Weathering and Building

Annual Report

2025-2026

DOROTHY A. JOHNSON CENTER FOR PHILANTHROPY
GRAND VALLEY STATE UNIVERSITY®

Annual Message | Leadership Perspectives

We are living through an extraordinary moment. At the Johnson Center, we don't take lightly what today's pressures mean for the people doing social sector work, from the nonprofit executive weighing whether a program can survive another fiscal year, to the funder trying to make sound grants amid volatility, to the community leader holding together a coalition under strain. This is a difficult and challenging time for our sector and the causes it champions, and it deserves to be named as such.

It's also, we believe, a moment that calls for something the Johnson Center has always tried to offer: research and resources that help people see more clearly when the path forward isn't obvious. That has meant developing tools and frameworks to help organizations facing financial distress consider their full range of options before assuming that closure is inevitable. It has meant equipping community foundations and funders with sharper ways to understand local capacity and need. And it has meant continuing to steward *The Foundation Review* as a space where practitioners and researchers alike can access evidence-based thinking, not just theory or intuition.

As part of Grand Valley State University, we hold a particular responsibility — and privilege — in this work. A university exists on the premise that learning doesn't stop at graduation, that inquiry and adaptation are lifelong disciplines. That commitment shapes how we approach our role in the sector: not as an institution that has already arrived at the answers, but as a partner in the field's ongoing learning, working alongside practitioners to test ideas, sharing what we find, and ensuring useful research and learning actually reach the people who can put it to work.

None of this is only about weathering a difficult period. It's also about what becomes possible on the other side of it: the hopeful future we are all working toward. We are seeing real appetite in this sector for innovation, for new kinds of partnerships, and for smarter and more efficient ways of doing the work, and we are as energized by that opportunity as we are clear-eyed about the challenges that surround it. Acknowledging hard truths and pursuing better futures are not, in our view, in tension. They are the same commitment, seen from two angles.

Thank you for the work you do, and for trusting us to be a resource in doing it.



Elizabeth J. Dale, Ph.D.

Acting Executive Director
Dorothy A. Johnson Center for Philanthropy

Meeting the Moment | Research, Learning, and Insights

In 2025 and 2026, many of the systems, frameworks, and common practices the social sector had relied on for years were put to the test. Public trust in the sector seemed to shift constantly (as our own research would show). And across philanthropy, familiar assumptions about strategy, funding, and even survival, came under real pressure.

As an applied research center, the staff at the Johnson Center has been casting a broad net to identify and consider research, theories, and frameworks that could support the sector's effective decision-making and action today. Our original research and programming led us to explore enduring — and yet urgently relevant — themes of trust, strategy, context, and innovation throughout the year.

RESEARCH

The Relationship Between Trust and Data

Philanthropy, business, and government all rely on datasets large and small to set priorities, develop strategies, and track progress toward goals. As federally managed datasets disappeared, reappeared, and re-emerged in altered forms over the course of 2025 and 2026, the importance of preparing for a world where philanthropy and business must generate their own data infrastructure has become clear.

Yet research we conducted this year complicates that picture. In March and September 2025, the Johnson Center conducted two national surveys to assess the state of public trust in the nonprofit sector (see Table 1). Our data contributed to a larger body of national research on the public's confidence (or lack of confidence) in our field, but we also raised a question that has not yet been fully explored: What is the relationship between that trust and the public's willingness to share personal data with nonprofit organizations?

Seventy-seven percent of respondents said they were more cautious about sharing data with nonprofits due to the state of the political environment, and 81% reported concerns about AI as a strong reason for their caution. While our work did not aim to surface strategies nonprofits can use to raise the public's confidence in our field's ability to keep their data safe, our research signals a clear need for philanthropy to pay attention to this concern.

Data from the Johnson Center's September 2025 national survey indicates a public increasingly wary of data security

77%

More cautious sharing personal data with nonprofits due to the political environment.

81%

Reported concerns about AI as a strong driver of their data caution.

PROFESSIONAL LEARNING

Knowledge and Skills to Manage through Change

This year, we continued to offer Special Topics courses that prepare nonprofit leaders and constituents to face the era of change and uncertainty with steadfast purpose. Courses on scenario planning, communications, wellness, and board fundamentals, among others, provided opportunities for our instructors to be in the room with nonprofits, working together to build timely skills and knowledge and adopt sound practices.



INSIGHTS FOR THE FIELD

Purpose at the Core: Urging Nonprofits to Reground in Their Mission

Three articles published over the spring and summer of 2026 encouraged charitable organizations to revisit their core purpose — their reason for existence — as a means of finding confidence, strategy, and clarity, and prepare leaders to take action. "Grounded in Purpose: What Philanthropy Can Learn from Psychology" used the therapeutic concepts of existential therapy and trauma response as lenses for understanding how practitioners and organizations are experiencing cascading crises, and how we can move through them.

That work then flowed into a two-part series examining how nonprofits can use more flexible structural models (e.g., sharing facilities and service operations with other organizations, fiscal sponsorships, asset transfers) as strategic tools for navigating out of a crisis. The Johnson Center has tracked the field's increasing interest in operational innovation for many years through our *11 Trends in Philanthropy* publications. Our "Preserving the Mission" series built on that research to encourage nonprofit leaders and stakeholders to consider these options at every point in their lifecycle, not only when facing a cliff or funding shortfall.

Field-Building Activities

That same commitment to timely, credible research also shaped where we invested our field-building energy this year. We leaned into topics and sub-sectors we know are deeply important to philanthropy and that we believe reflect our colleagues' enduring optimism and creativity. Conversations on these topics — Limited-Life Philanthropy and Community Philanthropy — are evolving quickly right now, each with its own growing research base and active voices in the field.



A Body of Work on Limited-Life Philanthropy

Our earlier work encouraging nonprofits to reground in purpose and consider flexible structural models — including the *Preserving the Mission* series — speaks directly to organizations navigating sustainability and closure decisions. We see that work in conversation with a related but distinct space, one in which we have already worked in for years: limited-life philanthropy.

Limited-life strategies are gaining enormous attention and more champions in philanthropy, as high-profile foundations convert from perpetual to spend-down models (including the Leon Levine and Arcus Foundation), while others like the Gates Foundation, set official timelines to sunset their operations. Yet this portion of the field is still nascent, with a limited body of research and guidance to support effective practice and knowledge sharing.

With major dollars on the line and the need to support grantees long-term, it is critical that limited-life practitioners have trusted, reliable partners to turn to for information, strategy, and functional support. In 2025-2026, we continued our field-building work with new research and learning opportunities, successful convenings, and a growing role in the sector's thought leadership landscape.

INSIGHTS FOR THE FIELD

Beyond Spend-Down vs. Perpetuity: Five Alternative Paths

Elizabeth Dale, Ph.D., and Zev Low, executive director of Tikkun Olam Foundation, Inc., authored a special guest contribution for *Inside Philanthropy* in November 2025. Together, they argued that the spend-down-versus-perpetuity debate often presents a false dichotomy that obscures creative alternatives foundations can employ to respond to current challenges while maintaining long-term staying power.

PROFESSIONAL LEARNING

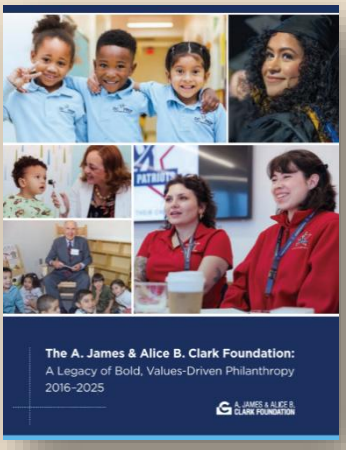
Principles of Limited-Life Philanthropy for Foundations

We offered this new course for the first time in March 2026. Through real-world case studies, peer discussions, and practical frameworks, the course examines the historical evolution of the spend-down model, its growing relevance in modern philanthropy, and the ethical, financial, and operational implications of time-limited giving. The course was taught by the Johnson Center's Mandy Sharp Eizinger and Andrew Knutson, who, as a longtime team member at the A. James and Alice B. Clark Foundation, brought real-world experience and reflections to the conversation.

RESEARCH

The A. James and Alice B. Clark Foundation: A Legacy of Bold, Values-Driven Philanthropy

Before his death in 2015, engineer and philanthropist A. James Clark instructed that most of his estate be used within a decade to advance the A. James & Alice B. Clark Foundation's mission. This mandate fundamentally restructured the organization's scale and purpose, transforming it into a limited-life foundation focused on delivering a deep, concentrated impact by 2025. Simultaneously with the Foundation's closure, the Johnson Center developed a case study capturing key lessons, decision-making systems, and stories from the Foundation's work. The report provides key insights and inspiration for other limited-life organizations.



Field Focus: Redefining Community Philanthropy

Where our limited-life philanthropy work spanned research, courses, and media coverage throughout the year, our community philanthropy work centered on a single sustained initiative: Field Focus: Redefining Community Philanthropy, a three-month limited series that ran from May to July 2026. The series encouraged the field to think beyond familiar institutional forms of community philanthropy — such as community foundations and workplace giving campaigns — to incorporate the countless formal and informal acts of generosity that are shared among neighbors, identity groups,

diaspora networks, and more every day. More than 11,500 people engaged with the series over three months, commenting on LinkedIn posts, sharing articles with colleagues, and exchanging perspectives with peers in webinar chats.

In a moment marked by disconnection and division, naming and examining the everyday acts of generosity that already bind communities together and build toward a shared future is not a small thing; it is a strategy. Community philanthropy, understood broadly, offers a concrete way to renew relationships and rebuild trust from the ground up, one act of mutual care at a time.

Community philanthropy can be defined as the collective organization of resources — financial, social, cultural, and political — by communities themselves to strengthen relationships, build local agency, and shape shared futures.

- Michael Layton, Ph.D., "Defining Community Philanthropy"

RESEARCH

"Defining Community Philanthropy": A New Framework

Michael Layton's article in Volume 18, Issue 1 of *The Foundation Review* provided the intellectual grounding for the Field Focus: Redefining Community Philanthropy series. In it, he argues for a definition of community philanthropy as a practice rooted in context and power rather than a single institutional form. His work identifies five transformative characteristics that distinguish community philanthropy from conventional giving and translates these principles into seven dimensions that can be used to identify and assess community philanthropy in practice.

INSIGHTS FOR THE FIELD

Guest Authors Make this a Global Conversation

This series featured six guest essays from community leaders in Ghana, Ukraine, Spain, Vietnam, Latin America and the Caribbean, and the U.S. They shared insights from new research, illustrated the role of tradition in community development, debated the future of international development aid, and more. In a reflection of this global discourse, web traffic to johnsoncenter.org in May, June, and July was evenly split, roughly 50/50, between domestic users and international visitors. In May, specifically, our international web traffic (54%) exceeded our domestic web traffic (46%) for the first time ever.

Publications

Much of this research and field-building work found its most lasting form in our publications. Our signature publications this year engaged with timely, broad-ranging topics and drew on the expertise and contributions of colleagues from across the field.



10 Years of *11 Trends in Philanthropy*

This year marked a milestone for the Johnson Center: the tenth edition of *11 Trends in Philanthropy*. This marquee publication has grown into a widely read and discussed publication, reaching more than 140,000 readers each year.

In developing this year's report, we faced a true challenge: How could we offer a good-faith assessment of where we might be headed when our environment and broader culture were undergoing such enormous disruption? We leaned into one thing we knew to be true, that even hyper-disruption does not constitute a true break from the past. In 2025, we still carried all the systemic challenges, ideas for innovation, and sector paradigms we had held in 2024. And we knew that would still be true in 2026.

For this 10th edition, we therefore took a more reflective approach. Rather than identifying a wholly new set of emerging trends, we turned our attention backward to reflect on the themes that shaped our sector over the past 10 years, naming both enduring shifts and new developments. It was an opportunity to acknowledge this time of both great anxiety and great possibility for what could come next. Our future feels more uncertain than ever, yet the opportunity to create and scale life-changing innovations for our communities also feels present.

That tension — real uncertainty alongside real opportunity — is one this report returns to throughout. As Elizabeth Dale wrote at the outset of this report, it is not as two competing moods, but as "the same commitment, seen from two angles."



150,000+

Pageviews in FY2025-2026

11 Trends **is the Johnson Center's single most-widely-read product and is often a practitioner's first introduction to us.**

50+

Authors and researchers

All told, **dozens of team members have contributed** to this report's success over the past 10 years — and gained public recognition in return.





The Foundation Review

Alongside *11 Trends*, our flagship journal continued its own long track record this year. The Johnson Center published three issues of *The Foundation Review* in FY2026 under the leadership of Editor-in-Chief Julia Coffman. More than 90,000 downloads of individual articles and full issues (an increase of more than 15,000 from the previous fiscal year) originated in 194 countries.

Volume 17, Issue 3, published in fall 2025, included a special section on Philanthropy & AI, sharing urgently important stories, questions, and lessons from the front lines of philanthropy's engagement with world-altering technology. The issue was sponsored by the California Healthcare Foundation and Porticus.

Two additional issues, Volume 18, Issues 1 and 2, were unthemed. Each issue featured nine articles and included contributions from a total of 48 authors. Two of the articles in Volume 18, Issue 1 were written by staff members of the Johnson Center – one detailing the findings of our evaluation of the Robert Wood Johnson Foundation's Hybrid: Flexible Purpose Model and the other exploring a new definition and dimensional framework for "community philanthropy."







Our University Community

Being part of Grand Valley State University shapes our work in ways both visible and structural — from the faculty partnerships the Juan Olivarez Endowment makes possible to the shared institutional identity reflected in our newly redesigned website.

Juan Olivarez Learning Equity Endowment Issues Inaugural Awards

The Juan Olivarez Learning Equity Endowment was established at the Johnson Center in 2021. The program invites GVSU faculty members, nonprofits, and intermediaries to propose small projects that leverage faculty expertise to support nonprofit leaders, staff, and organizations in ways that those nonprofits or their leaders would find immediately helpful. Projects could focus on strengthening back-end capacity, expanding practical knowledge, or sparking intellectual inspiration, with the goal of creating more connections between the university and the communities where faculty, staff, and students live and work every day. Awards from the endowment recognize the extraordinary capacity of higher education and community nonprofits to work together to share expertise and experience in pursuit of the common good.

In fall 2025, the Johnson Center named three inaugural awards to support faculty-nonprofit partnerships. Together, these three projects reflect the range of what faculty-nonprofit partnerships can look like — from advocacy strategy to archival infrastructure to direct programming for students.



Andrea Van Dyke, M.A., Archivist for Rare Books and Special Collections, partnered with the Then and Now Genealogical Library of Allegan County in Dorr, Michigan, to establish a new physical filing system for the hundreds of photographs in the library's possession and to establish a searchable database of the photograph collection that incorporates contextual metadata.

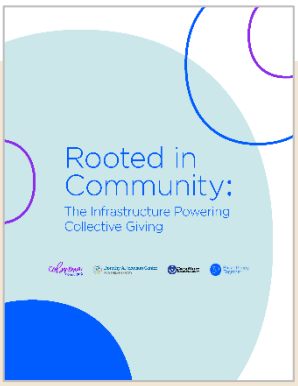


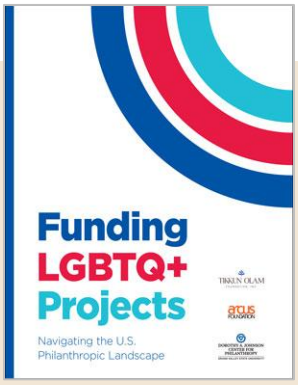
Dawn DeVries, DHA, MPH, CTRS, Program Director and Associate Professor, Recreational Therapy Program, developed a strategic framework for advocacy in support of disability inclusion alongside Maggie Bayerl of The Ability Collective of Barry County (ACBC).



Kelly Margot, Ph.D., Associate Professor, Department of Teaching and Learning, helped the Detroit Public Schools Community District Office of Exceptional Student Education's Gifted and Talented Education (GATE) department to launch its first Super Saturday in collaboration with The Roeper Institute and GVSU. Super Saturday is a free enrichment experience for students in grades 2–7.







Research That Moves the Field Forward

This year, the Johnson Center published three reports that give funders, practitioners, and nonprofits the data they need to make informed decisions. The **Annual DAF Report**, now produced by the DAF Research Collaborative (DAFRC), of which the Johnson Center is a member, continues the field's primary benchmark on donor-advised funds, a series previously produced by the National Philanthropic Trust. **Funding LGBTQ+ Projects**, sponsored by the Arcus Foundation and Tikkun Olam Foundation, Inc., analyzes funding streams and trends supporting nonprofits that serve LGBTQ+ communities. **Rooted in Community**, the third report in our series on the collective giving ecosystem, examines the essential role infrastructure plays in sustaining and advancing the movement. It is designed to support productive conversations among collective giving groups, infrastructure and

A New Look, Built for Better Access

In 2025 and 2026, GVSU refreshed its institutional branding, and the Johnson Center updated its logo, color palette, and typography to align with that new visual identity. But the more meaningful change is underneath the surface. Our redesigned website is built around a simple idea — ***Smarter Philanthropy Starts Here*** — and is designed to help you find what you need, faster.

The new site includes improved navigation and stronger search functionality, so whether you're a funder looking for the latest research on community foundation capacity, a nonprofit leader trying to understand fiscal sponsorship options, or a colleague in the field searching for a specific tool from *The Foundation Review*, you can get there in fewer clicks. We've also sharpened how we describe our own work. We're moving away from academic or descriptive language and toward a clearer answer to the question every visitor is really asking: *How can the Johnson Center help me serve communities better?*

For a field that depends on timely, credible information to make good decisions, small friction points add up. A site that's easier to navigate and a Center that's easier to understand aren't just cosmetic improvements, they're part of how we take our commitment to smarter philanthropy seriously, from the first impression forward.

Finances and Financial Narrative

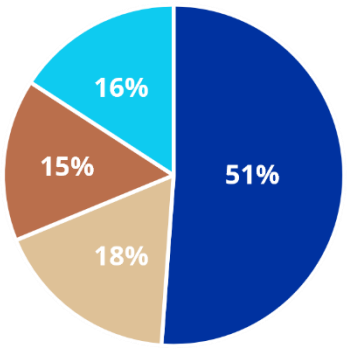
The Johnson Center's mission is supported by a diverse mix of funding sources, including program revenues, general operating support, and several endowments. As a research unit of GVSU, the university provided significant support for our operations this year in the form of administrative and facility costs and allocations from the GVSU general fund and special opportunity support. The center's leadership and staff were responsible for raising the earned and contributed revenue necessary to cover our remaining annual budget of approximately $3.1 million.

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.

That support allows us to do the work described throughout this report — weathering a hard year for the sector and building toward what comes next.

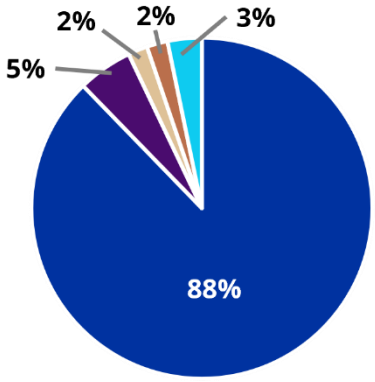
Funding and Expenses for Fiscal Year 2025–2026 (July 1, 2025–June 30, 2026)

Funding Sources by Category



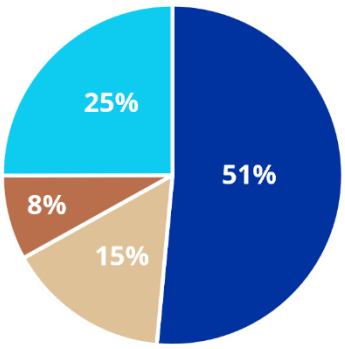
- Program Revenues
- Endowment Earnings
- University Funding
- Foundation Support

Expenses by Category



- Personnel
- Purchased Services
- Travel and Meetings
- Supplies and Computers
- Other

Expenses by Program Area



- Research, Learning, and Consulting Programs
- Endowed Chairs
- *The Foundation Review*
- Operations and Communications

Powering Today, Investing in Tomorrow, 2025–2026

The following generous donors, grantmakers, and sponsors supported our mission and sustainable future this year.

DOROTHY A. JOHNSON CENTER FOR PHILANTHROPY OPERATIONS ENDOWMENT

Rob and Diane Collier
Dr. Priscilla Kimboko
Julie Couturier
Colin D. Cumming
Dr. Elizabeth Dale
Dr. Jennifer M. Lawson
Dr. Michael D. Layton
Tory Martin

JUAN OLIVAREZ LEARNING EQUITY ENDOWMENT

Kyle and Juliann Caldwell

PHILANTHROPY CIRCLE FUND

Jonathan R. Hufford
James M. Schultz

THE FOUNDATION REVIEW

Stiftung Auxilium (Porticus Foundation) / Porticus
The Gates Foundation
The David & Lucile Packard Foundation
Fund for Shared Insight
California Health Care Foundation
The Rockefeller Foundation
Robert Wood Johnson Foundation

Ricardo Millett Equity Fund of *The Foundation Review*
Blue Shield of Michigan
Humanity United

LUBBERS PHILANTHROPY INNOVATION FUND

Egner Family Fund
F. Martin & Dorothy A. Johnson Family Fund
Fred and Katharine Keller
Mary L. Kramer
W.K. Kellogg Foundation (Match)

FREY FOUNDATION CHAIR FOR FAMILY PHILANTHROPY ENDOWMENT

Frey Foundation
Anonymous

FLEXIBLE OPERATIONS SUPPORT

Kresge Foundation

Consulting Engagements, 2025–2026

The following represents a list of clients whose projects either began, concluded, or continued throughout our 2025-2026 fiscal year.

A. James & Alice B. Clark Foundation
Adrian Public Schools
Advancing Macomb Foundation
AFP Foundation for Philanthropy
Advisors in Philanthropy
Allegan County Community Foundation

Arcus Foundation
Area Agency on Aging of Western Michigan
Branch County Community Foundation
CEDE Aruba
Charles Stewart Mott Foundation
City of Grand Rapids
Community Foundation of Elkhart County
Data Driven Detroit
DTE Energy Foundation
Fidelity Charitable Catalyst Fund
Fred and Barbara Erb Family Foundation
Giving USA/Johnson, Grossnickle, and Asso.
Global Impact
GVSU – Center for Experiential Learning
GVSU – Seidman College of Business
Herrick Foundation
Jacobs Family Foundation
Kalamazoo Community Foundation
KConnect
Lenawee Community Foundation
Mel Trotter Ministries
Michigan Educational Research Association
Michigan College Access Network
Michigan Environmental Council
Mid-State Health Network
National Philanthropic Trust
Office of the Foundation Liaison (OFL), MI
Philanthropy Southeast
Ralph C. Wilson, Jr. Foundation
Robert Wood Johnson Foundation
Rotary Charities of Traverse City
Ruth Mott Foundation
Skillman Foundation
State of Michigan
The Leadership Conference Education Fund
Tikkun Olam Foundation
Tinker Foundation
Vantage Point Philanthropy
W.K. Kellogg Foundation
Western Michigan University

PEER GROUP OF CEOS OF SPEND-DOWN FOUNDATIONS

A. James & Alice B. Clark Foundation
S. H. Cowell Foundation
Fred and Barbara Erb Family Foundation
Fund for Lake Michigan
Fund for Nonviolence
Gary Community Ventures
Herrick Foundation
Irving Harris Foundation
Jacob & Valeria Langeloth Foundation
Laughing Gull Foundation
James B. McClatchy Foundation
McKinney Family Foundation
Medina Foundation
Nina Mason Pulliam Charitable Trust
Posner Foundation
Ralph C. Wilson, Jr. Foundation
Ruth Nelson Family Foundation
Tara Health Foundation
The Burke Foundation
The McCune Foundation
Tikkun Olam Foundation
Wallace Global Fund

DAF ANNUAL REPORT SUPPORTERS

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AFP Global
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National Philanthropic Trust
Omaha Community Foundation
Ren, Inc.
Silicon Valley Community Foundation
The Chicago Community Trust
Vanguard Charitable
Fidelity Charitable

Meet Our Leadership Council

The Johnson Center's Leadership Council provides strategic advice and counsel on our work. We would like to thank the members for sharing their time and expertise to help shape the Center's direction. *List as of June 30, 2026.*

David Egner, Co-Chair
President & CEO
Ralph C. Wilson, Jr. Foundation

Kate Pew Wolters, Co-Chair
President
Kate and Richard Wolters Foundation

Joe Antolín
President & CEO
Asset Funders Network

Jennifer A. Drake, Ph.D.
Provost and Vice President for Academic Affairs
Grand Valley State University

Mae Hong
Managing Director
Square One Foundation

Dorothy A. Johnson
President Emeritus
Council of Michigan Foundations

Donna Murray-Brown
President & CEO
Inforum

Isaiah Oliver
President & CEO
Community Foundation for Northeast Florida

Eric Pearson
President & CEO
El Paso Community Foundation

Victoria Vrana
CEO
GlobalGiving

Akilah Watkins, Ph.D.
President & CEO
Independent Sector

Declaration of use of generative AI and AI-assisted technologies in the report preparation process.

During the preparation of this Annual Report, the author used Claude to review the draft for clarity and cohesion, to draft short transition segments, and to make suggested refinements. Grammarly was used for copyediting and style assistance. After using these tools, the author reviewed and edited content as needed and takes full responsibility for the content of the published report.

Meet the Johnson Center Team

Team members as of June 30, 2026, with other dates of service noted as relevant.

Trish Abalo
Senior Research Associate

Kallie Bauer, M.B.A.
Director, Strategy and Planning

Crisol Beliz
Research Associate

Emily Brenner
Project Manager

Julia Coffman
Editor-in-Chief, *The Foundation Review*

Sherry Collver
Unit Coordinator, *Intermittent*

Julie Couturier, C.P.A.
Director, Operations

Elizabeth Dale, Ph.D.
Frey Foundation Chair for Family Philanthropy
Acting Executive Director as of November 2025

Emily Doebler, M.P.P.
Senior Research Associate

Emily Dorn Jex, M.S.
Data Analyst

Jana Einfeld
Office Coordinator

Jason Entingh
Research Associate

Brenda Falk, M.H.R.
Research Manager

Sherri Hall
Unit Coordinator

Brian Herron
Senior Web Developer

Karen Hoekstra
Marketing and Communications Manager

Jennifer Lawson, Ph.D.
Project Director

Michael Layton, Ph.D.
W.K. Kellogg Community Philanthropy Chair

Tory Martin, M.A.
Director, Communications and Strategic Partnerships

Jill Roof, M.P.A.
Research Manager

Anneliese Orr
Research Associate, *until March 2026*

Sandra Osei
M.S. Data Science and Analytics (2026)
Kathy Agard Community Philanthropy Fellow

Lesley D. Slavitt, Ph.D.
Executive Director, *until January 2026*

Kejuan "KJ" Stewart
M.S. Communications, expected 2027
Joel J. Orosz Fellow

Melyssa Tsai O'Brien, M.P.H.
Senior Research Manager

Jeff Williams, M.A., M.B.A., Ed.D.
Director, Consulting Services

Joseph VanDoornik, M.S.A., PMP
Project Manager