

producing a virtual
ceremony for architecture's
most prestigious honor
communicating the positive
impact of diplomatic facilities
worldwide supporting racial
equity in grantmaking
sharing stories of kids
transitioning from hospital to
home branding architecture,
finance, wine and innovation.

The Pritzker Architecture Prize

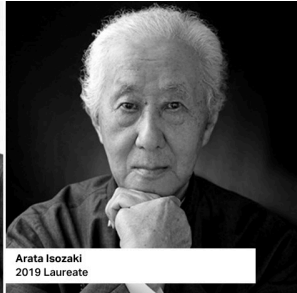
The 2021 Pritzker Prize Laureates:
Anne Lacaton and Jean-Philippe Vassal



Anne Lacaton and Jean-Philippe Vassal
2021 Laureates



Yvonne Farrell and Shelley McNamara
2020 Laureates



Arata Isozaki
2019 Laureate



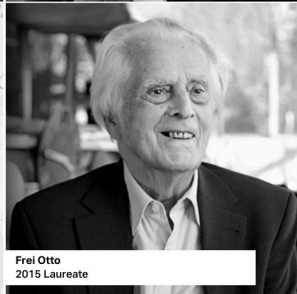
Balkrishna Doshi
2018 Laureate



Rafael Aranda, Carme Pigem & Ramon Vilalta
2021 Laureates



Alejandro Aravena
2016 Laureate



Frei Otto
2015 Laureate



Shigeru Ban
2014 Laureate



Toyo Ito
2013 Laureate



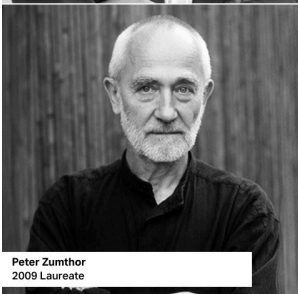
Wang Shu
2012 Laureate



Eduardo Souto de Moura
2011 Laureate



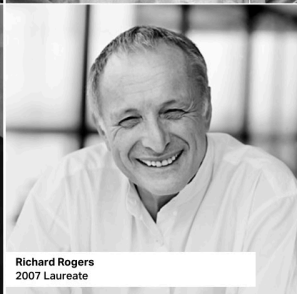
Kazuyo Sejima and Ryue Nishizawa
2010 Laureates



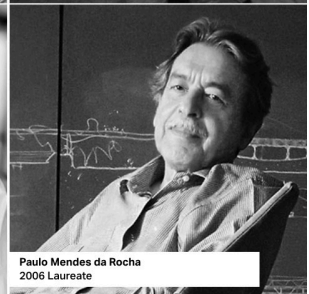
Peter Zumthor
2009 Laureate



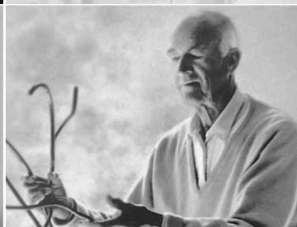
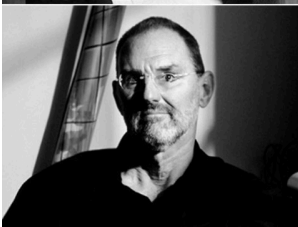
Jean Nouvel
2008 Laureate



Richard Rogers
2007 Laureate



Paulo Mendes da Rocha
2006 Laureate



The Pritzker Architecture Prize

2021 Laureates
Anne Lacaton and Jean-Philippe Vassal
France

Image Book



Anne Lacaton and Jean-Philippe Vassal

Sponsored by The Hyatt Foundation

Latapie
House
1993
Floriac, France



Photo courtesy of Philippe Ruault



Photo courtesy of Philippe Ruault

4

The Pritzker Architecture Prize 2021 Laureates Anne Lacaton and Jean-Philippe Vassal, Latapie House, Floriac, France

Transformation
of 100 Units,
Tour Bois le
Prêtre, Social
Housing (with
Frédéric Druot)
2011

Paris, France



Photo courtesy of Philippe Ruault



Photo courtesy of Philippe Ruault

Originally built in the 1960s, during an era of large-scale social housing construction, the Tour Bois le Prêtre was in dire need of infrastructure, plumbing, ventilation and electrical upgrades. Lacaton and Vassal rejected the city's plans to demolish the 17-story, 96-unit building, and instead modified it. The architects increased the interior square footage of every unit by removing the original facade, extending the footprint of the building, and enclosing it with a new self-supporting facade. As a result, previously constrained living rooms now extend into terraces and flexible space featuring large windows for unrestricted views of the city. Residents were not displaced during the construction and a fixed rent was negotiated by the architects, thus reimagining not only the aesthetic of social housing, but also the intention and possibilities of such communities.

The Pritzker Architecture Prize 2021 Laureates Anne Lacaton and Jean-Philippe Vassal, Transformation of 100 Units, Tour Bois le Prêtre, Social Housing (with Frédéric Druot), 2011, Paris, France

12

FRAC Nord-
Pas de Calais
2013

Dunkerque,
France

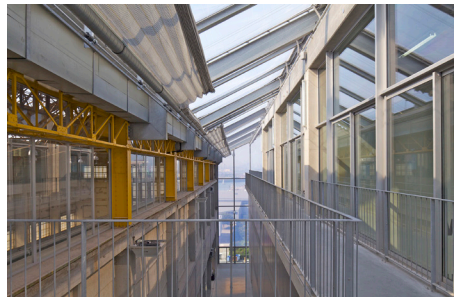


Photo courtesy of Philippe Ruault



Photo courtesy of Philippe Ruault

18

The Pritzker Architecture Prize 2021 Laureates Anne Lacaton and Jean-Philippe Vassal, FRAC Nord-Pas de Calais, 2013, Dunkerque, France



The
Pritzker
Architecture
Prize

Journal

Summer 2021, Issue 18

Career Journeys in Philanthropy



ANONYMOUS

How do you lead or influence practice change in your organization? What barriers have you encountered in trying to lead practice change?

“We have a seat at the leadership table and our institutional and field knowledge is well respected.”

“I feel constrained by bureaucracy and the power dynamics at play.”

“When we focus on DEI issues, I listen carefully to be sure that good intentions are grounded in current perspectives and representative voices are sought and heard. I also work daily to build relationships with fellow staff and seek their guidance and input in addressing my own prejudices and misunderstandings.”

“I got pushback when I shared resources related to racial equity.”

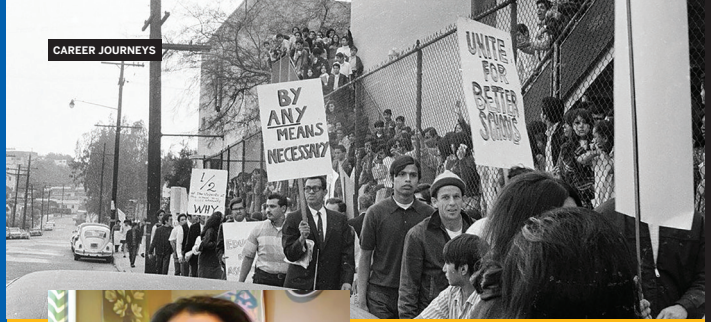
“I am constantly circling back to see if ideas are gaining more traction with each conversation. I see that it works when I keep referencing the change I am seeking to implement.”

“Change management is not done well at my organization. Expectations are not clear and management will change processes or shift strategies without a thoughtful plan of execution. The ripple effects are felt throughout the organization.”

“There is resistance to change and innovation, even when we know it is a best practice.”

“As an operations team member, it can be hard to influence our program and communications team.”

CAREER JOURNEYS



In 1968, approximately 5,000 Los Angeles County school students mounted protests against educational inequality. All rights reserved by UCLA Chicano Studies Research Center.



An Unexpected Journey

By Dolores Estrada, Chief Operating Officer, PEAK Grantmaking

I joined The California Endowment in 1999 as a program assistant, not even knowing what it meant to have a career in philanthropy. The concept of giving money away for a living in and of itself was strange to me. In my 19 years at that organization, I would hold five different titles and each one allowed me to engage with and learn from a variety of staff across the organization and in the community.

As a program staffer, I learned that I loved the process-intensive focus in the work. Over time, this ability to navigate the process and programmatic aspects of grantmaking made me the perfect liaison to our grants administration department. The experiences and the people were so positive, I would eventually transition to the grants department until my departure in 2018.

Looking back, it might at first seem like a bit of a leap going from studying international relations in college to forging a career in philanthropy. But I pursued my degree because I wanted to right the wrongs of the world, and philanthropy unexpectedly presented itself as a means to realize that. And my passion for social justice has remained a driving force for me in this

field. I was initially inspired by all of the participants in the East Los Angeles Walkouts in 1968. Their commitment to fighting anti-Mexican racism and actions to foster greater equity and inclusion in our society made them the most amazing role models. Looking to their example, I am proud to say that I was able to build an amazing career that has focused on social justice, health-care reform, and mental health issues in California.

Beyond those inspirational figures, I can attribute my success to imposing a degree of process on how I managed my career. I knew I had to create a support network and pursue learning opportunities so that I could continuously grow in this profession. If there was something I didn't know, I would seek out those who possessed that knowledge. I became active with the Grants Managers Network (now PEAK), the Council on Foundations, Emerging Practitioners in Philanthropy, Hispanics in Philanthropy and the Joint Affinity Group (now CHANGE Philanthropy).

“I am proud to say that I was able to build an amazing career that has focused on social justice, health-care reform, and mental health issues in California.”

I know that how I came to PEAK Grantmaking as its chief operating officer was a journey that I couldn't have planned for, but it's one I'll always be grateful for. **A**

BY THE NUMBERS

Advocating for Pay Equity in Grants Management

By Chantias Ford, Community Knowledge Manager, PEAK Grantmaking

Grants managers are the backbones and the hearts of philanthropic organizations, as they touch each and every function inside the organization—from operations to programs, strategy, finance, information technology, compliance. They are also typically the first points of contact grantees have with funders and they have more consistent relationships with grantees. As the field of philanthropy evolves, grants management professionals have been instrumental in driving and influencing more equitable, effective, and efficient grantmaking practices.

And yet, current compensation practices don't reflect the expanding value of the role, as PEAK Grantmaking's 2020 Grants Management Salary Report demonstrates. What's more, the data show inequity within pay bands among people based on components of personal identity. There are also concerning trends across job bands.

“Although their role has shifted significantly, grants management professionals have not received a sector-wide reevaluation to compensate for the added value they bring.”

PEAK's salary data encompasses a broader range of grants professionals and other philanthropic positions within our network. For this article, we also looked at the Council on Foundations *Grantmakers Salary and Benefits Reports* from 2020 and previous years to provide additional context on broader compensation trends in the sector.

Today's grants management professionals increasingly have built on the foundation of administrative competencies to encompass skills such as data analysis, relationship building and maintenance, troubleshooting, process specialization, and quality control functions. This expansion of needed competencies has positioned them as integral to achieving organizational success and impact, particularly around strategy and operations. Yet, although their role has shifted significantly, grants management professionals have not received a sector-wide reevaluation to compensate for the added value they bring.

Here are our key findings.

Average pay is up—for some more than others

According to data from PEAK and the Council on Foundations, philanthropic executives' salaries have increased at a more substantial rate compared to grants management professionals and program officers.

\$82,062
average grants management professional salary
up 14%
from 2013

Source: PEAK Grantmaking 2013 and 2020 Grants Management Salary Reports

\$98,411
average program officer salary
up 14%
from 2013

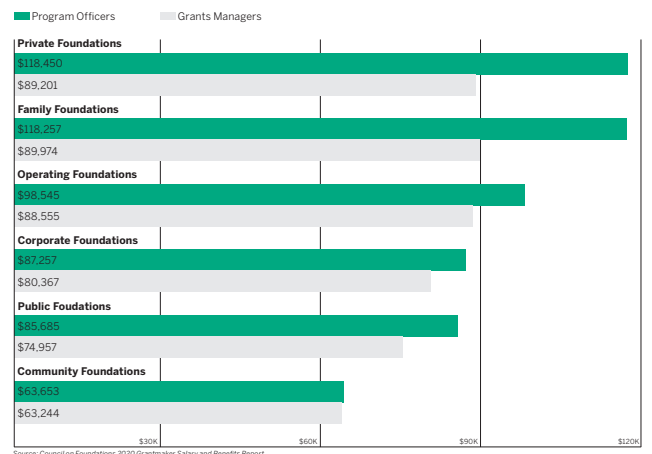
Source: Council on Foundations 2013 & 2020 Grantmaker Salary and Benefits Reports

\$248,933
average CEO/President salary
up 31%
from 2013

Source: Council on Foundations 2013 & 2020 Grantmaker Salary and Benefits Reports

Program staff earn more than grants and operation staff

All types of funding organizations have prioritized their programmatic wings over operations via salary distribution. Across different grantmaker types, program officers are, on average, paid more than grants managers. This difference is even more stark in private and family foundations.





Fund Goals

The goals for the Marshfield **Concentrated Opportunity** Fund are capital preservation and long-term growth of principal, while targeting a pattern of performance at variance with that of the market.

Marshfield believes that to outperform the market, an investment strategy needs to be different from it in ways that add value on a risk-adjusted basis. The cornerstones of how the Fund differentiates itself are reflected in its name:

Concentrated

MRFOX seeks to own a limited number of stocks. Despite the apparent risks of such concentration, we prefer to mitigate risk through a smaller number of names we understand well and at an elemental level than through safety in numbers. We believe this level of diversification establishes an optimal balance between allowing our best ideas to help drive the portfolio while limiting the impact of our worst ideas.

Opportunity

The Fund is willing to hold cash while awaiting well-priced opportunities. Initial or augmented stock positions are bought if and when they trade at a discount. In frothy markets, we tend to sell more than we buy as it can be difficult in these periods to put cash to work at acceptable prices. The cash that accumulates serves as dry powder and provides us with optionality should the environment turn less frothy or an individual name falls for an idiosyncratic reason.

Through thoughtful concentration, a willingness to hold cash, avoidance of consensus stocks, and freedom from sector allocation constraints we seek to avoid the "closet index" trap, while laying the groundwork for superior returns over time.

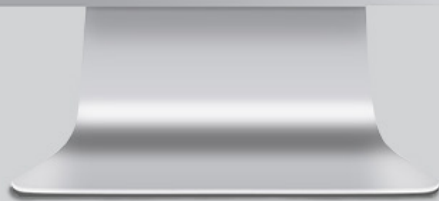
[Find Out More About Our Strategy](#)



Overseas Buildings Operations



\$71 billion portfolio value
290 locations worldwide
25,000+ real estate assets





Brand Style Guide
February 2021

globalpayments

TSYS Foresight ScoreSM

Increase fraud-catch rates while significantly reducing false positives for an improved customer experience

Powered by an innovative adaptive behavioral analytics engine from Featurespace, the flexible, self-learning, 100% real-time scoring model is adept at spotting subtle variances from expected human behavior. This enables you to more accurately predict new and unknown fraud types, and recognize elusive changes in existing fraud for better risk management.

The product

Most of the major fraud-management solutions are supported by consortium-based scoring models. TSYs Foresight Score is based on a real-time scoring model that's individually trained and optimized for each issuer's portfolio, and is constantly updated to account for the latest data plus new and emerging behaviors.

Foresight Score relies on sophisticated machine learning algorithms to deliver enhanced precision in detecting and preventing transactional fraud. This provides you with an advantage in periods of rapid change, such as those we've recently experienced. It's also ideal for recognizing fast-growing fraud in multiple transaction types, including card not present (CNP), electronic chip present cards (EMV), unattended gas, contactless payment, and more.

While Foresight Score is a strong stand-alone scoring model, many issuers find it optimum when used in conjunction with one or more of the leading consortium-based models to identify and manage fraud.

TSYS

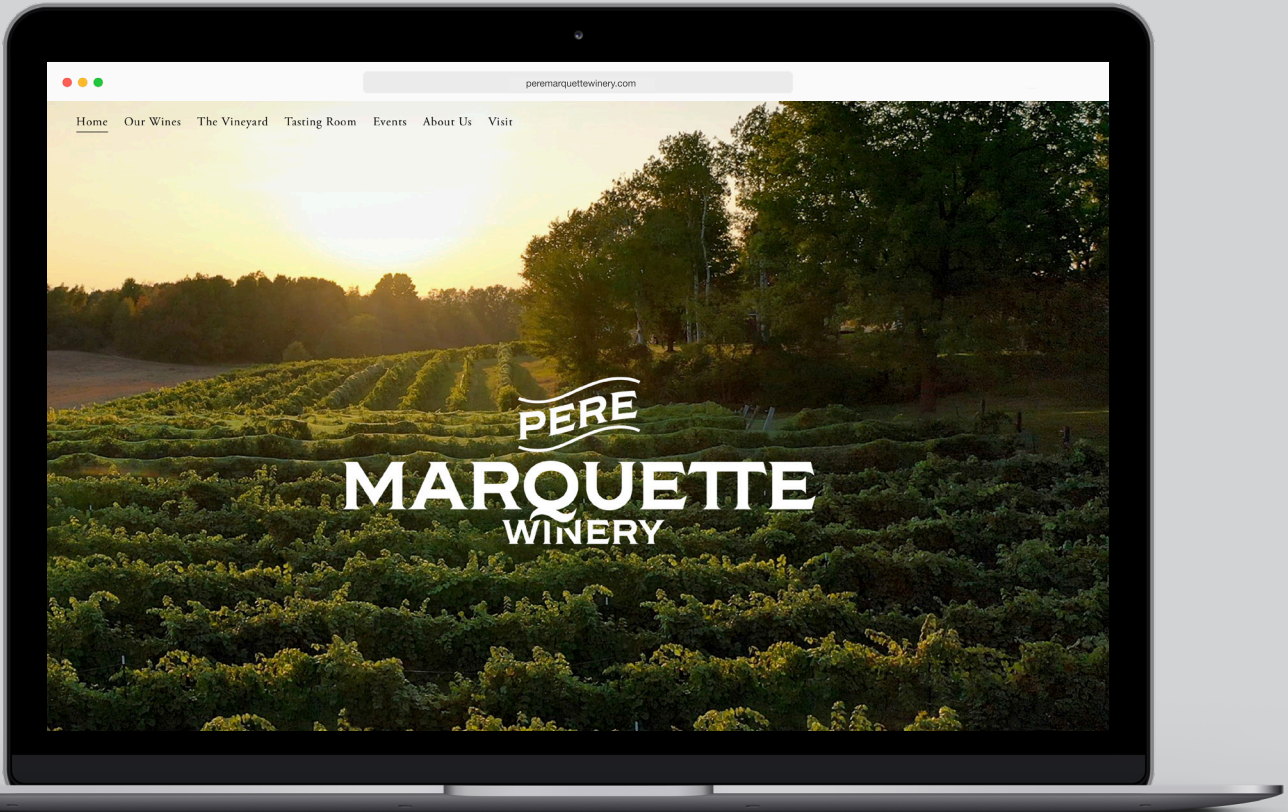
A Global Payments Company

Harness the power of six complementary fraud scores

- A more robust approach to fraud strategy
- Upfront, real-time scores
- Powerful integration with TSYs fraud solutions

TSYS

A Global Payments Company





Almost Home Kids™

Share the Care

2021 Annual Report

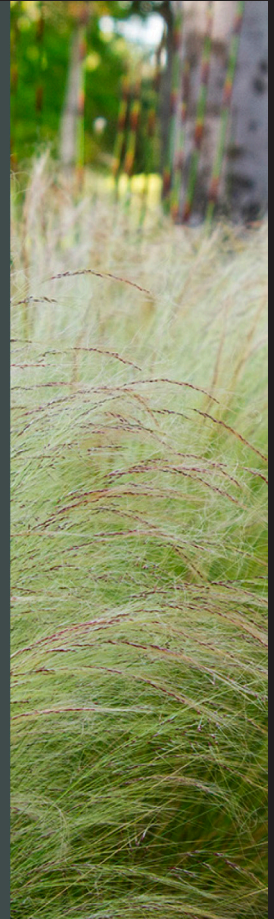


BAUEN

Building. Cultivating. Living.

The Tributary

A Bauen Community



Approach

Through building techniques, conscientious material choices, and responsible practices, The Tributary aims to be *the first net-zero energy neighborhood in the region.*

Power positive homes utilizing photovoltaic technology

Homes that deploy both active and passive design strategies

Natural and healthy building materials

Site positioning ensuring optimal solar efficiencies

Water-saving technologies employed: rainwater harvesting, chemical-free maintenance, and responsible water use

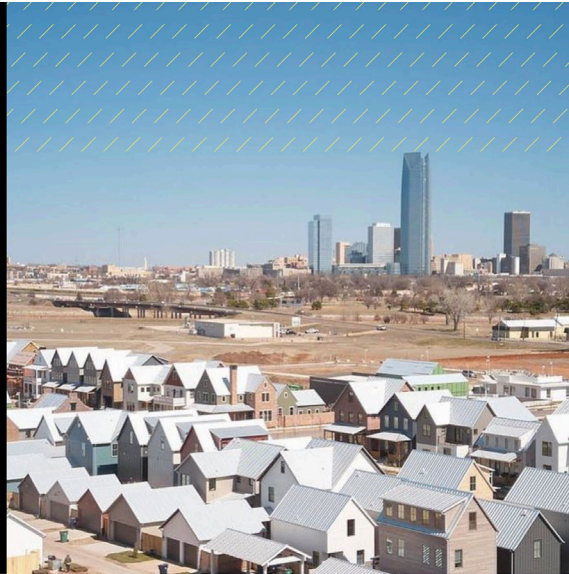
Topsoil preservation and building techniques

Responsible landscape program with low-impact native plants

Gardens integrated into lot landscape

Optional rainwater harvesting

Solar Energy Advantage



 EightTwenty™

Net-Zero Homes

EightTwenty will work to create the first net-zero homes in Oklahoma.

These homes will have their average energy consumption offset by their solar production.

If desired, the homes can also offset an electric vehicle(s) and add noiseless storage for partial or whole home backup.



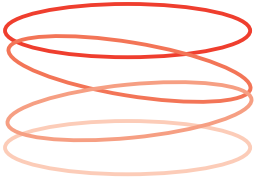
This is a no brainer.

Solar energy **is inevitable**, and it helps you, the developer, achieve short and long-term success.

EightTwenty can help you seamlessly integrate and manage solar.



TWIST
OUT
CANCER



Brushes with Cancer

Southern Art Exhibition &
Celebration Sponsorship
Opportunities





Unlocking Capital for Catalytic Development

Mission

To catalyze **equitable economic prosperity** in communities of color, Community Desk Chicago leverages private market expertise and trusted investor relationships to **unlock capital** for transformative real estate development.



Services

Learn more about how we support transformative development projects

Capital Providers

Help bridge the funding gap for community-oriented development

Collaborators

Lend your industry expertise to support community projects

Communities of color are challenged with capital access for real estate development and investments in their neighborhoods. Nonprofits have limited financial resources and capacity to tackle complex development transactions. And, Black and Latinx developers and entrepreneurs are often denied equitable access to capital to start or grow their businesses. Community Desk Chicago works to close these gaps by promoting direct catalytic capital to Black and Latinx communities in historically underserved Chicago neighborhoods.

We Believe



Strong talent and commercial development opportunities exist in communities, but face challenges accessing the necessary capital and resources.



Communities deserve holistic development, including commercial projects that create wealth building opportunities and improve quality of life.



Projects in communities of color should have equitable access to capital without fear of racial bias.



Our role is to collaborate, not duplicate — partnering with the existing ecosystem to add capacity and fill gaps.





Unlocking Capital for Catalytic Development

Communities of color are challenged with capital access for real estate development and investments in their neighborhoods for many reasons. From chronic disinvestment and perceived risk to undervalued assets and constrained development capacity, these and other obstacles—many traced to systemic discrimination—prevent projects from meeting “traditional” financial benchmarks to secure funding. Community Desk Chicago translates these **challenges into opportunities** by leveraging private market expertise and trusted investor relationships to direct catalytic capital to historically underserved Black and Latinx neighborhoods.

Connecting Community and Investment for a Better Chicago

Black and Latinx development projects have the potential **to transform and stabilize neighborhoods** through job creation and wealth-building.

The Desk engages capital providers to support community developers and their projects for mutual benefit. Investing in thoroughly vetted, transformative projects in historically Black and Latinx neighborhoods can help ensure long-term success, **provide growth** for small business owners with already-strong fiscal track records, and offer investors the flexibility to explore tangible but non-traditional methods to **earn returns**.

Alternative funding sources, such as CDFIs, are limited in the support they provide to fund new ventures or expand existing businesses. In addition to equity investments, community developers require other types of flexible capital sources, including credit enhancements, grants, and low-interest loans. The Desk helps to bridge funding gaps.

We Believe:



Strong talent and commercial development opportunities exist in communities, but face challenges accessing the necessary capital and resources.



Communities deserve holistic development, including commercial projects that create wealth building opportunities and improve quality of life.



Projects in communities of color should have equitable access to capital without fear of racial bias.



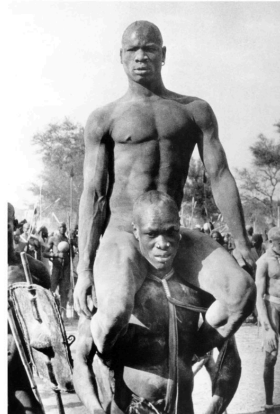
Our role is to collaborate, not duplicate — partnering with the existing ecosystem to add capacity and fill gaps.



Liska Photography Collection

Contact

Click to see more ▾





The Pritzker Architecture Prize

We helped produce an online ceremony video for the most prestigious prize in architecture. We also continued to support the Prize, communicating the impact and works of this year's Laureates through a variety of mediums.



PEAK Grantmaking

This year, PEAK Grantmaking celebrated their 25th year by reflecting on their progress, discussing racial equity in philanthropy and sharing stories of PEAK community members. We supported PEAK through the design of two journals, grantmaking guides, and other communications material.



Overseas Buildings Operations

The Bureau of Overseas Buildings Operations is one of the world's largest real estate developers, directing the international building program for the U.S. Department of State. We worked with OBO on a range of materials that communicate the positive impact of OBO projects to key audiences in host countries around the world.



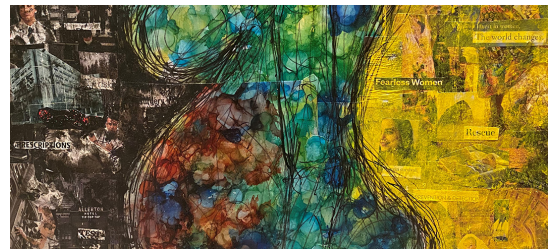
Almost Home Kids

Almost Home Kids supports the transition from hospital to home for children with medical complexities. We designed their latest annual report, as well as a variety of communication tools for this exceptional organization.



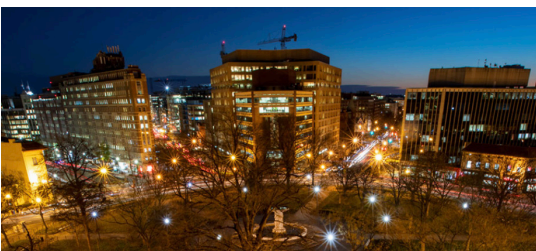
Global Payments

We continued to support to Global Payments, a financial technology company with markets worldwide. Through evolved branding guidelines, and a variety of communications material, we help this complex organization retain a unified look and feel for their numerous brands.



Twist Out Cancer

Twist Out Cancer provides psychosocial support to cancer survivors and their loved ones through creative arts programs and connection to a global community. This year we designed a wide range of communication pieces to help support their mission, and continue their impact through virtual programming.



Marshfield Associates

We continued supporting this exceptional financial institution through website design for The Marshfield Concentrated Opportunity Fund. Marshfield's goal is capital preservation and long-term growth of principal, through an investment strategy that outperforms the market.



The Chicago Community Trust

The Chicago Community Trust connects philanthropy to impact to create long-term change in Chicago. We designed a new website for Community Desk Chicago, a CCT initiative. Community Desk Chicago unlocks capital for equitable real estate development in communities of color.

