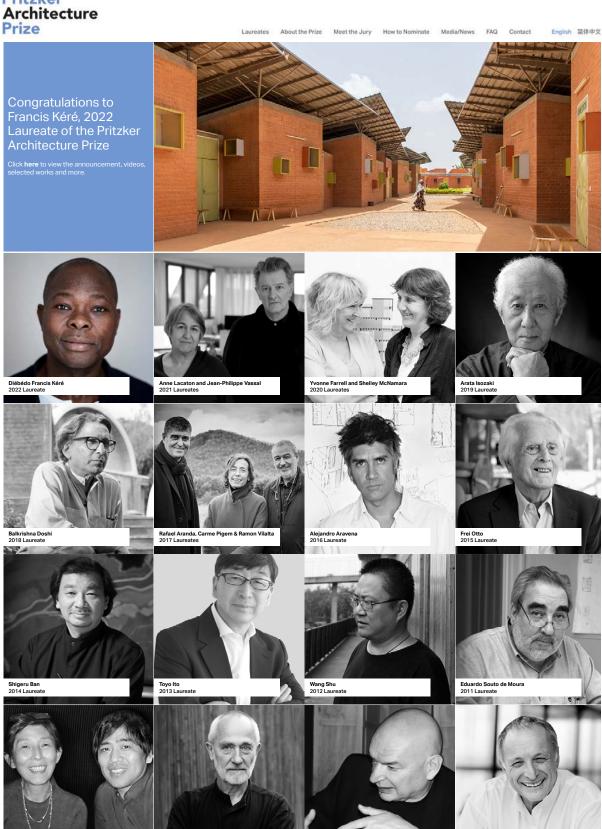
continuing to design for architecture's highest honor communicating the value of cultural heritage and diplomatic facilities worldwide clarifying the breadth of a vast hospital network sharing creative arts programming with cancer survivors branding architecture, finance, healthcare and more.

The Pritzker



The **Pritzker Architecture Prize**

2022 Laureate Diébédo Francis Kéré Burkina Faso and Germany

Image Book







Sponsored by The Hyatt Foundation





A temporary structure located in Kensington Gardens, Kéré's Serpentine Pavilion takes its central shape from a tree and its disconnected, yet curved walls are formed by triangular indigo modules, identifying with a color representing steregith in his culture and more personally, a blue boulou garment worn by the architect as a child. The detached roof resonates with those of his buildings in Africa, but inside the pavilion, rainwater funnels into the center of the structure before irrigating the landscape to highlight water scarcity that is experienced worldwide.

Xylem 2019





Inspired by the tuguna, a sacred wood and straw community gathering space located in many small Burkenabe villages, Xykim at Tipper Rise Art Centre is constructed almost entirely of raw, local, sustainable pinewoods. Clusters of logs are seemingly suspended overhead, "grouped in circular burdles within a modular hexagonal structure in weathering steel, supported by seven steel columns." Subtler sys of light to filter into the passion, while curvilient seating at varying heights offers spation stand, lounge and lay, so users may experience sprawling views from different variage points. Visitors may converse, meditate, or contemplate in the shelter, while immersed in the natural environment this at center, located on a 12,000-acre cattle ranch within in the backdrop off the Beartooth Mountain

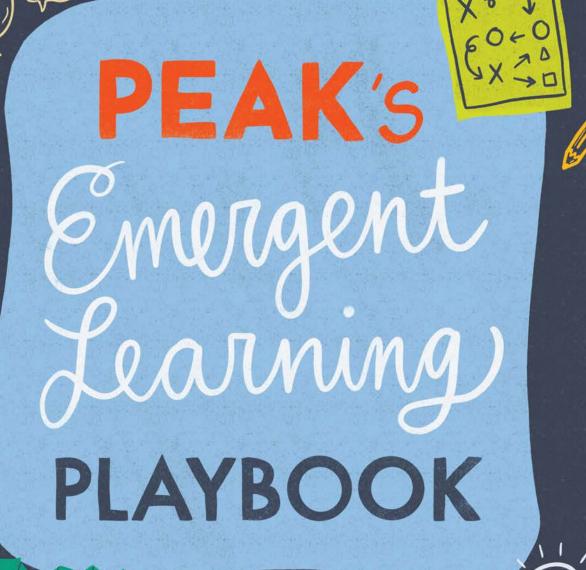


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JOURNA COLLARS

Fall 2022, Issue 20







Transforming Philanthropy Through

Emergent Learning

PEAK Grantmaking has always been dedicated to creating communities for grants professionals to embrane out the professionals to embrane out the professionals are professionals to embrane out the professionals are professionals. PEAK Grantmaking has always been dedicated to creating communities for grants professionals to embrace our Learn. Share, Evolve Principle, As PEAK looks to its next chapter, we want to leverage our existing peer network structures in new ways to better foster a learning community that embraces and advances adaptive learning processes, and we also want to inspire our members to utilize this approach inside their own organizations. PEAK sees the concepts and practices of emergent learning as an antural fit to advance our work around our Principles for Peak Grantmaking in powerful new ways. Now is the time to define the concepts, qualities, and practices of emergent learning, and how we envision operationalizing it throughout our community and in the sector at large.





Research and consulting firm Fourth Quadrant Partners—an emergent learning pioneer—describes it as "a field of practice, using a variety of interrelated tools over time as a platform to deepen and institutionalize a group's ability to consistently achieve or exceed desired outcomes even in the midst of unpredictable challenges." And in order for organizations to be agile change agents, they need to capture and share what they learn so that the field as a whole can best adapt to community, economic, and societal shirts. This mode of thinking is also social and depends on cultivating cultures of trust that allow for safe, transparent conversation among individuals, teams, grantees, communities, and entire organizations to take allowed so that knowledge and the change is thinking in contributions. entire organizations to take place so that knowledge and the change it might inspire can be easily shared and scaled.









Perhaps most importantly, emergent learning helps us move away from the idea, advanced by dominant culture, that learning is time-limited, formal, written down, and driven by a select few who have preset our learning destination. Instead, emergent learning prescribes an ongoing journey where learning is dynamic and driven by the evolving needs of the individual, the community, the organization, and the sector. It is allow driven by the mindset that learning is iterative and that lived experience matters, opening the door for knowledge to be sourced from different sectors, functions, and issue areas. It moves us away from a paradigm that limits us—where knowledge is power, held tightly, and shared deliberately, usually as a result of a financial transaction—to a liberated and democratized approach where knowledge is shared intentionally and freely. We move from learning that focuses on the individual to learning that mortaces multiple voices and sets us all on a journey to authentically and effectively change the world!





Key qualities and practices

Many organizations have value statements that align with many of the qualities of emergent learning defined below. But as PEAK's Tie Practices to Values Principle states, there is a big disconnect between the values we claim and the practices that we nemers a big insconnect between the values we claim and the practices that we implement. If we are truly to embrace emergent learning individually, organizationally, and sector-wide, we need to ensure the practices we implement are not contradictory to our intentions.





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Curiosity uplifts space for constructive inquiry, allowing participants to reframe topics or issues with thoughtful questions and discussions. This provides a way to learn, plar innovate, maximize impact, and measure success collaboratively. Here are a few ways you can support curiosity:

- Structure listening-only, inquiry-based meetings, such as reflection sessions.
- Design flexible project plans that include time for exploratory conversations.
- Implement feedback loops that center psychological safety.



Emergent learning is nooted in the free exchange of insights to create common understanding and generate discussion that analyzes an issue from multiple perspectives. The sharing of all thoughts and thought processes is encouraged, as each can help to continue the dialogue. Further, these communication skills can be practiced and continuously improved so that, over time, the team collectively builds up its skills for learning better fogether. Here are a few ways you can support transparency:

- · Share, and conduct an open decision-making process, with those most impacted
- · Avoid jargon when articulating what you are, and are not, trying to do







How Do You De-Silo Learning?

Organizations can inadvertently create the illusion that learning is more important for certain roles. Grants managers might get caught up in this illusion because they frequently feel disconnected from the organization's strategy, and because there's little to no acknowledgment of how the role, as a strategic asset, is reinforced through the continuous process of emergent learning.

How to fix this? First, accept the fact that moving the work forward requires everyone's contributions, from the most seasoned senior employee to the newest staff member.

Next, share knowledge to see where you fit in your organization's ecosystem. When we share our processes and our whys with staff members outside of our immediate team, it creates a space with fewer misunderstandings. We can better see why specific workflows or practices are in place as well as the rationale behind requests. There is great value in ensuring more staff have a well rounded understanding of the work from various perspectives, rather than everyone remaining a specialist without diversity of thought. Sharing opens the door to effective, internal communication.

An organization is like a giant puzzle. Each person, action and process is a piece that's needed to create the picture for the puzzle to be completed, you need to know where the other pieces are and what they look like. Continuously ask the following questions to develop and maintain your understanding of yourself, your team, and others: What do you do? Why do you do it that way?

"An organization is like a giant puzzle. Each person, action, and process is a piece that's needed to create the picture."

For example, when The Starr Foundation wanted to move to a cloud-based grants management system, a long, collaborative process ensured that we selected a system that would address the critical needs of every department. Because we had a preexisting, de-siloed learning culture, staff members had a basic understanding of others 'roles, which drove inclusive innovation and enhancements.

Organization leaders de-silo learning by normalizing mistakes in order to create psychological safety. When I started ten years ago. I almost mailed a grant to Asia instead of three states ower. I was so scared when I realized my mistake. Running downstairs, I waited for the building's mail carrier, who went through all the envelopes with me until we found mine. I created a new label and sent the check to the right organization. Months later, when I could finally bring myself to talk about what happened, I was told, "We all make mistakes. You caught it, and you fixed it. Besides, we have things in place to figure these things out." The conversation continued with Florence Davis, president of The Starr Foundation, who shared stories of the mistakes made over the foundation's decades-long history. Her words put me at ease.

Acknowledgment of human fallibility makes a difference in the organization's culture. I now see the ease with which newer staff share mistakes and ask questions.

Finally, as you find resources and gain field-wide insights, think about how they can be applied outside your role. Share with someone, with a few people, or with the organization. The more individuals share what they are learning, the more others will share in turn.

So let's share the knowledge, pain points, and thought processes with our colleagues and position our organizations to make sustainable, appropriate, and timely changes. As the Twi proverb goes, "Wisdom does not reside in one person's head." A

Abigail's Playbook

Abigail Osei (she, her) is the assistant vice president of The Leadership Summit planning committee





Background Our Work Impact Partnerships Funder Collaborative Contact Insights English Español



The Fund for Equitable Business Growth

What if we could work together to build a more just, equitable, and resilient society?

The mission of **The Fund for Equitable Business Growth (FEBG)** is to help entrepreneurs of color succeed by funding organizations and institutions that support these entrepreneurs at every step of creating and growing their businesses.

We bring together resources and strategy to create long-term, lasting change.





Background Our Work Impact Partnerships Funder Collaborative Contact Insights English Español



Communities of color have been left out of the conversation for too long and have missed opportunities to build wealth–for themselves and their communities.

FEBG's work ensures entrepreneurs of color are getting the resources they need to grow their businesses and increase their wealth. Part of that includes investing in the ecosystem that supports these entrepreneurs so that future generations of entrepreneurs don't face the same barriers.

Supporting entrepreneurs of color creates economic development and local employment opportunities, healthier and safer neighborhoods, and a more inclusive and equitable economic region.

We are working toward a more inclusive and equitable environment for future generations of entrepreneurs.

Progress

2,547

businesses served

877

underrepresented business owners served

670

jobs created or retained

157

businesses obtained required certifications

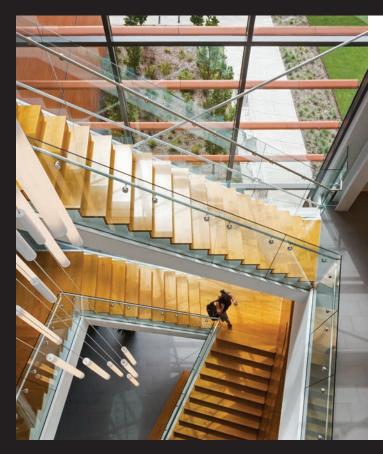
\$8m+

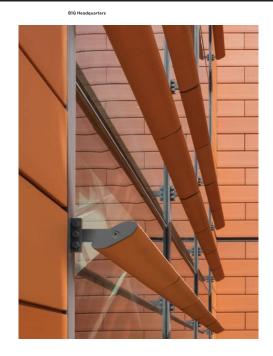
secured by businesses

\$6m+

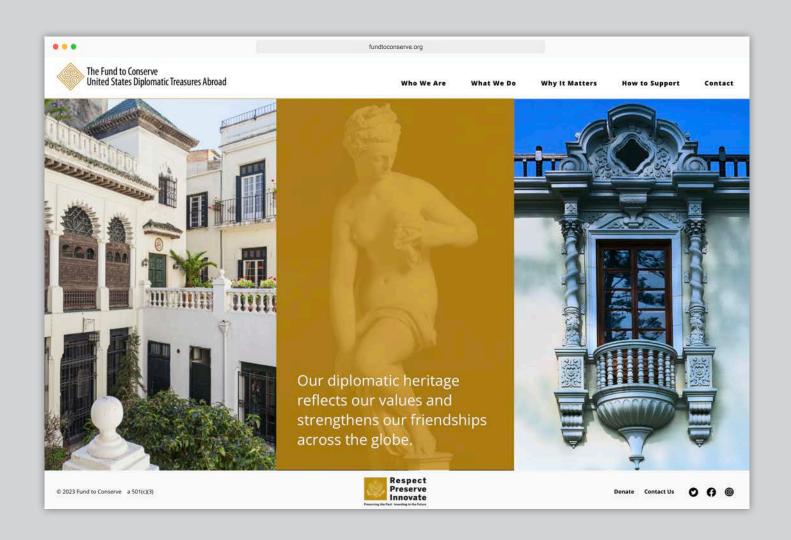
awarded to BSOs that support business owners







This three-story mixed-use structure houses the headquarter offices of the Big Ten Athletics Conference. The L-shaped building, clad in terra cotta, accommodates a restaurant, an interactive media attraction, and a high-tech conferencing center that provide complementary facilities for one of the country's best-known collegiate sports legause on a suburban site close to Chicago's O'Hare International Airport.













The Lights That Guide Us:

A Celebration of the U.S. Ambassador's Residence & the Franco-American Legacy

Paris, France June 2022–September 2022



U.S. DEPARTMENT of STATE

Paris Ambassador's Residence

Building Lacquer, Diplomatic Art

In 2022, the U.S. Department of State marks the 50th anniversary of the restoration of the venerable Parisian mansion on the rue du Faubourg Saint-Honoré and its inauguration as the American ambassador's residence. This exhibition celebrates the golden milestone and the Franco-American legacy centered in the home built for Edmond de Rothschild in the heart of the modern French capital. The U.S. Ambassador's Residence and the site it occupies have a long history as both a venue and a character in political, economic, and cultural affairs. It is also a diplomatic symbol as the light that guides the United States on an international stage at an intimate scale.

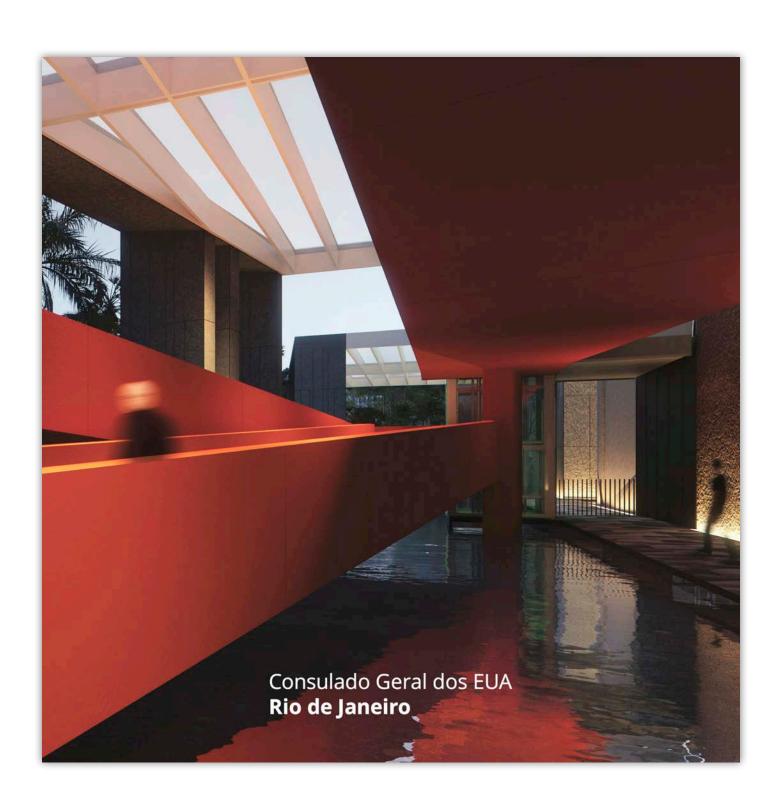
La Résidence de l'Ambassadeur à Paris

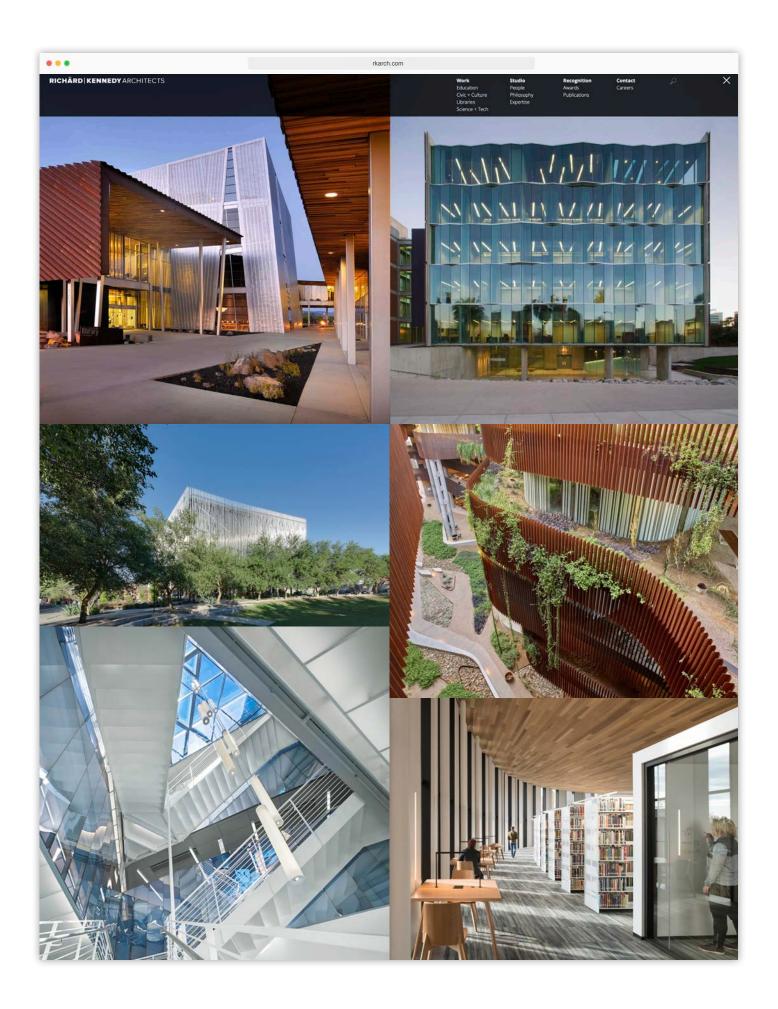
La Laque, un Art Diplomatique

En 2022, le Département d'État américain marque le 50e anniversaire de la restauration du vénérable hôtel particulier parisien de la rue du Faubourg Saint-Honoré et de son inauguration comme résidence de l'ambassadeur américain. Cette exposition célèbre cet événement majeur et l'héritage franco-américain centré sur la maison construite pour Edmond de Rothschild au cœur de la capitale française actuelle. La résidence de l'ambassadeur américain et le site qu'elle occupe ont une longue histoire en tant que lieu et personnage dans les affaires politiques, économiques et culturelles. C'est aussi un symbole diplomatique, car c'est la lumière qui guide les États-Unis sur la scène internationale à une échelle intime.









Content Style Guide

September 2022

globalpayments

Global Payments

Joint Venture Logo Guide

Austria, Czech Republic, Romania, and Slovakia

globalpayments



Bridges to Brighter Futures aims to bridge the gap between Black, Latinx, and low-income postsecondary students and good jobs that offer long-term economic security, by providing grants to organizations that address the challenges students are facing.

Each student is on a different path to a good career and to economic security.

Bridges to Brighter Futures is a funding initiative based in Chicago.

We support programs and institutions that propel students through postsecondary pathways that incur limited debt and lead to careers that provide living wages and advancement to economic wealth. These include workforce development and community college programs, including Associate's degree transfer to Bachelor's degree programs.

Our Strategy

Bridges to Brighter Futures invests in organizations working in Chicago that support Black, Latinx, and low-income students. We advance different strategies in these efforts including:

- Supporting students who have already earned a High School diploma or GED
- · Supporting students to complete Associate's degrees and transfer to Bachelor's degree programs
- Eliminating barriers for students on transfer pathways so as to minimize time to degree and maximize credit transfer
- Supporting students through valuable workforce training and into living wage jobs, including alumni services for graduates
- Providing barrier reduction funding for students, so that students can complete degrees and advance in careers

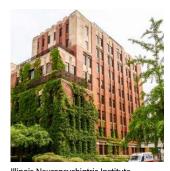


Who We Are

We are a technically oriented architectural design firm which applies a high level of expertise to the creative problem solving required for the restoration, adaptive reuse, rehabilitation, and expansion of existing and historic structures.

Learn More

Featured Projects



Illinois Neuropsychiatric Institute Envelope Restoration



Fulton Street Wholesale Market



St. Peters Episcopal Church Rehabilitation



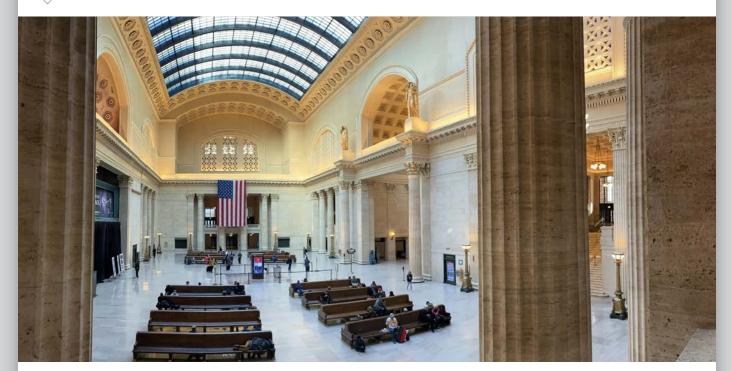
Evanston History Center Restoration











Chicago Union Station Historic Preservation Plan

Chicago, IL

AltusWorks was the Historic Preservation Consultant on a multi-discipline international design team led by ARUP charged with the preliminary engineering of 13 distinct projects at Chicago Union Station focused on improved operations, safety, and accessibility of the headhouse, concourse and platforms. In order to implement these improvements, a comprehensive Historic Preservation Plan (HPP) was needed to establish parameters and guide the design process to improve, restore and reconstruct historic elements, volumes and views as designed and envisioned by the architect, Daniel Burnham. The HPP established the historical context, identified character defining features, spaces and materials, and defined treatment recommendations to guide design decisions to sympathetically integrate development plans without compromising the valued historic resources. The HPP lays the groundwork, not only for these immediate needs, but will be the springboard for project specific preservation plans as future undertakings are realized in and around the station.













For the expertise you need, Look Closer.



Elizabethtown Community Hospital

Trusted local care. A network of expertise.









You don't have to travel far-or wait long-to receive individualized, compassionate care from our highlyskilled providers in Elizabethtown and Ticonderoga.

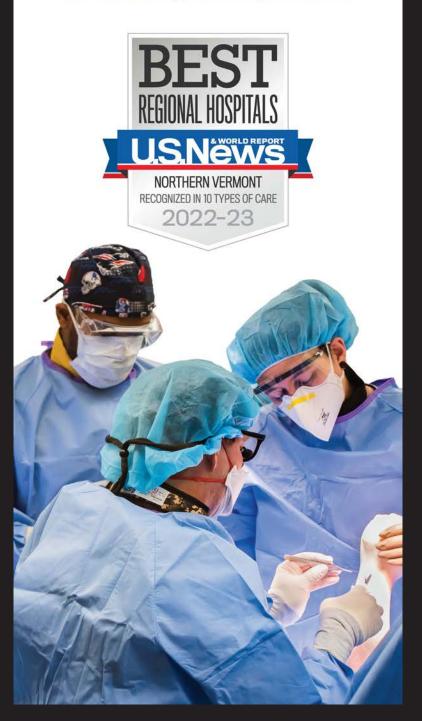
Cardiology Dermatology Gastroenterology **Oncology & Hematology** Infusion Center **Mental Health Services Orthopedics & Sports Medicine Physical Therapy** Women's Health

And as part of the UVM Health Network, you have access to our expanded network of specialists and services when you need them.

Visit UVMHealth.org/LookCloser to see how we're working to keep you-and our community-healthy.

Proud to be ranked as Vermont's #1 Hospital. Again.

Thank you to our dedicated health care workforce and to our patients for choosing us for your care.





The UVM Health Network Care Coordination System

Impact Report June 2022

University Vermont



Our mission is to provide high-quality, efficient, reliable and consistent provider communication and patient transportation for our Network and region.

Twist Out Cancer Annual Report 2022





Mary Angel Warrior
By Kate Van Doren
Inspired by Mary Jenkins, two-time Breast Cancer — Invasive Ductal Carcinoma Triple

Twist Out Cancer Presents:

an all-ages Twistshop series exploring love through creative arts.

Curriculum designed by **Jacqueline Carmody** LCPC, ATR-BC, Twistshop Program Director and Art Therapist and implemented by **Mignon Dupepe** LCPC, ATR, Twistshop Facilitator and Art Therapist.

Twist Out Cancer Overview

Twist Out Cancer provides psychosocial support to individuals touched by cancer through creative arts programming. We are a global community that enables survivors, previvors and caregivers with opportunities to share, connect, and heal. Our community is a unique forum for individuals impacted by cancer to experience healing through the creative arts. Through storytelling and art, we educate, inform and inspire the community to act. Since 2012, our programming has touched the lives of more than 200,000 people in 27 states and 8 countries. As we continue to empower the cancer community to openly share their experiences, we strive to inspire the next generation of leaders and artists to share, connect, and heal.

Cover Image: Created by students and staff at Northbrook Junior High School, IL.



The Inspiration for Twist Hearts

Over the past 10 years, husband and wife Joe and Grace Lombardo have experienced pain and grief in the wake of two cancer diagnoses. To counter negativity and fear, they chose love and to live life through acts and expressions of love for themselves and one another.

A crisis can make you find love in unexpected places. As parents of three children—Cecilia, Luca and Enzo—the Lombardos have seen firsthand how the arts can serve as a mechanism for healing and storytelling. Our Twist Hearts program empowers participants to reflect on what love looks like and feels like and turn those feelings into a meaningful work of art.



Mission of Twist Hearts

Twist Hearts is an exciting new series within our Twistshop program that offers creative arts-based groups for children, teens, and adults to share, connect, and heal through exploring their experience of "Love" with their community. As a community, Twist Out Cancer understands the power of healing through connection and artmaking. We created this program to help individuals express themselves without using verbal language.

Twist Hearts is designed to guide participants through art therapybased directives that allow them to explore their inner creativity and focus on the love that has resulted from the experiences they share within themselves and their community.



Goals of the Series

- Provide a safe and creative space for participants to explore personal relationships and their experiences of love within relationships, self love, community love, and/or love as an emotional/state of being.
- Use creative arts therapy directives and prompts to explore deeper emotional connections and enhance non-verbal, expressive communication.
- Provide a safe space for reflection, learning, and connection for students, adults, and anyone that participates in the Twist Hearts program.
- Build camaraderie, connection, and community through nonclinical creative arts therapy.
- Create individual or group artworks that can be exhibited at a school, gallery, and re-produced into wearable items, prints and gifts on the Twist Out Cancer Store.



The Pritzker Architecture Prize

Each year we are honored to be a part of announcing the world's most prestigious architectural award. This year, we continued to support the Prize, communicating the works and impact of Africa's first Laureate through a variety of mediums.



PEAK Grantmaking

This year, PEAK Grantmaking focused on the concept of emergent learning to improve equity and transparency in philanthropy. We supported PEAK through the design of their journals, an annual report and other communication materials.



Fund for Equitable Business Growth

The Fund for Equitable Business Growth is a funding collaborative that brings together resources and strategy to fund an entire ecosystem that supports entrepreneurs of color in the Chicago region. We designed a new website that clarifies their mission, work and impact.



RATIO Architects

RATIO is an international design firm that reimagines places of business, living, education and community. The bulk of their work focuses on making design inclusive, contextual and timeless. We produced a monograph to highlight the breadth of their architectural work, from their Midwestern roots to their global impact.



Overseas Buildings Operations

We continued to support OBO, communicating the positive impacts of their building projects to key audiences in host countries around the world. This year, we worked with the Office of Cultural Heritage on various projects, assisting in their mission to preserve historic properties and collections.



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.



Richärd Kennedy Architects

Richärd Kennedy Architects is an architectural and interior design firm dedicated to designing sustainable buildings, sites, landscapes and interior spaces. We designed a new website for RKA to showcase their projects and a design monograph celebrating the groundbreaking of the new United States Consulate General in Rio de Janeiro.



Global Payments

Global Payments is a financial technology company with markets worldwide. We continued to support this complex organization, producing communication materials for a variety of international audiences and helping retain a unified look and feel for their numerous brands.



Bridges to Brighter Futures

Bridges to Brighter Futures is an initiative that helps Black, Latinx and low-income postsecondary students connect to good jobs that offer long-term economic security. We designed a website that highlights their mission, strategy and community involvement.



AltusWorks

AltusWorks is an architectural design firm that specializes in restoration, adaptive reuse, rehabilitation and expansion of existing and historic structures. We designed a new website for AltusWorks to highlight their award-winning work, the breadth of their expertise and the range of market sectors they work within.



University of Vermont Health Network

The University of Vermont Health Network is an integrated academic health system that serves more than one million residents across Vermont and Northern New York. We produced a variety of marketing materials to communicate the quality and breadth of their services across numerous partner organizations that make up this vast network.



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 new, art-therapy based programming.