



Remarks at the leadership reception for Max King and Lisa Schroeder

Delivered by Dr. Edie Shapira, Chair, Board of Directors, The Pittsburgh Foundation at Manchester Craftsman's Guild on May 22, 2019.

Good evening! Welcome to all of you.

On behalf of the Board and staff of The Pittsburgh Foundation I thank you for taking time between work and home to be here tonight to celebrate our CEO transition.

And I want to thank all the staff at Manchester-Bidwell for providing such wonderful hospitality and service this evening, especially founder and Executive Chairman Bill Strickland who serves on our Board; President-CEO Kevin Jenkins, formerly of the Foundation's senior staff; Communications Specialist Jonathan Zito and Head Chef Brian Buskey.

And can we all please applaud the wonderful music provided by the student-led MCG Jazz Ensemble?

Thank you, so much.

I will begin by sharing some very disappointing news

Max King, one of our 2 honorees, is in the middle of a long course of IV treatment for a rare bacterial infection. That may sound terrible, but the good news is that his doctors have finally been able to identify the source of his recent health challenges. He and Peggy and his medical team are confident that the treatment will put him back in great health for the long term.

I learned of this early today, and when I offered to cancel and reschedule this event, he was adamant that we move forward without him being physically present. He is eager for us to welcome Lisa, and he said to "tell her to get to work!"

He imagines that I might say some good things about him, so he also prepared some brief remarks, and asked his dear friend, Doug Root, our Director of Communications, to deliver them on his behalf.

So, although I hate that Max is not here, I couldn't point to a better example of pure leadership than this circumstance tonight: keep moving the organization forward and show the way by example.

Leadership is a quality that many of us have somewhere inside of us. It may emerge under certain circumstances— we see a vacuum at the top of an organization, for example, or we see an

issue that ignites a passion in us. Most of us discover the leader inside ourselves when it comes to the welfare of our families and others closest to us.

But there are some rare individuals who have a much larger capacity for leadership.

For them, the concept of family is a great, big and inclusive one. It is not just reserved for the benefit of loved ones. It extends to all those in their community, their city, their state and beyond. They care about all of us by leading the way. Some of these natural leaders are smart and strategic. They partner well with one another to solve problems. When a community is fortunate, those individuals are also filled with goodness, and they treat others with respect and kindness.

Well, we at The Pittsburgh Foundation are very, very lucky in this regard. We have had a succession of leaders with an abundance of these qualities.

This is only the sixth time in the Foundation's 75-year history that we've introduced a new president, so it's a big deal – for The Pittsburgh Foundation's day-to-day work, for the future of the region we serve and for the community foundation field.

If you'll indulge me, I want to take you back to the beginning of those 75 years to set the context for why we are here tonight celebrating Max's amazing tenure and Lisa's arrival.

We know that innovative thinking and big ideas always begin in Pittsburgh and eventually – maybe – they make their way to Cleveland. But there is one instance in which it worked in the opposite direction – and we are very grateful.

Back in 1942, a life-long Clevelander, Aims Coney, came to his senses and moved to Pittsburgh to take a job as vice president of the Union Trust Co. He brought with him a lot of experience in business and civic service, and he realized that Pittsburgh was missing out on one of Cleveland's greatest inventions – a new type of organization known as a community foundation.

The first of these in the nation had been founded in Cleveland several years earlier.

The very idea of it was radical at the time. The common understanding of philanthropy, then, was that it was an exclusive club for the ultra-wealthy – mostly white--men – whose foundations carried their iconic family names. What Mr. Coney was proposing for Pittsburgh was a different club – a community movement, really – open to men and women and families from a range of income levels and backgrounds.

With the advent of community foundations, people of relatively modest means could become philanthropists.

The idea was so successful in Cleveland that just three years after Mr. Coney's arrival, The Pittsburgh Foundation was established.

It has been growing ever since – growing in numbers of donors; in numbers of grantees doing great service; and in leadership actions on civic issues.

Today, as the 14th largest community foundation in the country, we are, by design, a big tent, under which people from a range of ideologies, life experiences and backgrounds come together out of love for their communities and a deep desire to improve life prospects for others.

But keeping the tent stakes firmly in the ground requires skilled leadership.

As an institution, The Pittsburgh Foundation has the mission of improving quality of life for the entire region, especially for the most vulnerable.

To accomplish this, I must add to the list of leadership qualities I mentioned earlier--the person who leads our foundation must have broad experience in many areas of civic life and a deep understanding of the people we serve.

Most recently, we have Max King to thank for this great work; we have Grant Oliphant before him, who continues his amazing leadership in place-based philanthropy at The Heinz Endowments; and we have the other presidents before them, who have empowered our foundation and its partners to do great things.

Celebrating Max and Lisa tonight, I can only marvel at our good fortune to have this succession of leaders, each embodying all these qualities to their fullest.

Over the past five years, a period marked as one of most divisive in our country's modern history, Max has led our foundation with extraordinary skill. His presidency caps a work record that covers nearly two decades of philanthropic and nonprofit leadership in the Pittsburgh region, across Pennsylvania and nationally.

In our discretionary grantmaking, Max has deepened and broadened our commitment to supporting nonprofit journalism to ensure that the public has reliable and timely information.

He understands the importance of the Foundation working in the public policy arena to improve conditions so that all residents can thrive and be full participants in a revitalized economy.

He tapped into the value of the Foundation leading in respectful, informed civic engagement on important issues. A prime example is our partnership with The Heinz Endowments and Duquesne University to produce two conferences on the First Amendment, which were wonderful, and which got significant regional and national attention.

In the Development arena, Max recognized early on in his tenure that community foundations must be able to develop new ways to attract and retain donors.

He has been a champion of the message that the donors themselves are a primary asset to the Foundation – as much Or More than the funding they provide for grants. He is committed to investing in programs and initiatives, such as the Center for Philanthropy, to engage living donors in the work and support them in fulfilling their philanthropic dreams.

In financial management and investments, Max has been ahead of the curve in improving our capacity to deliver the best possible return on our investments. As a member of the Foundation's Board, he recognized early on in our formation of the Legacy Fund, that systems are important, but competent staff people are even more important.

As president, he has led an investment staff expansion and efforts to increase private equity allocation. These stand to deliver superior returns on traditional investments for the long term. During his tenure, invested assets have grown from \$856 million to \$1.7 billion, and total foundation assets have grown to \$1.24 billion.

For much of Max's time in Pittsburgh, Lisa was leading boldly as executive director of Riverlife. You all know her amazing achievements there, so I won't run through them at this point in the program.

And in the coming months, you will learn more about her tenure as president of Baltimore's Parks and People Foundation, in which she transformed it into a social change organization – well beyond its original ambitions.

In the announcement of her appointment as our new president, I noted that while she and Max have different leadership styles, they share the same leadership values. Lisa believes, as does Max, and as do I, that the community foundation must distinguish itself as a strong civic leader.

She also believes in our Foundation's special responsibility through 100 Percent Pittsburgh to improve economic and quality of life prospects for those at the community's margins.

there will be plenty of opportunity in the coming months for Lisa to add her own ideas and initiatives to the foundation's future agenda.

Going back to that early history, it was Mr. Coney who predicted that whether our community foundation “functions only as a charitable adjunct to banks and law firms or grows to do true philanthropy of benefit to the community, will depend on the character and ability of the person who leads it.”

Regarding Max, I think Mr. Coney would approve of his character and ability and I bet he would be beside himself in anticipating your tenure, Lisa. I know we are. Thank you both for taking on this wonderful challenge.

On the flip side, many of my grey hairs can be attributed to Max. You can go ahead and tell him I said this, but he is really bad at having a boss! He was built to BE the boss, not to have one. That said, it has been a privilege and an honor to work with him over these five years. He has taught me a great deal, I am so grateful for the experience, and I cherish his friendship. Since I know that retirement is not in his DNA, I can't wait to see what big projects he tackles next.

Lisa, I have already been your Board Chair, once, at Riverlife, and I can't wait to do it all over again at this wonderful institution!

Congratulations to you and to Max.

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