



THE VISION

&

THE PROMISE:

75 YEARS

OF THE DAYTON

FOUNDATION



*Build the future with us.*

Helen Harmony had to give up Scouting when she was 12 years old to earn money picking berries; Robert Harmony left high school to help his family through the Depression. As adults, she worked at General Motors, he at Dayton Rubber.

In retirement in 1993, the couple acted through The Dayton Foundation to set up the Robert and Helen Harmony Fund for Needy Children. They did so, the Harmonys said, “to do something that will help little kids” – giving children of today an opportunity they had lacked, the chance to enjoy their childhood.

The desire to make a contribution, to leave something behind, is universal. Dayton Foundation Board member Estus Smith noted, “People who plant olive trees don’t plan to harvest the fruit. They plant them for future generations.”

For professional football player Martin Bayless, it was the urge to give young people the belief they could surmount barriers he had overcome.

For James W. Snyder, it was the hope that those who had fought, as he had done in the Korean War, would not be forgotten.

For Charles and Barbara Jones, it was the desire to give African-American college students the overseas experience the Joneses believe will be crucial in an increasingly international world.



The Harmonys



Martin Bayless



James W. Snyder



The Joneses

Each of these individuals brought his or her wish to reality through The Dayton Foundation.

In a sense, there’s nothing new about the Harmonys’ effort to aid children: The Dayton Foundation has been sending boys and girls to summer camp since its founding in 1921.

What is different is this: in 1921 those children were sent as a charitable act by well known people of wealth seeking to benefit those less fortunate. The Harmonys today, however, did not act to give others something they had enjoyed themselves, but to provide something they themselves had missed.

In its 75 years, The Dayton Foundation has grown to be a focal point for philanthropy in the Miami Valley. That growth has been spurred – more than anything – by the Foundation’s ability to accommodate the wishes not of just the few who were engaged at its founding, but of the many who today have something they want to give.

# THE SEEDS ARE SOWN

The Dayton Foundation was founded in 1921 as the combination of a man with an idea and a family with the means to realize it. The man was D. Frank Garland, a one-time Dayton minister and longtime social activist. His idea was for a way to make philan-



D. Frank Garland

thropy a living thing, helping donors find a way to have their charitable wishes stand the test of time. (A much-

cited example of what happens when this does not occur was a St. Louis fund set up to aid individuals stranded while making their way west by wagon train; the days of the wagon trains passed, the fund restrictions remained, and in time an unexpendable \$1 million accumulated.) The solution – first embodied in the Cleveland Foundation in 1914 – was an organization that would gather in a community’s philanthropy and be empowered to distribute its earnings, meeting both the donors’ wishes and changing local needs.

The idea was brought to reality in Dayton by three members of the Patterson family – John H.

**Dayton is a self-reliant place. It rallied after the 1913 flood; it created The Dayton Foundation as a means whereby its citizens could help build their city’s future.**

Patterson, founding president of the National Cash Register Company; Julia Shaw Patterson Carnell, the city’s leading businesswoman and, later, major underwriter of the Dayton Art Institute; and Robert Patterson, a noted civic leader. Together, they presented The Dayton Foundation with start-up capital of \$250,000.



Founding donors John H. and Robert Patterson, Julia Carnell.

In its early years, The Dayton Foundation might have been likened to a conscientious gentleman, anxious to aid those then termed “the most needy.” Early on, the Foundation’s first director, Oscar Bard, received a letter from the executive secretary at The Barney Convalescent Center: “Since so many children are coming in with Infantile Paralysis (polio), it is necessary to place them on Bradford Frames and Osgood Splints. These cost \$40 and have to be made to fit each child.” The Foundation responded with \$500 for a “Brace Shop Revolving Fund.”



**Helping people help others.**The Foundation funded braces for the Barney polio clinic and summer camp for Boy and Girl Scouts.

A second recipient, Dayton’s Scout executive, wrote, “That \$306 voucher we received from The Dayton Foundation this morning will give fifty-one orphans a million dollars worth of fun.” The Foundation also underwrote professional development efforts for local officials and supported the arts: it granted funds in 1930 to the newly-opened Dayton Art Institute and to the public concerts that eventually led to the creation of the Dayton Philharmonic in 1933.

**“PEOPLE WHO PLANT OLIVE TREES DON’T PLAN TO HARVEST THE FRUIT.” – ESTUS SMITH**

From the start, The Dayton Foundation divided its efforts between aid for good works and community leadership. To the latter end, the Foundation in the 1920s and 1930s supported the Dayton Research Association, an independent agency that studied tax questions, assessed the competence of municipal operations and related actions. One ►

noteworthy effort, begun in 1927, was the investigation of the Montgomery County Board of Elections, accused of inefficiency and, perhaps, of being influenced by the Ku Klux Klan, then active. The Association's work prompted community support for improved accountability within the electoral process.



**Dayton, as it looked in the Foundation's early years...it's a city with a reputation for innovation.**

Though well planted, the Foundation grew slowly. In 1938 its assets of \$308,000 were barely above its initial endowment. With its means limited, the Foundation could do little to extend its reach. In fairness, during the Depression there was not the spare money, and during the war years not the spare attention, for expansion. Indeed, while The Dayton Foundation did all it could to help the Dayton region through the Great Depression, the Foundation's major accomplishment may have been its simple survival: of the 91 community foundations established around the country by 1939, 25 closed up shop in the following decade. Survival was a tribute to the commitment of a very long-term



**The YMCA (top) and YWCA were among the community support organizations helped by the Foundation during the 1930s and 1940s.**

director, Don Battelle. A certified public accountant, Battelle became Foundation director in 1930; he remained in that post, entirely as a volunteer, until 1973, when he was succeeded by John Sullivan, a prominent local architect.

With the means it had, The Dayton Foundation pursued its commitment of aid to the "most needy." During the Depression, it underwrote free public dental clinics; during the Second World War, it paid for the "Day Gang" after-school programs for 700 young people who, with fathers in the military and mothers in the factory, were left without adult supervision.

The Foundation continued to underwrite studies of local issues; at least two such studies produced lasting results. The first, in 1953, culminated in plans for the new Dayton courthouse, while urging that the landmark old courthouse be made headquarters for the Dayton (later Montgomery County) Historical Society. The second was a 1961 study of the role of Sinclair College, made at a time when that school's future was uncertain. The study urged Sinclair to focus on training in those fields where employment prospects appeared strongest – the path Sinclair chose to follow.



**Meeting changing needs. With Dad in the service and Mom in the factory, the Foundation underwrote after-school programs for local children. The Foundation also funded programs to ease the unemployment situation during the Great Depression.**

## THE FRED AND FRED YEARS: SINKING DEEP ROOTS

To succeed, emeritus Board member Anne Greene stated, The Dayton Foundation must "be a growing, living organization; it must be like a tree, bending, adapting to the changing winds and seasons." In the 1980s, the Foundation changed dramatically – where it had been staid, it became entrepreneurial; where it had involved

the few, it reached across the community for new donors, recipients and participants in decision making.

Conditions welcomed change. For years, Dayton's business leaders played the community leadership role that The Dayton Foundation could have served, while the funds to drive local initiatives came from the federal

government. By the late 1970s, however, federal funds were drying up. Local business, buffeted by the oil embargo and the sudden vulnerability of manufacturing, had less energy for community concerns. A niche opened for an organization that could coordinate responses to community concerns; the Foundation moved to fill it.

That move was led by Frederick C. Smith, who in 1979 became chair of the Foundation's Governing Board. Smith had retired as CEO of Huff Corporation to pursue a second career as a "public citizen" – head of the local United Way, national chairman of Planned Parenthood and chairman of Miami Valley Hospital. In time, Smith brought in the Foundation's first full-time director, Frederick Bartenstein III, who was well grounded in Dayton's affairs, having worked for the city, the Chamber of Commerce, edited *Dayton Magazine* and been CEO of the Victoria Theatre.



**With Fred Smith as chair, and Fred Bartenstein as director, the Foundation worked to expand its reach and role.**

Council his target for the Foundation of \$20 million in assets, "People looked at us as if we were out of our minds." In fact, The Dayton Foundation had had only one large increase in assets in

decades: in 1979, after David L. Rike retired from the Foundation Board, he made a decision that was to have significant impact on the future direction of The Dayton Foundation. He closed his family foundation and folded it into The Dayton Foundation through the contribution of roughly \$1 million and the establishment of the Rike Family Fund.

This dramatically increased the Foundation's assets and set the stage for the next step in the Foundation's development. Said Fred Smith, "David Rike was an influential community leader. By giving up his private foundation, he made it clear to the community that the work of The Dayton Foundation was his first philanthropic priority."

The "Fred and Fred show" luncheons, interestingly enough, brought together people from across the community – potential donors, collaborators, recipients, others. Board member Richard Glennon, Sr., said, "The recipients would say to me, 'Why am I coming? I take money; I don't give.' Those lunches educated both sides." The lunches were a model for how The Dayton Foundation would function – as a single table, at which the entire community would sit down.

Ultimately, the strategy worked. Together, the Governing Board, primarily during Fred Smith's chairmanship and Fred Bartenstein's tenure as director, built the Foundation from \$6 million to \$45 million over a ▶



**Focus.** The Rike Family Foundation assisted children and others in the community. In 1979 David Rike made it part of The Dayton Foundation and helped the Foundation to grow into a center for community philanthropy.

**"THE DAYTON FOUNDATION'S MOST IMPORTANT FUNCTION IS AS A CATALYST, BRINGING TOGETHER PEOPLE TO RESOLVE COMMUNITY PROBLEMS." – FREDERICK C. SMITH**

Bartenstein recalled his first impressions: "The Foundation was one room in the Kettering Tower, with one phone, some files and some burned holes in the carpet." Its visibility was low: a local banker told Fred Smith, "There aren't a hundred people in Dayton, Ohio, in my perception, that have ever heard of The Dayton Foundation." Smith and Bartenstein set out to tell them, organizing the "Fred and Fred show," regular luncheon meetings to explain the catalyzing role they felt the Foundation could serve. "I attended over 60 of those meetings," Smith said. "We just harassed people to come."

Many who came were skeptical. When Smith told the Area Progress



**Remembering and honoring.** The Guy E. Rohrer, Jr., Memorial Scholarship Fund honors this Dayton police detective with scholarships for children of those on the force in which he served.

nine-year period. Simultaneously, they brought the Foundation from virtual obscurity to recognition as a true player in the community, designing and constructing a modern community foundation for the benefit



**Continuity.** In 1930 the Foundation helped fund an organization that was to become the Dayton Philharmonic. Today, Foundation funds continue to support their activities.

of the entire Dayton/Miami Valley region. One important decision was to drop the Foundation's policy that donor gifts must be restricted to Montgomery County, a move that broadened the base of potential supporters and did much to fuel the Foundation's growth.

In fact, The Dayton Foundation had been moving to broaden participation for some years. In 1972, John Moore, a retired chief of Civilian Personnel for the 2750th Air Base Wing at WPAFB, was the first African-American to be named to the Foundation's Board. After Fred Smith accepted the Board chairmanship, a further democratic note was sounded. Anne Greene, who among other community roles had been a founder of the Dayton Human Relations Council and the first female president of the local United Way, became the Board's first woman member.



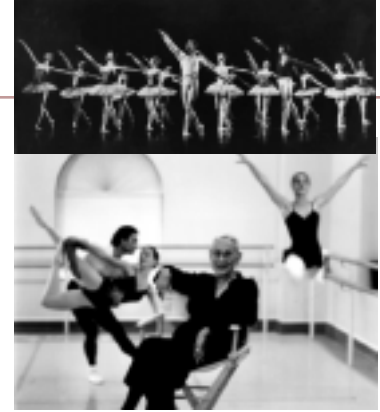
**"EXPANSION HAS COME A BRICK AT A TIME."  
- RICHARD F. GLENNON, SR.**

Along with Smith, Greene and Moore, the Board included two major Dayton business leaders, Richard Glennon, Sr., and Jesse Philips. All shared a belief in the individual's obligation to the community; as Jesse Philips stated, "One can't expect to receive and not return part of what one's received and expect to have a full and satisfactory life. Fulfillment comes not from living in a vacuum, but from sharing with others."



**Inclusive.** Community leaders John Moore and Anne Greene and business leaders Jesse Philips and Richard Glennon joined the Governing Board as the Foundation moved to engage the entire community.

And they shared Smith's view that the time had come to activate the Foundation. Anne Greene recalled, "We took fire. We became a more active board. It was obvious we had to raise more money. We began to ask ourselves how we could become more of a presence in Dayton."



**Josephine Schwarz, Dayton's premiere dance teacher for half a century, established an endowment fund to supplement the incomes of those who perform in the field to which she dedicated her life.**

The Foundation became more democratic at the donor level as well. One key step was the establishment of the Dayton Foundation Depository in 1982. The Depository, one of the first such programs offered by a community foundation, made philanthropy accessible to individuals at virtually any financial level. Board member Dick Glennon said, "I guess the greatest contribution we made was when we gave Fred Bartenstein the go-ahead to put us in the Depository business, and we didn't care if it was a \$25 gift that was being written." Emeritus Board member Lloyd Lewis, Jr., added, "We dealt with everyone; if it was fifty bucks, we dealt with it."

The Foundation reached to work with new donors. In 1988 John Moore heard former NAACP official Jean Fairfax tell the Council on Foundations that minorities should increase their role as grantmakers. Moore returned to Dayton thinking, "Maybe we could try it." Lloyd Lewis, then a member of the Foundation Board, said, "We did some investigating and some market research to see if we could get it going and make it grow." The African-American Community Fund was established in 1991 as a group of endowment funds within

The Dayton Foundation, with The Dayton Foundation providing a \$50,000 challenge grant to encourage initial contributions.

Chaired at first by Lloyd Lewis, the AACF was the first such fund group in the nation created and administered solely by African-

Americans. An umbrella for 20 individual funds, the AACF had assets approaching \$1 million in 1996, with a like amount in identified legacies. It was built by contributions from African-Americans, with a 50 percent match from the Foundation. The need for such a fund, John Moore said, is clear: “For us to have a strong community, we need private funds – not government money with strings attached, but money that community leaders can use at their discretion, based upon their understanding of the priorities.”



**Broader participation.** The Foundation has brought many into philanthropy; the AACF is the first fund of its kind in the country created and administered by and for African-Americans.



**“WE CAN BE A FACTOR IN SUPPORTING COLLABORATIONS BETWEEN DIFFERENT NONPROFIT ORGANIZATIONS.”**  
**– BETSY B. WHITNEY**

As The Dayton Foundation became more inclusive, it became more successful. One measure was its sudden jump in assets. At the same time as the Foundation was



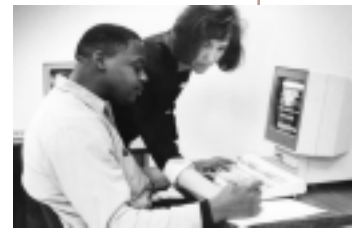
**Preserving the past.** Carillon Historical Park, which preserves the region’s history, is a subsidiary of The Dayton Foundation and endowed by The Carillon Trust fund.

becoming more successful at such traditional tasks as the gaining and granting of funds, Fred Smith, as Governing Board, chair, pushed the Foundation into a new role. “The Dayton Foundation’s most important function,” he said, “is as a catalyst, bringing together people in leadership roles to resolve community problems.” Soon, the Foundation was up to its elbows in hands-on collaborative efforts to orchestrate solutions to local concerns.

One early effort focused on public education. In the mid-1980s, local education was high on the civic

agenda, but low on answers to a number of complex challenges. The need for a new local structure to assist the public schools was apparent. With a broad base of community support from local government, education and business leaders, The Dayton Foundation “convened” a response and worked to create a vehicle to provide coordinated efforts and much-needed resources for schools. Ultimately, the Foundation became the home to this venture—the Dayton-Montgomery County Public Education Fund (later, the Alliance for Education). The Fund generated public-private partnerships to impact schools through program strategies, professional development opportunities and recognition of excellence in area schools. Eventually, thousands of students from around the Miami Valley would benefit from these efforts.

Further initiatives followed in the late eighties. One long-running effort, the Self-Sufficiency Initiative, was launched in 1989 in response to information that one-sixth of the young adults in Montgomery County might fail to achieve self-sufficiency – the ability to hold down a job, pay their bills, contribute to their community. Drawing participants from business, government, education and elsewhere, the Initiative identified the barriers to self-sufficiency – personal barriers like substance abuse; labor market barriers such as the refusal by companies to hire people off welfare; community barriers like the absence of healthcare benefits for low-wage earners.



**Enabling.** Through the Self-Sufficiency Initiative, the Foundation focused the community’s efforts at helping adults achieve independence.

“We have to be realistic about the barriers people face,” Fred Smith noted. “Few mothers, for example, are going to forego the health benefits their children get from welfare for jobs that pay \$5 an hour.” With barriers identified, the Initiative has worked on ways to surmount them – reforms in health insurance, welfare reforms and a continuing effort to create a “one-stop” job center for the unemployed.

With the backing of The Dayton Foundation, Fred Smith and John Moore worked on the state and ▶

local levels to gather support for the effort, which included the center concept. In the mid-1990s, Foundation Governing Board Chair Thomas J. Danis joined their efforts, working locally behind the scenes to bring together public, nonprofit and foundation partners to make the one-stop job center a reality.

“The Dayton Foundation was able to bridge the difference between the various groups and sell the value of the project to the community,” Danis said. “The Foundation also provided the financial guarantee, because we felt strongly that this effort would make a substantive change.”

“As human and social service needs continue to grow,” Danis said, “the key is to recognize that the causes of those needs also are increasing. It’s imperative that we deal more with the root causes of the problems and less with the symptoms. In this case, we knew we needed to help people on welfare get back to work, which is what this effort addresses.”



**Regionalization.** The Northmont Education Foundation puts resources into the classroom, while housing its own funds with The Dayton Foundation.

## THE 1990s: SPREADING OUR BRANCHES

In the 1980s, The Dayton Foundation had broken through the limits of its previous experience. With those limits removed, the Foundation in the 1990s set a priority on institution building, both for itself and its constituencies.

This change was heralded by a heady goal. In 1990, the Board set itself twin targets: \$100 million in endowed assets under management and an additional \$100 million in documented legacies, both by the



**President Darrell L. Murphy and Chair Thomas J. Danis lead the Foundation into the future.**

year 2000. This change brought with it new leadership.

In 1991 Darrell Murphy, former director of the Louisville Community Foundation, was named president of The Dayton Foundation. Interestingly, when Murphy reached the Louisville post, he asked where he should visit to see a successful community foundation in operation. He was advised to go to The Dayton Foundation, whose growing success he would now direct.

To strengthen its hand and broaden its base, The Dayton Foundation, led by newly appointed Chair Tom Danis, boldly moved to increase the number of community and business leaders involved in its activities. With

the Board’s backing, Danis forwarded major growth in the number of Governing Board positions from nine to fifteen and set up and gave weight to several Board committees with significant responsibility and input into Foundation activities. In addition, the representation of various parts of the community grew under his chairmanship to nearly 300 area residents engaged in dozens of fund advisory committees.

This gave the Foundation broad access to community thinking and support and served to further democratize the Foundation’s inner workings, at the same time making it more accessible to a greater number of people.

**“THE DAYTON FOUNDATION IS AN IMPORTANT RESOURCE FOR NON-PROFIT DEVELOPMENT OF OUR COMMUNITY.”— JOHN W. BERRY, SR.**

These moves were clear signals to a widening community circle that The Dayton Foundation was a true community foundation in the most fundamental sense of the term and that people from the broad spectrum of the community were welcome and encouraged to participate in this unique local enterprise.

In dollar terms, success ran well ahead of the targets set by the Governing Board. By 1996 total assets under management hovered close to the \$100 million mark, with an additional \$110 million in documented legacies.

As striking as the amount are the sources of those funds. As Foundation President Darrell Murphy observed, “It’s not just the ‘movers and shakers.’ Equally, we draw the participation of retired schoolteachers, retired nurses, retired factory workers from Frigidaire and GM and farmers, all of whom are saying, ‘I want to leave something of myself behind, and The Dayton Foundation is a good place to do that.’” Their reasons are as varied as the individuals involved.



**“IT’S NOT JUST THE ‘MOVERS AND SHAKERS.’ IT’S RETIRED SCHOOLTEACHERS, FACTORY WORKERS, FARMERS...”— DARRELL L. MURPHY**

Martin Bayless was a Dayton high school football star who made it to the pro ranks without forgetting his father’s admonition “not to forget where I came from.” Young people, Bayless said, “need to dream.” In 1994 he acted on his wish to give kids something to dream about by establishing, through The Dayton Foundation, the Martin A. Bayless Foundation. Its purpose is to bring adolescents together with professional athletes at two-day camps that stress success is available through athletics and hard work. These camps – in Dayton, San Diego and Phoenix – have drawn as many as 30 professional athletes and 2,000 young people.

For Douglas Scholz, president of Unibilt Industries, a Vandalia-based maker of single-family modular homes, the wish was to make a college education more accessible to his employees’ children. The mechanism is the Carl R. Scholz-Unibilt Industries Scholarship Fund. Operated through The Dayton Foundation, the fund provides up to 50 percent of tuition, room and board to employees’ children, from primary school through college-aged children. Scholz noted, “My father gave me and my brother and sister the opportunity to attend college. We wish to provide our employees’ children with that same opportunity.”

The Dayton chapter of Twentig, Inc., an African-



**San Diego Charger Marco Coleman helps make Martin Bayless’s vision a reality.**

American women’s civic organization, has also been underwriting scholarships through the Willis Bing Davis Scholarship Endowment Fund, which provides support to area young people who wish to pursue study of the visual arts. Anita Curry-Jackson, a Twentig member and member of the Wright State University faculty, said, “For young people to know that people are supporting them – and that there is a little extra money behind them – helps them take their own aspirations more seriously.”

At its most general, the Foundation is a means of giving back to the community in which one lives. Ellen Jane Lorenz Porter, who has an endowment, a legacy and a Depository fund with the Foundation, said, “As a person who was born in Dayton 89 years ago, I have a great affection for my city and want to share my good life with others. The best way I have found is through The Dayton Foundation.”

People such as these need The Dayton Foundation, Fred Smith said, because “it’s not easy to give money away.” Smith’s point is that to give with intelligent effect, the donor must be knowledgeable of the possible recipients and familiar with the tax laws that govern that giving. Further, if philanthropy is to continue over time, it must be administered. Such considerations encouraged William Anderson, retired board chairman of NCR, to establish the Foundation’s first advised fund – administered by the Foundation, advised by the donors.

Anderson had considered setting up a private foundation but, he learned, “that requires work and considerable overhead. And tax problems complicate the situation.” With an advised fund at The Dayton Foundation, he said, “you get all the advantages of a private foundation without the headaches.” The advantages, he added, are more than administrative: he identifies his areas of interest; the Foundation, based on ▶



**Giving back. Ellen Jane Lorenz Porter is one of many who use the Foundation to contribute to the community they love.**



**William Anderson, retired NCR chair, found The Dayton Foundation offered him simpler, more effective philanthropy.**

its knowledge of nonprofits, points out those of possible interest. “The Foundation,” Anderson said, “made me aware of a pilot program to build awareness of responsibility among unwed fathers. It was a small program, less than \$5,000, but the young men really attended. That’s what the Foundation can do for you.”



**“I SEE THE CURRENT GOVERNING BOARD AS VERY INVOLVED, VERY CONCERNED WITH COMMUNITY NEEDS.”— ROBERT S. NEFF**

In recent years, The Dayton Foundation has grown increasingly sophisticated in the choices it can offer donors – from restricted or unrestricted funds to a wide variety of gift methods, including planned and deferred giving options. The Foundation educates estate planners, accountants and others who may have clients in need of the Foundation’s services. Through this process, these

financial advisors have come to play a pivotal role in the increasing success of The Dayton Foundation. Charles Abramovitz, a member of the Foundation’s Governing Board, noted, “By design, the Foundation provides the opportunity to take advantage of all the tools that exist to make giving to nonprofits easy, desirable and deductible.”

**Each has a wish: Grace and William Hagenbuch have used the Foundation to help preserve the Beaver Creek Wetlands.**

Just as the Foundation brought new tools to its work with donors, so it expanded its work with area nonprofits, work aimed at building the self-sufficiency of each undertaking.

That work can begin at square one: Burnell Roberts, vice chair of the Board as of 1993, stated, “We are one of the few sources of risk capital. The Foundation frequently provides start-up money to help organizations.”

At the same time, Roberts stressed, “We are not in the business of keeping them alive forever. They have to pick up and carry themselves.” Organizations do so, however, with various assistance from The Dayton



**Growth.** Learning Tree Farm, a place for kids to explore and learn, is developing itself with the institution-building support of The Dayton Foundation.

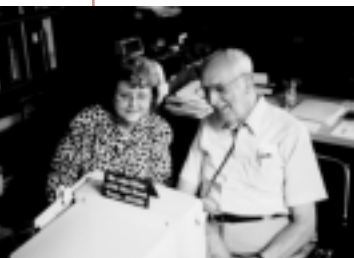
Foundation. Beyond traditional grant-making, the Foundation helps nonprofits to develop their management skills, organizational strength and fundraising capabilities.

One case in point shows how the Foundation has moved from simple philanthropy to concerted institution-building. The Learning Tree Farm was opened in 1973 on 55 rented acres north of Miamisburg by teachers who felt that “city kids were just losing all touch with the country.” Their first contact with The Dayton Foundation, recalled Co-Director Sally Keyes, came “one very rainy day in 1973. We and the kids were running through a very muddy field and we looked up to notice this elegant man with his umbrella getting out of an expensive car.” The man was Dayton Foundation Director John Sullivan, who liked what he saw. Soon thereafter the Learning Tree Farm received \$2,000 for operations.

In the 1980s the Foundation moved from grants for operations to grants that build self-sufficiency. That, Learning Tree’s Jean Ryan said, “got us thinking about what would help us grow.” The Foundation, she said, helped them gain title of the land, a big step toward independence, and provided support for equipment acquisition. Now, a new emphasis: the farm is working with the Foundation to set up a secure endowment.

Indeed, as stated by Foundation President Darrell Murphy, endowment building is central to the Foundation’s strategy for nonprofits. “Most nonprofit organizations have difficulty implementing and managing an endowment fund,” he said. “Maybe they never got around to it; maybe it involves expertise they simply do not

have.” An endowment, Murphy explained, gives an organization a way to draw upon the assets of its supporters, without jeopardizing the current income that is the source for the nonprofit’s operating funds. When its endowed funds are placed in The Dayton Foundation, Murphy



**Perpetuity.** Several of the endowment funds in The Dayton Foundation support the work of United Way in the community.

added, a nonprofit “can gain all the advantages of planned giving services” – indeed, by 1996, 65 area nonprofits had taken that step.

“A constant question for all organizations is sustainability,” said Phyllis Brzozowska, executive director of CITYFOLK, which provides access and exposure to folk,

ethnic and traditional arts. “The ultimate sustainable fund is your own endowment. By looking at an endowment,” Brzozowska added, “an organization is making a commitment to its own future. It’s a way of saying, ‘We’re not here just so long as we have an artistic director who does great things.’”

## TODAY AND TOMORROW: GROWING THE FUTURE

**A**ge 75 is a time for taking stock. The Dayton Foundation clearly will continue to widen its base and reach out across the region to donors who want to help their community. In this growth are the seeds of future possibility.

Foundation President Darrell Murphy spoke about this future and the changes that size will permit.

First, Murphy said, “With a larger asset base, we’ll

be able to be more proactive, less reactive. No one can tell what will emerge in the future, but with larger resources, we’ll be in a position to respond to whatever the future brings.”

Second, the Foundation will play a larger economic role. Already, the Foundation has established a revolving fund for investments in Dayton’s downtown. “We can become involved in anything that benefits the downtown,” Murphy said, “public art projects, employment efforts or a job training program.”

Third, the Foundation will strengthen its regional base. Currently, it houses the assets of the Lima Community Foundation and the Vandalia-Butler Foundation and extends Depository services to such community foundations as Springfield, Yellow Springs and Clinton County. “With our size and expertise,” Murphy said, “we can provide services that might be difficult for a smaller community foundation to provide.” Such an arrangement, said Gale Mabry of the Northmont Education Foundation, brings significant benefits. “It’s important to have that tax shelter umbrella and to have the paperwork taken care of,” he said, “but it is equally

important that The Dayton Foundation has the personnel to provide professional help on whatever we need.”

In the years ahead, Murphy said, the Foundation will build on what is already its strongest asset: its flexibility. “No other funding source has the flexibility of a community foundation. No other social institution can work as readily with as many different individuals and groups as we can.”

That adaptability will be vital, said Board Chair Tom Danis. “It’s obvious that the winds of change out of Washington and Columbus will place further responsibility at the local level in dealing with social service and human issues,” Danis said.

“We, in our community, are going to have to be the source for the assistance that’s needed and be responsible for our issues and challenges,” he said. Communities with strong and established community foundations will, in the long run, be able to deal more effectively with the changes that are upon us. The Dayton Foundation, with its long and successful history, will be able to provide important assistance in funding and in community leadership and coordination.

“The role of a community foundation in the future is an open issue,” he said. “As we move forward into the next century, we must be mindful of the significance of the past and open to what the future may bring. The solid foundation that the past has provided us will allow us to be creative and meet the challenges of the 21st century.” ◀



**Future.** The Alliance for Education continues to enrich educational experiences for children throughout the region.



**Fostering.** The Dayton Foundation has given support to CITYFOLK over the years, building the organization that brought The National Folk Festival to the Miami Valley.



**“NOTHING EVER BUILT AROSE TO TOUCH THE SKIES UNLESS SOMEONE  
DREAMED THAT IT SHOULD, SOMEONE BELIEVED THAT IT COULD, AND  
SOMEONE WILLED THAT IT MUST.”— CHARLES F. KETTERING**



**THE • DAYTON  
FOUNDATION**

*We're here for good.*

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