

Community Foundation of Utah

Updates and current news from the Community Foundation of Utah

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Aug 30

2010

[Social](#)

[entrepreneurs? Or sell outs?](#)

Posted by

[fraser](#) in

Untagged

When does our drive for entrepreneurship go too far? the Newark New Jersey [The Star-Ledger](#) , reports here that a local for-profit retailer is purchasing used clothing en masse from local charities (including the Lupus Foundation of America and the United War Veterans Council)" at a bulk rate" and then turns around an sells them at their retail store, keeping all the profits.

The company says say that by using the 'commercial middleman', the nonprofits have greater capacity to collect and sell their collected goods.

David Borochoff, president of the American Institute of Philanthropy, has a different take. He thinks that the folks dropping off their former finery would be far less enthusiastic about giving to a charity if they "knew only 25 percent of the value of their donation could benefit the charity."

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[How to make museums relevent](#)

Posted by

[fraser](#) in

Untagged

One of our Social Innovation Challenge participants in the Utah Symphony/ Utah Opera. They, like other large cultural institutions, need to attract new, younger and more diverse audiences. This morning's Wall Street Journal has a series of interviews with art museum chiefs in their 30s and 40s, about their techniques including new media, interactive exhibits, and social events to make the institutions more than simply places that collect and display art. Full text of the article follows: Over breakfast one recent Saturday, Kaywin Feldman, the director of the Minneapolis Institute of Arts, recalled a moment years ago at a meeting of the Association of Art Museum Directors. Then in her mid-30s, one of association's youngest members, and director of the Memphis Brooks Museum of Art, she proposed a session on museums and the environment. "I was told it was irrelevant," she says. By June of this year, when the AAMD met in Indianapolis for its annual meeting, the association had caught up with her thinking: Not only was a session devoted to making museums "greener," but Ms. Feldman was elected president. Ms. Feldman is part of a new generation of women and men in their 40s that is taking the reins at America's top art museums. It includes Christoph Heinrich at the Denver Art Museum, Thom Collins at the Miami Art Museum and James Steward at the Princeton Art Museum, to name a few. Shaped by their times, which differ markedly from the formative years of the directors they are replacing, many have different views of what a museum should be. Not so long ago, directors were proud to say museums were "cathedrals of culture," collecting, displaying and preserving the best art. Today, that's regarded by some as elitism, and it's not enough. Reacting to demographic and social trends, they are bending the art-museum concept to reach new audiences and remain relevant. "We live in a more global, multicultural society that cares about diversity and inclusivity," Ms. Feldman says. "We're thinking about how we increase our service to the community." Doing their part to save energy is an example of that. There's no shining line separating the generations, of course. Some directors have been preaching the "populist" gospel for years, often translating that into exhibitions about guitars, hip-hop or "Star Wars" paraphernalia and live music nights with cocktails, DJs and dancing. Current thinking goes much deeper. Many young directors see museums as modern-day "town squares," social places where members of the community may gather, drawn by art, perhaps, for conversation or music or whatever. They believe that future museum-goers won't be satisfied by simply looking at art, but rather prefer to participate in it or interact with it. "The Artist Is Present" show by Marina Abramovic at the Museum of Modern Art—silent, one-on-one encounters between volunteers and the artist, which viewers hung around to watch—is a recent, popular example. New technology and social media, from blogs to Facebook to YouTube, are helping to drive the trend. "We're on the cusp of a huge change in the way technology will change the visitor experience and how people learn about art," Ms. Feldman says. Adding to the pressure are changes in the art world, which is growing more global and more interdisciplinary, and in education, which skimps on the arts and is forcing museums to provide more context. "The biggest transformation is how we're conceiving of social engagement with our audiences," says Olga Viso, who became director of the Walker Art Center in Minneapolis in January 2008. "We are working out the strategy for engaging in a much deeper way and a multiplicity of ways. It's about breaking down boundaries." Ms. Viso offered two recent examples. First, the Walker is staging "Open Field" on its grounds this summer, a "cultural commons" where artists and the public alike may create, perform, discuss

books or current affairs, attend demonstrations or just watch everyone else. From its "Tool Shed," the Walker lends radios, blankets, playing cards, sketch pads, scissors and even iPads. Second, through Sept. 15, the public has been invited to vote on which works on paper, drawn from the Walker's collection, will be shown in its "50/50: Audience and Experts Curate the Paper Collection" exhibition this December. Some of the curators, Ms. Viso concedes, are not comfortable with that concept, but she stresses that it's just one display, which the curators will install. In any case, she believes that "curators will have to share their research differently" henceforth. They'll have to Twitter, blog, work across curatorial departments and take a larger approach to their job. "We are actively in the process of updating their job descriptions," she says. Elsewhere, broader outreach may be as simple as exhibition programming that goes beyond the traditional lectures and concerts—and beyond museum walls. In Oregon, for example, the Portland Art Museum recently organized an exhibition called "China Design Now." It featured works by about 100 designers, architects, filmmakers and artists who have moved China from its days as an imitator to being an innovator in design. In conjunction, the museum contacted area designers, universities and design galleries, encouraging them to mount an exhibit or program on the same theme. Then it created a website to capture all the activities in the same place. "It extended the spokes of the museum's wheel," says Brian Ferriso, the museum's director, who previously headed the Philbrook Museum of Art in Tulsa, Okla. He is careful about one point, though: "You never lose the curatorial voice. You add other voices." Back at the Minneapolis Institute of Arts, Ms. Feldman sees exhibition content and acquisitions as a way to reach out to the community. "People want to see themselves on the walls," she says. "You have to make them feel comfortable." When she took over the Memphis Brooks in 1999, it had very few African-American visitors even though they make up more than half the Tennessee city's population. She increased their attendance by exhibiting and buying art made by African-Americans. The Minneapolis area has few African-Americans, but it has a large East African population. When the MIA adds to its African collections, Ms. Feldman says that she'll be looking for art from that area. The degree to which museum directors are adopting these strategies varies, of course, and they seem to be especially strong at contemporary art museums. But they are spreading. The AAMD, the museum trade organization, has definitely taken a stand. Once something of a club limited to 100 directors of the largest museums, it has recently, Ms. Feldman says, made "service to the community," rather than budget size, the criterion for membership, which now numbers nearly 200. The group has also won a \$50,000 grant from the National Endowment for the Arts to help document and publicize stories about its members' community-service programs. These include activities like bringing art to those with Alzheimer's or posttraumatic stress disorder, and farming crops for donation to local food banks. The goal is "making art essential to everyone." Ms. Feldman admits that her cohorts know that goal is not possible. "It's a vision, far out there," she says. But it's what they, for better or for worse, are trying to do.

[Comment \(0\)](#)

Aug 17

[Call for 'new kind' of nonprofit leader](#)

Posted by

[fraser](#) in

Untagged

Just read this blog from Nell Edgington (and of course I am partial because he has a photo of Lincoln to kick it off). Had to share - it really reflects the kind of leadership we are providing at the Community Foundation with the help of our team of enlightened entrepreneurs - be they in the for profit or nonprofit sphere. **Enjoy!**



In his New York Times column this week Bob Herbert [strongly criticized America](#) and its leaders for not stepping up to the plate to guide us through these very troubling times. As he put it:

As a nation, we are becoming more and more accustomed to a sense of helplessness. We no longer rise to the great challenges before us. It's not just that we can't plug the oil leak, which is the perfect metaphor for what we've become. We can't seem to do much of anything.

Although his column is perhaps a bit too bleak, he does make the point that we have forgotten how to lead ourselves out of a mess, and the messes are getting larger and larger.

The messes of the American system are often cleaned up by the nonprofit sector. Nonprofits are usually borne out of some disequilibrium that the market creates (poverty, homelessness, poor education, lack of healthcare).

However, lately the messes have been too much for even the nonprofit sector to bear. And at the same time a deep recession, government's increasing off-loading of social services to the sector, donors growing desire for measurement, and a more wired world are all combining to demand dramatic changes to how nonprofits operate. As a result, nonprofit leaders need to adapt.

The day has come for a new kind of nonprofit leader, one who has the confidence, ability, foresight, energy, and strength of will to really lead. This new nonprofit leader:

- Embraces the idea of a [networked nonprofit](#) and is willing and able to break down the walls of control and risk aversion and let the world in as fully engaged partners in the work they are doing.
- Works toward completely [integrating money into the impact](#) they are trying to create, understanding that big plans for impact are not enough, you also must finance them.
- Realizes that it is no longer enough to just "do good work." They must find a way to measure, in some form, the work that they are doing and be able to demonstrate results to the external market.
- Looks to the social entrepreneurship movement for inspiration and new ideas for accelerating social impact.
- Recognizes the importance of strong infrastructure and works to recruit and keep top talent and create effective technology and systems by fundraising for those real operating costs every year.
- Refuses to [play nice](#) with funders who want to undermine the mission and impact of the organization, competitors who are providing an inferior service, and board members who won't contribute.
- Maintains an external view on how their organization can continue to add value in the outside marketplace of community problems.
- Constantly forces themselves, and their high-performing team of board, staff, funders and volunteers to ask hard questions, [make bold goals](#), push themselves harder, and deliver more and more impact.

It's a tall order, but true leadership always is. We no longer have the luxury of so-so leaders. These times demand confident, capable, engaging leaders who are a beacon to a society whose mounting problems are overwhelming at best.

[Comment \(1\)](#)

Aug 15

2010

[**Focus on what matters, not how you get there**](#)

Posted by

[fraser](#) in

Untagged

Launching this community foundation has been a real stretch at times. If you are like me, its easy to focus on the how of the work -- the processes, the policies and an overwhelming desire to put everything in nice binders - and rather than the results of the work, which at times feel elusive. I was glad to be reminded by Jan Masaoka to focus more on doing good and less on operations. You can [download](#) it here or if you are schmancy I am sure there is some ap.

[Comment \(0\)](#)

Aug 07

2010

[Who has signed the billionaire Giving Pledge?](#)

Posted by

[fraser](#) in

Untagged

You may have heard that 40 of America's wealthiest individuals and families have signed the Giving Pledge, and many have a history of charitable giving. The Chronicle of Philanthropy recently printed a list fo their names and links ot their charitable giving history by clicking on their names. A full list is below:

[Paul G. Allen](#)

Laura and John Arnold

[Michael R. Bloomberg](#)

[Eli and Edythe L. Broad](#)

[Warren E. Buffett](#)

[Patrick Soon-Shiong and Michelle B. Chan](#)

[Barry Diller and Diane von Furstenburg](#)

Ann and John Doerr

[Lawrence J. Ellison](#)

[Bill and Melinda Gates](#)

[William Barron Hilton](#)

[Jon and Karen Huntsman](#)

[Irwin M. and Joan K. Jacobs](#)

[George B. Kaiser](#)

[Kenneth G. and Elaine Langone](#)

[Gerry and Marguerite Lenfest](#)

[Lorry I. Lokey](#)

[George Lucas](#)

[Alfred E. Mann](#)

[Bernard Marcus](#)

[Thomas S. Monaghan](#)

Tashia and John Morgridge

[Pierre and Pam Omidyar](#)

[Bernard and Barbro Osher](#)

[Ronald O. Perelman](#)

[Peter G. Peterson](#)

[T. Boone Pickens](#)

[Julian H. and Josie Robertson](#)

[David Rockefeller Sr.](#)

[Herbert M. and Marion O. Sandler](#)

Vicki and Roger Sant

Walter Scott Jr.

[Jim and Marilyn Simons](#)

[Jeffrey S. Skoll](#)

[Tom Steyer and Kat Taylor](#)

[Jim and Virginia Stowers](#)

[Robert E. \(Ted\) Turner](#)

[Sanford I. and Joan H. Weill](#)

Shelby White

[Comment \(0\)](#)

Aug 03

2010

[Welcome to our new web site!](#)

Posted by [fraser](#) in *Untagged*

We love our new web site, and hope you will too! We are indebted to Troy Mumm and [Third Sun Productions](#) for the design work.

I hope you'll find site a place to 'engage your giving mind'. Whether you want to support the endowment of a local charity, learn more about creating a fund with the foundation, or follow local and national news in philanthropy, social entrepreneurship or nonprofit management, 'this is the place'. The calendar has upcoming trainings and events sponsored by the Community Foundation and our partners.

In the coming weeks we'll be launching our on line interactive portal, an expansion of our 'speed mentoring' activities.

Let us know what you think!

[Comment \(0\)](#)

Jun 10

2010

[Where the money went](#)

Posted by [fraser](#) in *Untagged*

Charitable giving fell to an estimated \$303.75 billion in 2009, a drop of 3.6 percent from a revised total of \$315.08 billion in 2008, a new report from the Giving USA Foundation finds. Because the overall economy experienced slight price deflation in 2009, the year-over-year inflation-adjusted decline was 3.2 percent.

Other highlights:

- individual giving was flat in 2009 when adjusted for inflation
- bequests fell 23.9 percent
- corporate giving rose 5.5 percent (ot in Utah!)
- private, community, and operating foundation giving fell 8.9 percent

Biggest declines in types of recipients were capital campaigns, endowment gifts, and donations of art and property.

Giving to foundations and education, arts and culture, and public-society benefit organizations, for instance, declined while Health, human services, international aid, and environment/animal-related organizations saw increases. This is also true in Utah

And as always, giving to religion comprised the largest share of all contributions, coming in at an estimated \$100.95 billion, or 33 percent of total giving, a year-over-year decline of 0.7 percent.

[Comment \(0\)](#)

Jun 04

2010

[Greg Warnock invites you to create the first 'E-5-0'](#)

Posted by

[fraser](#) in

Untagged

The Community Foundation of Utah is introducing, as an exciting element of our Enlightened Entrepreneurs initiative, a celebration of entrepreneurs and companies who are engaging their giving minds. This program is modeled on the highly successful V100, which I created while at vSpring Capital.

We need your help! The Enlightened Fifty or E-5-O provides for the recognition of community-nominated and peer-selected entrepreneurs who are a driving force in improving Utah's future. The criteria for nomination includes:

- Pioneer innovative and sustainable approaches to the critical issues facing our state and its residents.
- Demonstrate a consistent commitment to community engagement.

- Are most likely to make a profound mark on Utah's quality of life.
- Value collaboration, entrepreneurship and creativity in giving back to Utah.

Your role in the E-5-0 project is fun, easy and crucial. Simply share the names and corresponding email addresses of all the entrepreneurial individuals you know who fit this description, and their affiliations if any. Please send us your list nominees by two weeks from today, Friday, June 18. There is no need to write an essay in support of your nominations; just let us know who they are! You can e mail your nominees to fraser@utahcf.org.

Next, we will ask all those nominated to select from among the nominees the five they think best exemplify an 'enlightened entrepreneur'. The 50 who receive the most peer votes –

the E-5-O – will be recognized publicly and invited to celebrate with those like-minded. We will make sure to send you the results directly as well. We will continue to strengthen and support this network of innovators committed to the common good each year.

Thank you for participating and for your support of the Community Foundation of Utah.

Warm regards,

Greg Warnock

[Comment \(0\)](#)

Jun 01

2010

[O No?](#)

Posted by

[fraser](#) in

Untagged

Here is something you do not see every day ... but some think should: a foundation shutting its doors. The foundation started by Oprah Winfrey, The Angel Network, will shut its doors when she goes off the air.

I never watched Oprah often - sick days on the couch like most working women I imagine - but I have (again, like most women) admired her. And to this latest move I say Hurrah!

And it has been quite a ride ... she has raised more than \$80 million from 150,000 donors, helped rebuilding efforts post Katrina and building fifty-five rural schools in a dozen countries.

For those of you about to grab a pen: the final grantees have been chosen, and the charity is no longer accepting grant requests or donations. Unless, of course, you are writing to say thanks. Oh and a mention that the CF is One Of Your Favorite Things wouldn't hurt.

doors.

[Comment \(0\)](#)

May 28

2010

[CF in Digital IQ magazine "The Giving Mind Entrepreneurs Give with an Eye to the Future" \(5/18/10\)](#)

Posted by

[fraser](#) in

Untagged

Strategic vision, inspiring leadership and down-to-earth problem solving—these are the traits of most wildly successful entrepreneurs. When such entrepreneurs turn to philanthropy, their philosophy is much the same: a visionary and strategic approach to solving problems and improving communities.

Entrepreneurs don't just want to write a check to a cash-strapped charity. They give with an aim to achieve specific goals. Alms for the poor? Perhaps—but it's more likely to be educational opportunities and job training for the poor.

A Cycle of Prosperity

Entrepreneur Alan Hall fully inhabits this model of giving. He achieved massive success with MarketStar, the marketing and sales company he founded in 1988. The company caters to technology companies in more than 70 countries and generates billions in sales each year.

When Hall began reaping financial rewards from his company, he wanted to do more than "give

back." First and foremost, he wanted to help others achieve his same level of success. And he wanted to bolster the Ogden community he calls home.

"It wasn't about me making money for myself," says Hall. "When you have a great surplus, that surplus should be used to bless the lives of people who have significant needs. That's been my personal and business philosophy all of my life and even today, the money we make we don't keep—we give it back to charitable organizations."

Hall discovered the great need in the world when he served an LDS mission in Guatemala. And later, he and his wife, Jeanne, spent their first year of marriage serving in the Peace Corps in Brazil. There, the young couple experienced a life of poverty first hand; they also discovered the joy of service.

As a successful businessman, Hall wanted to share the secrets of his success with a new generation of entrepreneurs. He founded Grow Utah Ventures to give a hand up to early-stage businesses by providing business resources and mentoring, as well as funding through local venture capital groups.

"If I can help an entrepreneur grow a business so they can have something like a MarketStar in their life and employ thousands of people—that's a great thing to happen in a community," says Hall.

But that is just the tip of the iceberg for Hall's community involvement. He is chairman of the Utah Technology Council, a board member for the Utah Symphony Opera, vice-chair of the Weber State University Board of Trustees and a trustee for the Intermountain Healthcare Foundation. He has also chaired several capital campaigns for educational and nonprofit organizations in the Weber area, most recently chairing the \$9 million capital campaign for Ogden High School.

In 1999, he and his wife formed the Alan and Jeanne Hall Foundation to primarily improve the lives of low-income residents in Weber County. The foundation awards grants to organizations that address access to health care, quality education, employment and safe housing, among other priorities.

"We are residents here and we see there is a great need," says Hall. "A lot of people in our community go without meals, struggle with health conditions and don't have the benefit of education."

His ultimate goal with giving is to improve and enrich lives, creating a cycle of prosperity that will benefit generations of Utahns.

As he mentors up-and-coming entrepreneurs, Hall tries to instill in them his same philosophy of giving. "At the end of the day, I want you to repeat what I'm doing—I want you to make money for the purpose of helping others," Hall tells young entrepreneurs. "They understand that we want them to use their money wisely and not keep it to themselves."

Smart Philanthropy

The Community Foundation of Utah wants to tap into this pool of ambitious and generous entrepreneurs. The foundation's mission is "to harness Utah's entrepreneurial spirit in service to the common good through smart philanthropy."

"We have a real history of founding impactful businesses in the state," says Fraser Nelson, executive director of the foundation. "If I could get all these smart people to engage their 'giving minds'—their intellectual capital as well as their financial capital—we could really be a catalyst for innovation in the nonprofit sector."

To that end, the foundation is experimenting with strategies to get business leaders thinking about complex social problems. The foundation initially held separate focus groups with business people and with nonprofit executives. Nelson discovered some resistance to getting involved in the nonprofit world.

"They said, 'I don't want to sit on a board of trustees; I don't want to sit in meetings; I don't want to attend a gala and wear a black tie,'" she recounts.

To bring these two worlds together, the foundation held a "speed mentoring" event and invited about 70 "phenomenally successful entrepreneurs" and a similar number of nonprofit executives.

The businesspeople sat at tables with signs stating their area of expertise, such as marketing, finance or social networking. They met with nonprofit executives for five minutes each, and the discussion was limited to these questions: What is the social problem? How are you organized to solve it? Where are you stuck?

According to Nelson, the nonprofits came away with numerous ideas. "Their heads were spinning. They got so many phenomenal ideas; people looked at their issues in completely new ways."

And many of the entrepreneurs discovered a passion for nonprofit work—and a new appreciation for the complexity of social problems like homelessness or high-school dropout rates.

The foundation is planning to build on this experience with a "social innovation" competition that will have panels of entrepreneurs competing to solve complex but common problems that nonprofits deal with—for example, how to attract a younger generation of donors or supporters.

"It will be a way for the expertise we have in this community to be engaged in a new way for the social good," says Nelson.

As entrepreneurs become engaged with nonprofits and the state's critical issues, many of them find they are more willing to get involved on boards or through contributing their knowledge and skills.

"Half an hour of an entrepreneur's time is worth so much more than a \$100 check," Nelson points out.

Profit with a Purpose

The philosophy of the Community Foundation of Utah resonated deeply for Phil Hansen, CEO of CLEARLINK. The marketing company that focuses on technology-driven customer acquisitions, was the primary sponsor of the foundation's speed mentoring event and sent its chief marketing officer to participate.

But Hansen had already experimented with ways to achieve impactful philanthropy through CLEARLINK. The company launched an internal campaign for employees, enabling them to get involved in the community and focus on their own wellness. The CLEARLINK Cares campaign quickly expanded to benefit the entire community.

"We've given to schools, individuals, local and international programs—kind of finding what we like to do," says Hansen.

But the company had a hard time quantifying the payoff.

"As a marketing company, we do a lot of research. At the end of 2009, we looked at what we learned from some of these contributions—what went well, what didn't—and we weren't able to tell if we were making a difference with the time and money we were donating," he says.

So Hansen and his executive team decided to re-focus their corporate giving back onto their own employees.

"A lot of our employees were struggling with the same health issues, the same family issues, the same financial issues as the recipients of our giving," says Hansen. "So it made more sense to donate internally first."

CLEARLINK's new program is informally called "Purpose for Our Profit" and it allows employees to focus on three areas: personal well being, valuable relationships and unique experiences. Hansen sums it up as "feeling good about yourself and doing things you like with people you love."

The company sends employees on vacations abroad, brings in experts to teach seminars on various topics and pays for health club memberships, among many other things.

"We literally created a double bottom line and our CFO is tracking these things so we can really see the benefit of what we're doing," explains Hansen.

The spirit of caring and giving has infiltrated the entire company, and employees have begun looking for ways to get involved in the community themselves. Some of them are still involved in the local organizations that CLEARLINK has contributed to, like Big Brothers Big Sisters and the Utah Food Bank. Others have been brainstorming about ways to subsidize a local teacher's pay for a year.

"When a lot's been given to you, you give a lot," Hansen says. And he can't keep his own thoughts from creating a larger impact on the community. The company is a few months away from launching a new nonprofit that will support new entrepreneurs and startups.

"It's about giving time and talent and resources to people [in ways their banks] would not normally fund them," says Hansen. "It's funding people and ideas and small businesses in a very unique way."

Building a Solid Foundation

Nurturing the state's business environment is a common theme for Utah's entrepreneurial philanthropists. Gary Crocker, chairman of Merrimack Pharmaceuticals, focuses on the scientific community that he says provides a foundation for wealth generation and job creation in Utah.

Crocker founded Research Medical in 1983, and the company became the largest manufacturer of open-heart surgery catheters. The company was sold in 1997 for \$235 million.

But Crocker does not take full credit for his extraordinary success. "There is no such thing as a self-made man," he says. "That company would not have been possible—no matter how clever I was—without the opportunity to live in a society that already had a critical mass of life science engineers and other experts. No entrepreneur functions in a vacuum."

Crocker has been a co-founder or primary investor in several life-science companies. He also served as chair of ARUP Laboratories for five years. He has also been involved in the University of Utah's (U of U) science programs for many years, serving as a trustee and as a member of both the University of Utah Hospitals and Clinics Board of Trustees and University of Utah Research Foundation Board. His financial contributions to the University include funding the Crocker Science House and the Crocker Science Internship Scholarship. Most recently, Crocker announced a \$10 million gift to the U of U College of Science to help renovate the historic building that currently houses the Utah Museum of Natural History. Once renovated, the building will house the College of Science, providing a state-of-the-art center for teaching and research.

"The State of Utah needs to protect the fragile competitive advantage we have in the College of Science," says Crocker, who notes the college's current facilities have become antiquated and run down.

Once housed in the Crocker Science Center, the College of Science will have up-to-date classrooms and labs. "It will also feature spin-out incubator space so technologies can have a bridge to commercialization built into the academic environment," he says. Crocker chairs the College of Science external advisory board, and he is pleased that the college's new facility will carry his name. "To be affiliated that closely with one of the top 10 undergraduate science programs in the country is a real honor and is a perfect fit for the life-science career that I've pursued," he says. "Without the folks who are educated and prepared for the life-science industry in that kind of college, the companies that I've helped to found would not be possible."

However, it's not all about science and startups for Crocker. He is also using his sharp business sense to propel the mission of a local nonprofit that serves abandoned and abused youth.

"The Utah Youth Village provides a place of shelter, retraining and safety for children who have been abandoned by their families or who were so extremely abused and traumatized that state agencies can't really deal with them," says Crocker.

He has been involved with the Utah Youth Village for more than 15 years, much of that time as its chairman. "Most nonprofits are in this very difficult situation of always having to go hand-to-mouth for funding—always having to plead for more money," he says. "That cycle doesn't provide a solid foundation for growth or predictability."

Crocker proposed the idea of providing the same "family teaching model" to the dysfunctional children of wealthy families for a substantial fee. The income generated by this for-profit enterprise would then support the nonprofit services provided by the Utah Youth Village.

"We created an internal funding mechanism, which is a very non-charitable culture thing to do," he says.

And it's just this intersection of entrepreneurialism and philanthropy that is helping to transform lives and reshape Utah's future.

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