponsors

Frey Foundation
Grand Rapids Community Foundation
Hudson-Webber Foundation
Lake Michigan Credit Union
Ralph C. Wilson, Jr. Foundation
Skillman Foundation

The Foundation Review

ISSUE SPONSORS

Charles Stewart Mott Foundation
Lumina Foundation
The Kresge Foundation
Woodward Hines Education Foundation

ARTICLE SPONSORS

Dutch Charity Lotteries
Jewlya Lynn, PolicySolve
Clare Nolan, Engage R+D
Peter Waring, Ridgeway Information
Center for Evaluation Innovation
California Health Care Foundation
Blue Shield of California Foundation
McKnight Foundation
Community Science, Inc.
Bridgeway Partners
Essex County Community Foundation
The California Endowment



Clients, 2020-2021

3:11 Youth Housing
Amway
ARB Meetings and Events, LLC
Association of Fundraising Professionals
West Michigan Chapter
Center for Nonprofit Resources
Community Foundation for Muskegon County
Community Foundation of Elkhart County
Community Foundation of Greater Fort Wayne
Council of Michigan Foundations
Data Driven Detroit
Deaf and Hard of Hearing Services
DTE Energy Foundation
Fair Housing Center of West Michigan
Festival of the Arts - Grand Rapids
Fifth Third Bank
First Steps Kent
Fremont Area Community Foundation
Girls on the Run Kent & Muskegon Counties
Grand C.I.T.Y. Sports
Grand Rapids Community Foundation
Grand Rapids Public Schools Foundation
Grand Valley State University Provost's Office
Grand Valley State University Career Center
Heising-Simons Foundation
Home Repair Services of Kent County
KConnect

Lakeshore Nonprofit Alliance
Land Trust Alliance - Midwest
Michigan After-School Partnership
Michigan Certification Board for
Addiction Professionals
Michigan College Access Network
Michigan Community Service Commission
Michigan Department of Health & Human Services
Michigan Economic Development Corporation
Michigan Nonprofit Association
Michigan Recycling Coalition
Michigan State Housing Development Authority
MOKA Corporation
NY Funders Alliance
Office of the Foundation Liaison
Ralph C. Wilson Jr., Foundation
Sparta Education Foundation
State of Michigan
Susan G. Komen Greater Detroit
The Joyce Foundation
The Susan Thompson Buffett Foundation
Traverse Connect
United Way of Southwest Michigan
Volunteer Management Association of West Michigan
W.K. Kellogg Foundation
West Michigan Asian American Association, Inc.

Our Leadership and Advisory Councils

Meet Our Leadership Council

The Johnson Center's Leadership Council advises on our strategic direction. We would like to thank the members for providing their time and expertise to help shape the center's direction.

David Egner, Co-Chair

President & CEO
Ralph C. Wilson, Jr. Foundation

Kate Pew Wolters, Co-Chair

President
Kate and Richard Wolters Foundation

Dan Cardinali

President & CEO
Independent Sector

Donna Murray-Brown

President & CEO
Michigan Nonprofit Association

Robert Collier

Trustee
Russell and Annabelle Woodard Family Fund

Joel J. Orosz, Ph.D.

Distinguished Professor of
Philanthropic Studies Emeritus
Grand Valley State University

Mae Hong

Vice President
Rockefeller Philanthropy Advisors

Diana R. Sieger

President
Grand Rapids Community Foundation

Dorothy A. Johnson

President Emeritus
Council of Michigan Foundations

Paul Stansbie, Ph.D.

Acting Dean
College of Community and Public Service
Grand Valley State University

Arend D. Lubbers

President Emeritus
Grand Valley State University

The Foundation Review Editorial Board

Robert Ashcraft, Ph.D.

Lodestar Center for Philanthropy and
Nonprofit Innovation
Arizona State University

Hallie Preskill, Ph.D.

FSG Social Impact Consultants

Patricia Patrizi

Patrizi Associates

Patrick Rooney, Ph.D.

Indiana University
Lilly Family School of Philanthropy

Michael Quinn Patton, Ph.D.

Utilization-Focused Evaluation



Johnson Center Staff, 2020-2021

Trish Abalo

Research Associate

Kallie Bauer, M.B.A.

Project Manager

Teri Behrens, Ph.D.

Executive Director

Emily Brenner

Program Associate

Sherry Collver

Unit Coordinator

Julie Couturier, CPA

Director of Operations

Jamie DeLeeuw, Ph.D.

Research Manager

Carol Glanville, M.A.Ed.

Program Manager

Tiana Hawver, M.S.

Office Coordinator

Brian Herron

Web Developer

Karen Hoekstra

Marketing and
Communications Manager

Michael Layton, Ph.D.

W.K. Kellogg Community
Philanthropy Chair

Tory Martin, M.A.

Director of Communications
and Engagement

Michael Moody, Ph.D.

Frey Foundation Chair for
Family Philanthropy

Juan R. Olivarez, Ph.D.

Distinguished Scholar in Residence
for Diversity, Equity, and Inclusion

Adriana Paz, M.S.C.I.S.

Senior Database Administrator

Kevin Peterson

Program Associate

Pat Robinson, M.P.A.

Associate Director of Special Projects

Mandy Sharp Eizinger, M.S.

Program Manager

Tamela Spicer, M.A.

Program Manager

Leslie Starstoneck, M.S.W.

Director of Learning Services

Melyssa Tsai O'Brien, M.P.H.

Research Manager

Jeff Williams, M.A., M.B.A.

Director, Community Data
and Research lab

K. Aaron Yore-VanOosterhout, Ph.D.

Research Manager