

# ROTARY CHARITIES

*Resources for change.*

## 2019 GRANT APPLICATION GUIDANCE All Applicants

Rotary Charities of Traverse City  
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*Revised 5/24/2019*

## OVERVIEW

### ROTARY CHARTIES

**VISION** A region that is fair, thriving and resilient.

**MISSION** Rotary Charities helps changemakers work better together to address our region's complex problems and create community assets for all.

### ELIGIBLE APPLICANTS

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, units of government and local school districts serving **Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties**. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

### GRANTS AT A GLANCE

GRANT CATEGORY	PURPOSE	DEADLINE	AMOUNT	DURATION	MATCH REQUIREMENT
Assets for Thriving Communities	Support for <b>community assets</b> that help create prosperity that is <b>broadly experienced</b> .	8/26/2019	\$100,000 total	1 - 3 years	Request can be no more than 50% of the total project cost
Systems Change Accelerator	Support <b>innovation(s) that target root causes</b> to complex community problems leading to more resilient, equitable and healthy systems.	8/26/2019	\$150,000 total	1 - 3 years	10% of request (mix of cash and in-kind); all organizations named in budget contributing
Changemaker Fellowship	Support breakthrough <b>learning</b> and <b>sharing</b> that will expand understanding about how we might <b>work differently</b> to make durable and broad community progress. Fellows will commit to share what they learn through a local workshop and through quarterly Community of Practice (CoP) meetings with other fellows & grantees.	15 <sup>th</sup> of the month	\$20,000	1 year	Sharing what you learn with our region
Seed Grant	Support ventures where a <b>small investment will go a long way</b> toward a larger impact. Often used for convening, planning or capacity building stages of larger projects like those that could be funded under the Assets for Thriving Communities or Systems Change Accelerator programs.	15 <sup>th</sup> of the month	\$10,000 (suggested max)	1 year	25% of request (mix of cash and in-kind)

**Before beginning the grant application process, please contact  
Rotary Charities at (231) 941-4010**

## APPLICATION & REVIEW PROCESS

	Assets for Thriving Communities & Systems Change Accelerator	Seed Grant & Changemaker Fellowship
Pre-Grant Call or Meeting	Required before application	Required before application
Applications Due in Online Portal	August 26th	15 <sup>th</sup> of any month
Initial screening	Notified by mid-October if forwarded to in-person review	By staff prior to the next regularly scheduled board meeting
In person reviews with select applicants	Completed by November 30	NA
Final decision and notification	December 15	First Thursday of most months

All grant applications must be submitted electronically. The link to apply is available at [rotarycharities.org](http://rotarycharities.org)

Please contact Stacey Foster [sfoster@rotarycharities.org](mailto:sfoster@rotarycharities.org) if you need assistance with the electronic submission process.

## GENERAL FUNDING GUIDELINES

**Please note:** While these guidelines must be followed, adherence does not ensure that the application will be funded. Grant decisions will be made by the Rotary Charities Board based on current priorities and availability of funds.

- Grants are not made to individuals.
- An applicant must be a school system, unit of government or have received a ruling from the Internal Revenue Service (IRS) that it is tax-exempt under Section 501(c)(3) and is not a private foundation as defined by the IRS. Applications from partnerships and networks are encouraged to apply using an eligible applicant as a fiduciary.
- Applications from units of government, governmental departments, organizations and schools must be approved by the elected body that is ultimately responsible for the grant funds and implementation.
- Grants to school districts will be directed to programs and facilities that serve the entire district and not benefit a single building.
- Grants for school curriculum will generally not be considered.
- Organizations located outside the five-county area may be considered if their work impacts area residents, and those services can be clearly measured and/or documented.
- Requests or grants to meet immediate short-term emergency needs of clients (for rent payment, gas money, food, etc.) will generally not be considered.
- Endowment funds are not supported, unless such support is considered necessary to carry out other Rotary Charities objectives.
- It is allowable to have active grants in one of the Fall categories – Assets for Thriving Communities or Systems Change Accelerator – concurrent with a grant in one of the monthly categories – Seed Grants and Changemaker Fellowship.
- Generally, start-up organizations are not eligible for Rotary Charities grants. Prior to applying, the applicant should have: 501(c)(3) status and been providing services for at least one year

- No part of a grant may be used for, or applied to, debt service without the expressed written consent of Rotary Charities.
- Proposals **will not be considered** for any religious programs or services that:
  - Require a person to hold or accept a particular religious belief, doctrine or creed as a condition to receive services
  - Primarily address spiritual needs
  - Have evangelism as the primary purpose of the program
- Proposals from faith-based organizations **must** address community need or enhance the quality of life for citizens of the region and:
  - Have a clearly demonstrated public benefit
  - Be fully accessible to persons regardless of their individual religious creed or convictions
  - Respect diversity of religious and spiritual beliefs of all individuals

## GRANT CRITERIA

We've learned from our grantees over the years that projects most likely to achieve long-lasting results involve deep collaboration, resourcefulness and the flexibility to adapt to changing circumstances. We support changemakers who can demonstrate some experience and interest in building their capacity in these areas. We do not expect applicants to excel in all criteria. These are aspirational goals and we encourage changemakers to grow into these criteria over time. If an applicant is weaker in an area, it would be viewed favorably if they are honest about that in an application and genuinely want to grow in that area.

**1 INCLUSIVE**  
Nothing about me without me.

Those closest to an issue or opportunity have strong solutions for a way forward. Involve those most affected by an issue or opportunity as well as those who have the most ability to affect change.

**2 COLLABORATIVE**  
Do what you do best, connect for the rest.

We are stronger and smarter together. Collaboration can take a variety of forms, from an advisory team to a joint venture where ownership and decision-making are shared.

**3 RESOURCEFUL**  
Make the most out of what the community has.

Creatively leveraging the knowledge, capital and infrastructure that is already available makes for sustainable, relevant initiatives.



Learning does not take time away from work, weaving learning into the everyday *is* the work. We must learn from what is happening globally and nationally; in our local contexts and ecosystem; and within the culture, mindsets and practices of our organizations, teams and ourselves.

Building flexibility into strategies helps us use what we are learning to adapt to what's needed, when it's needed. Principles of Prototyping and Adaptive Leadership can help.

Our society is interconnected and initiatives that build a fair, thriving and resilient region must reflect that. Get to know others who are working toward a similar vision. What part of the problem are they most familiar with? Work in ways that complement each other.

# GRANT SPECIFIC GUIDELINES

## ASSETS FOR THRIVING COMMUNITIES

**Community assets that are available to everyone are the building blocks of a fair, thriving and resilient region. Our Assets for Thriving Community grants support the infrastructure & initiatives our neighbors need.**

### WHAT WE FUND

We support initiatives that develop, strengthen or build community assets that are available to all, or make an existing asset more widely available. This category is intended for projects that have done significant groundwork prior to application to engage the community, establish working relationships with stakeholders, and execute research to inform strategy. Citizen voice is essential in determining what's best for our communities. We prioritize assets that have been identified by citizens as important to improve the quality of life in their community. We recommend applicants demonstrate a robust community engagement strategy and decision-making process. This category is not generally intended to fund the engagement process; if you are interested in that, please consider applying for a Seed Grant instead.

### POTENTIAL GRANT USES

*Including but not limited to:*

- Multi-modal transportation
- Affordable housing
- Accessible recreation
- Arts & culture
- Energy (efficiency, conservation, renewable)
- Child welfare
- Land preservation
- Health and wellbeing
- Education

### ELIGIBILITY

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, units of government and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

### DEADLINE

August 26, 2019

### AMOUNT & DURATION

Up to \$100,000 total disbursed over 1 to 3 years. Request must not exceed 50% of the total project cost.

### NEXT STEPS

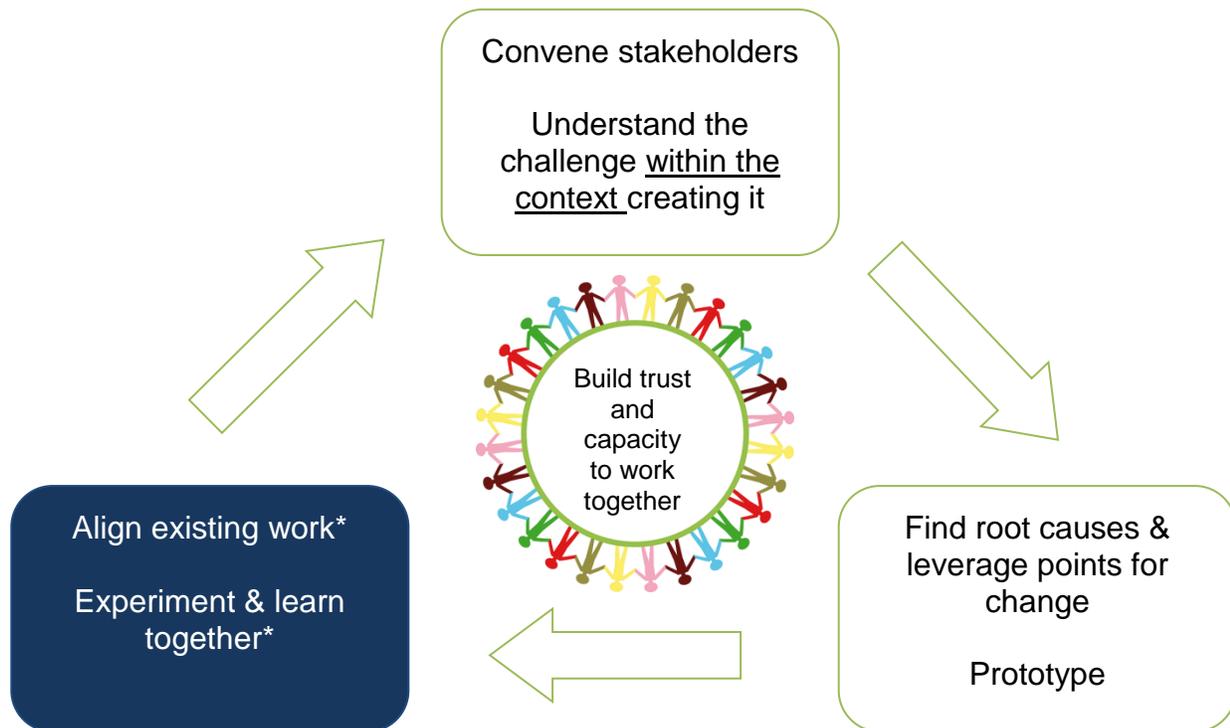
First, contact Becky Ewing to set up a time to discuss your project: [bewing@rotarycharities.org](mailto:bewing@rotarycharities.org) or (231) 941-4010 ext. 203.

# SYSTEMS CHANGE ACCELERATOR

**We support initiatives that target the root causes of complex problems. Our Systems Change Accelerator grants invest in collaborative problem solving that is different than business as usual, shifting resources, structures and mindsets for lasting change.**

Rotary Charities believes that in order for our communities to thrive we need to tackle our most entrenched, **complex problems at their roots**. The roots of complex problems lie in the **context, or systems, around them**. Many interconnected factors together often end up producing results nobody wants – poverty, obesity, addiction, climate change, health inequities, homelessness. In order to really begin to solve these problems and not just keep treating the symptoms over and over again, we believe we must first accurately **see the system** around a problem and then develop innovations that **change that system** so it functions differently. The intended impact of systems change is both **durable** and **broad** progress on a complex problem, beyond what any one actor could achieve alone.

## A Systems Change Approach



\*Focus of this category

## GRANT PURPOSE

Rotary Charities System Change Accelerator Grants are awards intended to support innovation(s) that **target root causes of complex community problems** leading to more resilient, equitable and healthy outcomes. Different results require a different approach. We believe we have the best chance

at systems change when we use an intentional, inclusive problem solving process that is **different from business as usual**.

Applicants in this category will apply **after** they have been coming together with other diverse stakeholders, looked at what may be causing the current levels of the complex problem they are addressing, have found potential leverage points and designed project(s) that will act on those leverage points to change the system that is creating the problem.

Rotary Charities supports all stages of processes like this. However, **we are not prescribing any precise approach** and are open to hearing about other processes of system change that meet our criteria. All aspects of a systems change process – like convening, understanding the challenge, finding root causes and leverage points for change, prototyping and capacity building work can be funded through our **Seed Grants** (described in this document). Learning about new ways to approach problems like this can be funded through our **Changemaker Fellowship** (described in this document). We also offer workshops and other learning opportunities throughout the year. You can find out about those by signing up for our newsletter at: <http://www.northskynonprofitnetwork.org/sign-up/>.

**This grant category is meant for teams that have done some significant groundwork together prior to applying.** To get more familiar with these concepts, you may want to review some of the definitions and resources highlighted at the end of this document. If you are ready to go a little deeper, your team may want to sign up for a free online course called Systems Practice: How to move from Impossible to Impact (<https://www.plusacumen.org/courses/systems-practice>) or Systems Thinking Practice by David Peter Stroh and Michael Goodman (<https://www.iseesystems.com/store/training/systems-thinking-practice/>). Rotary Charities offers free coaches to teams who are interested in taking a course. Contact Freya Bradford to learn more about that opportunity, [fbradford@rotarycharities.org](mailto:fbradford@rotarycharities.org) or (231) 929-4010 ext. 209.

### **What complex problems are we interested in?**

We are not limited to specific issue areas, but rather open to any that, if addressed, will lead to a more thriving, prosperous region for all. Ideally, you will know the following about the problem you are targeting:

- The current status of the complex problem - it will be well documented, you will know about how many are experiencing it or are affected by it (so you can know if it is getting better or worse over time)
- What the typical approach to the problem has been – what has been tried, what’s the “status quo”
- Why this is a good time to disrupt this status quo. Systems will naturally uphold the status quo until they have to change. Systems change efforts are most successful when the timing is right for change.

### **POTENTIAL GRANT USES**

Grants may be for **a constellation of actions by several organizations** aimed at leverage points for the same problem. Grants can be used for innovations that are intended to change systems by shifting the underlying structures that keep problems in place: changes in system processes, policies, resources, information flows, mindsets and power structures.

**EXAMPLE Provided by the Housing Partnership**

**Complex Community Problem: Lack of affordable housing in the region**

**System/Context around the problem**

A network of diverse stakeholders explored the context surrounding the region’s affordable housing crisis and found that factors were working together in a way that is creating several confounding themes:

- The cost of development is high
- The return on investment for affordable workforce housing is extremely low
- The process of development is extremely complex
- The perception of the problem at the public level and the legislative level are often inaccurate and working against potential solutions

**Proposed Constellation of Actions**

An organizing entity will work to align and support actions of several partner organizations to:

- Develop and share local data and public messaging about the problem
- Advocate for enabling legislation at the state level that will increase local governmental tools and subsidies
- Provide education and resources to local governments and the public on long-term development costs and procedures
- Provide education and resources to developers on community goals and best practices for development in this region
- Provide developers, employers and communities with one-stop information and expertise to navigate the development process from pre-development to post-development compliance activities
- Aid developers in accessing and braiding multiple financing sources

**LEARNING – A SHARED COMMITMENT**

Systems change as an intentional approach to social change is relatively new. Not many funders and changemakers are organizing their work in this way. We strongly feel that learning together as we go **must be a shared commitment**. We ask that you to demonstrate your commitment to learning by **designating a Learning Steward from your team and budgeting for their time** (grant funds and/or match may be used for this person’s time). You are encouraged to designate a Learning Steward from an organization that is not the primary fiscal agent for this proposal.

The Learning Steward will commit to:

- Join a **Systems Change Community of Practice** with other grantees that meets quarterly (other team members are welcome as well, but not required). The Community of Practice is a facilitated group focused on learning and co-designed around the needs of the cohort.
- Work with Rotary Charities staff and consultants to create processes custom to your team that will help you collect information and stories that will document your team’s unique learning journey, and help us all notice early signals of a changing system together.

- Capture and share your team’s unique learning journey.

Rotary Charities will commit to:

- Working with Learning Stewards to articulate processes that will help document each team’s learning.
- Providing facilitation for the Community of Practice that will create a brave space to share and explore successes and challenges.
- Amplifying each team’s story (with permission) through our communications channels. We hope to help inspire others, build the body of knowledge around this type of work, and attract more resources.

### **ELIGIBILITY**

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, units of government and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

### **DEADLINE**

August 26, 2019

### **AMOUNT & DURATION**

Up to \$150,000 total disbursed over 1 to 3 years. Applicant must provide 10% match, contribution from all entities named in the budget is required (may include a combination of cash and in-kind)

### **NEXT STEPS**

Please contact Freya Bradford to set up a meeting to discuss your initiative:  
[fbradford@rotarycharities.org](mailto:fbradford@rotarycharities.org) or (231) 941-4010 ext. 209.

## **CHANGEMAKER FELLOWSHIP**

**Changemaker Fellows are lifelong learners who adapt in the name of progress. They investigate new ideas to lay a foundation for a better future. And they commit to bringing us all along on the journey.**

### **WHAT WE FUND**

The Changemaker Fellowship is one way we support community leaders to develop their skills to change behavior, workplace culture, or systems when what’s established or expected isn’t what’s best for most. Changemaker Fellows are local leaders seeking breakthrough learning at the leading edge of changemaking work. Fellows may travel outside of the region for an opportunity, or bring an opportunity here for community-wide or group/issue learning. Then, fellows share what they’ve learned with the community to expand the conversation about how we might work differently to make progress toward a fair, thriving and resilient region. We work with fellows to design the community

learning experience that best suits their skills – for example, a local workshop, a video or blog series, an event.

*Our Changemaker Fellowship is made possible by a generous bequest from Charles Fultz.*

## **POTENTIAL GRANT USES**

*Costs associated with learning activities, including, but not limited to:*

- Registration fees
- Travel
- Bringing trainers/trainings to our region for community-wide or group/issue learning
- Participant's absence from work
- Local application of learning

This funding is not intended for issue-specific training (e.g. a national affordable housing summit), but rather something that can be generalized and shared with changemakers working in other issue areas.

\*\*Find a list of learning experiences that would be a good fit at [rotarycharities.org](http://rotarycharities.org). This list is meant to give you an example of what we have considered funding. Don't feel limited – bring us your ideas. We want to hear about what excites you and how it might contribute to community transformation.

## **ELIGIBILITY**

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, units of government and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

## **DEADLINE**

15th of the month, the Board makes decisions at their monthly board meeting, typically the first Thursday of the month.

## **AMOUNT & DURATION**

Up to \$20,000, 1 year

Individuals must present what they have learned at a workshop hosted by Rotary Charities and they must also participate in one of the two Communities of Practice that will meet quarterly for the year. The two Communities of Practice are based on two of our grant types: Assets for Thriving Communities or Systems Change Accelerator.

## **NEXT STEPS**

First, contact Freya Bradford to discuss your request: [fbradford@rotarycharities.org](mailto:fbradford@rotarycharities.org) or (231) 941-4010 ext. 203.

# SEED GRANTS

**We support the convening, planning & capacity building that make projects possible. Our Seed grants make small investments with potential for big impact.**

## **WHAT WE FUND**

Seed grants fund the beginning stages of projects with the potential for broad community impact that may eventually be strong applicants for an Assets for Thriving Communities grant or a Systems Change Accelerator grant.

Finding the way into deeper collaboration, learning and adapting – as described in our Grant Criteria below – often requires that we pause and take stock of where we are and where we want to go. Whether you're developing a new community asset or trying to change an entrenched system, new ways of working may require coaching, consulting, and facilitated processes. Seed Grants can help support this type of groundwork that must happen before the rubber ever meets the road. You have heard us and others say, "go slow to go fast." Seed Grants are part of our "patient capital" that helps build strong foundations for deeper impact.

## **POTENTIAL GRANT USES**

*Including but not limited to what's listed here. Bring your ideas that best suit your project needs.*

- Convening stakeholders to better understand a community problem or need, and opportunities for development
- Community planning to implement high priority projects
- Feasibility studies, market analyses, needs assessments, other research
- Planning new strategies and/or aligning actions with others
- Assessing and building the capacity of organizations, partners or networks to move forward together
- Network convening around a complex community issue
- Organization, partner or network development activities – especially those that will improve connectivity, learning and the ability to adapt and respond to changing conditions
- Designing processes and tools for deeper learning
- Executive transition planning
- Database/information systems development

## **ELIGIBILITY**

Eligible applicants for funding include all 501(c)(3) tax-exempt organizations, units of government and local school districts serving Antrim, Benzie, Grand Traverse, Kalkaska or Leelanau Counties. Partnerships and networks are encouraged to apply using an eligible organization as a fiduciary.

## **DEADLINE**

15th of the month, the Board makes decisions at their monthly board meeting, typically the first Thursday of the month.

## AMOUNT & DURATION

Up to a suggested maximum of \$10,000, 25% match of request required (combination of cash and in-kind)

1 year

## NEXT STEPS

Please contact Stacey Foster to set up a meeting with staff to discuss your project:

[sfoster@rotarycharities.org](mailto:sfoster@rotarycharities.org) or (231) 941-4010.

## REQUIRED ATTACHMENTS FOR ALL GRANT APPLICATIONS

All attachments are able to be submitted electronically through the online application at [\[LINK\]](#).

### Nonprofit Organizations

1. List of Board of Directors with affiliations
2. Organization's current and annual operating budget, including expenses and revenue
3. Balance sheets (current Fiscal Year to date and previous Fiscal Year)
4. Most recent independent audited statement or review.

**Organizations with operating budgets \$750,000 and over:** must submit as Audited Statement.

**Organizations with budgets under \$750,000:** may submit an Independent Review.

5. Copy of the minutes of the meeting or board resolution authorizing the grant application
6. If Applicable: Memorandums of Understanding, Letters of Intent and other indications of collaboration from all participating entities, Statements of Work from consultants or coaches. (General Letters of Support are not accepted)

### Governmental Agencies or School Districts

1. List of elected officials.
2. Summary of the current operating budget, including expenses and revenue for the appropriate department budget
3. Most recent independent audit
4. If applicable: Memorandums of Understanding, Letters of Intent and other indications of collaboration from all participating entities. (General Letters of Support are not accepted).
5. Copy of the minutes of the meeting or board resolution from the body that has the ultimate authority to implement the grant. (Usually this is the board of elected officials versus the appointed board.)

## GLOSSARY OF TERMS

**Community asset:** Something that will improve the quality of life in our region in a broad (for all) and durable (for a long time) way.

**Complex community problem:** A problem that impacts all or a significant part of a community and defies any singular solution. There may be disagreement about what is causing a problem and/or what to do about it. Many factors influence complex problems that are difficult to predict and influence (political, social, economic, attitudinal).

**Problems at their roots:** Tackling the system dynamics or conditions that created the problem in the first place.

**Context around a complex problem:** Various factors and how they are working together in a way that is creating an entrenched problem. Factors are things like policies, practices, resource flows, relationships and connections, power dynamics, and mental models.

**See the system:** Diverse stakeholders **name** and **visualize** the factors that are influencing a problem and explore how they may be interacting to create the problem. Through this, opportunities for “**leverage**” emerge – places in the system where relatively small structural change can have outsized impact.

**Change the system:** Unlike direct service projects, systems **change works on the underlying structures of a system** by shifting processes, practices, relationships, resources, and/or policy. This also requires shifting and supporting new mindsets, building trust and deep connections to others working in the system, and engaging those most affected by the system. The intended impact of systems change is both **durable** and **broad** progress on a complex problem, beyond what any one actor could achieve alone.

**Leverage:** In this context, leverage means making the actions funded by a Rotary Charities grant to be bigger and do more and affect more people. In other words, what other partners, grants or resources will you be able to attract to your work as a result of this grant and how will it change your impact?

**Community of Practice:** Groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. (Etienne Wenger)

**Learning Steward:** A designated person who will ensure your team is intentionally learning and adapting based on new insights. With support from Rotary Charities, they will help identify indicators of systems change that are specific to your context and develop processes to collect and share data and stories about changing patterns. All Systems Change Accelerator applicants are required to designate a Learning Steward in their application.

## RESOURCES THAT HAVE SHAPED THIS WORK

[ABLe Change Framework, Michigan State University](#)

[Capacity Building 3.0: How to Strengthen the Social Ecosystem, TCC Group](#)

[Emergent Strategy, Adrienne Maree Brown](#)

[Grantmakers for Effective Organizations](#), especially the Systems Grantmaking Community of Practice and the Change Leaders in Philanthropy Fellowship program

[Network Weaver Handbook, June Holley](#)

[Social Innovation Generation \(Sig\), Fostering a Canadian Ecosystem for Social Change](#)

[Social Innovation Exchange & SIX Funders' Node](#)

[Systems Grantmaking Resource Guide, GEO & Management Assistance Group](#)

[Systems Practice Course, +Acumen & The Omidyar Group](#)

[Systems Thinking for Social Change, David Peter Stroh](#)

[Theory U, Leading from the Future as it Emerges, Otto Scharmer, MIT](#)

[The Fifth Discipline Fieldbook, Peter Senge, et al.](#)

[The Practice of Adaptive Leadership, Ronald Heifetz, et al.](#)

[The Water of Systems Change, FSG](#)

[Thinking in Systems, Donella Meadows](#)

[Who Do We Choose To Be?, Margaret Wheatley](#)

## **Deep gratitude to all those who have influenced us along the way:**

### **Changemakers**

Heather Abraham, Legal Services of Northern Michigan  
Tina Allen, Northwest Michigan Continuum of Care  
Mimi Appel  
Gina Aranki, Child and Family Services of Northwest Michigan  
Brian Bourdages  
Mary Ann Behm, Launch Manistee  
Sue Bolde, Traverse Bay Children's Advocacy Center  
Jay Buckmaster, YMCA  
Dan Buron, Goodwill Industries  
Julie Clark, TART  
Mary Clulo, Northwest Michigan food Coalition  
Phil Ellis, Formerly Grand Traverse Regional Community Foundation  
Laura Galbraith, Venture North Funding & Development  
Mary Gillett, Arts Network  
Ashley Halladay-Schmandt, NMCAA  
Bill Heinrich, Michigan State University  
Stephen Hensler, Cerulean Center  
Gary Howe, Community advocate and former Traverse City Commissioner  
Alyson Kass, Munson Community Health  
Kate Kerr, Addiction Treatment Services  
Amanda Kik, Crosshatch Center for Art & Ecology  
Brad Kik, Crosshatch Center for Art & Ecology  
Liz Kirkwood, For the Love of Water (FLOW)  
Deb Lake, Traverse Bay Children's Advocacy Center  
Victor Lane, Grand Traverse Regional Land Conservancy  
Tony Lentych, Traverse City Housing Commission  
Emily Llore, N. MI Oral Health Coalition  
Sarah Lucas, Networks Northwest  
Mary Manner, GreatStart Collaborative of Traverse Bay  
Meghan McDermott, Groundwork Center  
Dave Mengebier, Grand Traverse Regional Community Foundation  
Alison Metiva, Grand Traverse Regional Community Foundation  
Jeanna Michalek, MI Works!  
Mathias McCauley, Networks Northwest  
Paula McIntyre, Cerulean Center  
Taylor Moore, Food Rescue  
Becky Norris, Three Lakes Association  
Reggie Noto, Michigan State University  
Christi Nowak, Munson Community Health  
Bill Palladino, Foodshed Alliance  
Heather Ratliff, Food & Farming Network & Cherry Capital Foods  
Autumn Reyhl, Homeless Youth Initiative  
Laura Rigan, Grand Traverse Regional Land Conservancy  
Jim Rowlett, Everybody Reads  
Sarna Salzman, SEEDS  
Ty Schmidt, Norte  
Fred Sitkins, Inland Seas Education Association  
Josh Stoltz, Grow Benzie

Bob Stow, Rotary Camps and Services  
Sakura Takano, Goodwill Northern Michigan  
John Taylor, Consortium for Energy Efficiency  
Gina Thornbury, Grand Traverse Regional Community Foundation  
Amanda Woods, Munson Community Health  
Michele Worden, Northwest Food Coalition  
Gerri VanAntwerp, Benzie Area Christian Neighbors

### **Consultants & Coaches**

Becky Beauchamp, Capacity Building Consultants, LLC  
Jennifer Booher, True North Consulting  
Lucille Chrisman, Certified Executive Coach  
Tim Ervin  
Pam Evans, Duality Performance Builders, LLC  
Heidi Gustine, Flack Consulting  
Mary Gillett  
John Iacoangeli, Becket & Raeder  
Martie Manty  
Amy Martin  
Colleen Masterson-Bzdok, Wavelength Consulting, LLC  
Kate Redman, Commonplace Practice  
Julie Ann Rivers-Cochran, Blackbird Consulting for Nonprofits, LLC  
Todd Sanders, Sanders Solutions  
Ashima Saigal, Database Sherpa  
Teresa Scollon  
Sherwood Smith, Smobez Enterprises, LLC  
Leslie Staroneck  
Julie Tarr  
Mark VanderKlipp, MZAC Venture, LLC  
Lisa Wyatt Knowlton, Wyatt Advisors  
Andy Wolber, WolberWorks

### **Rotary Charities Board Members**

Allison Beers  
Marlene Bevan  
Mark Eckhoff  
John Hall  
Jeff Hickman  
Beck Karczewski  
Sid Lammers  
Gregg Luyt  
Trevor Tkach  
Elaine Wood  
Mack Beers, former  
Dale Chilcote, former  
Gregg Smith, former  
John Racine, former  
Mike Meindertsma, former

### **Rotary Staff**

Leah Bagdon McCallum, formerly Rotary Charities  
Freya Bradford, Rotary Charities  
Kathy Bussell, Rotary Club  
Tori Craig, Rotary Charities  
Rebecca Ewing, Rotary Charities

Stacey Foster, Rotary Charities  
Evan Gray, formerly Rotary Charities  
Jamie Hedges, Rotary Camps & Services  
Nick Killian, Rotary Camps & Services  
Joe Liszewski, formerly Rotary Charities  
Colleen Masterson-Bzdok, Rotary Charities  
John Noonan, Rotary Camps & Services  
Marsha Smith, formerly Rotary Charities

**Thought Leaders**

Paul Born, Tamarack Institute  
Jessica Bearman, Bearman Consulting  
Stephanie Chan, formerly with Grantmakers for Effective Organizations  
Amy Dean, Change Elemental (formerly Management Assistance Group)  
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Georgia Rubenstein, Forum for the Future  
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