Dallas police officers soon will be attending an innovative institute designed to prepare them to fight crime more effectively. The late Will Caruth’s commitment to public safety inspired a $9.5 million grant to create the W.W. Caruth, Jr. Dallas Police Institute, to be developed in collaboration with the University of North Texas System and located at the new UNT Dallas campus.

The institute’s creation stems from an unprecedented $15 million gift from the W.W. Caruth, Jr. Foundation at Communities Foundation of Texas to the Dallas Police Department (DPD) in 2005. The $15 million grant was the largest ever made from the foundation created by Will Caruth and entrusted to CFT, and also the largest grant on record made through a public foundation to a police department anywhere in the country.

The groundbreaking institute will prepare leaders in the DPD to become better educated, better trained officers who effectively protect and serve the citizens of Dallas. With additional key support from the University of Texas at Dallas, the institute will provide high-quality leadership training for all levels of the DPD.

The institute also will develop innovative policing strategies to lower crime rates in Dallas and serve as a model for other communities across the nation. UT Dallas criminology researchers will assist the institute by examining a wide variety of police staffing and crime-related issues. The new doctoral program in criminology will also attract the next generation of police administrators to further their education.

Five million dollars of the original $15 million grant was used in 2005 to purchase equipment for the department such as advanced mobile data computers and mobile video recorders for patrol cars and cell phones for

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Institute to Focus on Best Crime-Fighting Strategies.

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lowest overhead ratios. They don’t have perfect management or consistently large budgets. But, those things turned out not to be accurate predictors of effectiveness. Instead, greatness was more dependent upon how the nonprofits operated outside their own organizations, rather than how well they managed themselves internally. The authors zeroed in on the six common practices among high-impact nonprofits, which are:

- Advocate and serve: they recognize the critical companion role of policy advocacy in addition to delivering services;
- Make markets work: they tap into the power of market forces and partner effectively with business;
- Inspire evangelists: they use volunteers and donors to spread their mission, not just for donations of time and money;
- Nurture nonprofit networks: they contribute to the advancement of their field and actively help their “competition” succeed;
- Master the art of adaptation: they are innovative in the way they respond to change, which enables them to remain relevant; and
- Share leadership: they have leaders who are committed to empowering others.

The conclusion is that these organizations are really engaging in social entrepreneurship. And, social entrepreneurship is not about developing bureaucracies and complicated processes, or about rigidly maintaining costs at the expense of opportunity. It’s about achieving results.

When a nonprofit is able to deploy all of these practices in a concerted way, the consequences are success at a whole new level—and long-lasting results are achieved.

Through your role with an organization or through a strategic charitable gift, what can you do to enable a nonprofit to achieve its best results as a “force for good”? We’re here to help.

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detectives. The remaining $10 million was earmarked at that time to support “a major strategic investment” in the department based on the unique needs of DPD and best practices of other cities across the nation.

“Communities Foundation of Texas has long worked to improve the lives of Texans through effective grantmaking, but the creation of the W.W. Caruth, Jr. Dallas Police Institute is a bold, new step for us,” said Charles J. Wyly Jr., chairman of the board of trustees of the Caruth Foundation. “Securing the public’s safety is an increasingly difficult task, and our law enforcement officers need access to the best leadership training and the newest strategies in law enforcement to support their efforts.”

The RAND Corporation, a highly respected nonprofit research organization, was hired in 2006 to study national best practices and identify the optimal strategies for investing in the department. The idea for the police institute—an investment in the human capital of the department—came out of extensive interviews RAND conducted with DPD staff at all levels of the department and the review of available training opportunities.

“Police departments typically aren’t the beneficiaries of major philanthropic gifts like this, especially as a direct investment in our officers,” said Dallas Police Chief David Kunkle. “Growing the department requires recruiting, training and retaining the best and brightest officers we can. This institute will help us develop the most effective, up-to-date force in the nation.”

Dallas Mayor Tom Leppert said, “This institute will be a tremendous benefit to all Dallas citizens, by enabling the department to cultivate better-trained leaders for a stronger police force that will enhance the safety and security of our city. In years to come, Dallas will be seen as a national leader in law enforcement.”

The institute is designed as a partnership between the DPD and the UNT System, which has a well-regarded criminal justice faculty. Set to begin operations March 1, the institute will eventually be based at the UNT Dallas Campus, once additional facilities have been completed.

“We’re delighted to be able to partner with the Dallas Police Department for this project,” said University of North Texas System Chancellor Lee Jackson. “Working with the department is a unique opportunity to combine academic and street-level insights to develop the new and better practices in police strategy and tactics.”

Currently, the DPD only provides in-house training through the level of sergeant. Once an officer is promoted to the rank of lieutenant, available external training programs to help officers develop leadership skills are scarce. The institute will offer at least one 10-week midlevel management course, two four-week supervisory courses and one five-day executive seminar annually for police officers.

Participation in these leadership courses will enable DPD officers to earn credit toward bachelor’s and master’s degrees in criminal justice with an emphasis on police administration. Class grades and credits will become part of the basis for evaluating officers for promotion.

The institute also will function as a research facility by providing a forum for the department to solve complex management problems through discussions between police and university scholars. By comparing and measuring the effects of different crime-fighting approaches, it can serve as a laboratory to evaluate new techniques and tactics.
Communities Foundation of Texas began the new year with the addition of two Dallas business and civic leaders to the foundation’s board of trustees: Judith W. Gibbs and John McStay.

CFT’s trustees have wide-ranging knowledge of community needs, philanthropic perspective and fiscal responsibility. They act as stewards for more than 800 charitable funds and exercise the final authority regarding foundation investments and charitable grants. The terms of the new trustees began Jan. 1, 2008.

“We welcome Judy Gibbs and John McStay and the depth of experience and talent they bring to Communities Foundation of Texas,” said Charles J. Wyly Jr., chairman of the board of trustees. “Their substantial abilities complement an already outstanding board of trustees. And their familiarity with the nonprofit community in North Texas will be an asset as CFT strives to improve the lives of those we serve.”

Judith W. Gibbs, a long-time civic and philanthropic volunteer, has been involved in education for more than 40 years. She taught school in the Richardson Independent School District and served on the board of the Highland Park Independent School District for nine years, including two years as president. Ms. Gibbs served on the board of the Highland Park Education Foundation and co-chaired its $10 million endowment campaign. She has held leadership roles with the Suicide & Crisis Center, Salvation Army, Dallas Woman’s Club and Lovers Lane United Methodist Church. Ms. Gibbs currently serves on the boards of the ChildCareGroup, Southern Methodist University’s Perkins School of Theology, United Methodist Higher Education Foundation and Lovers Lane United Methodist Church. She is a graduate of Louisiana State University.

John McStay is managing partner of John McStay and Associates, a private investment company with a wide range of financial assets, real estate, ranching and operating companies. He began his career at Republic National Bank and later helped manage the assets of the University of Texas System. Mr. McStay served as senior vice president and trust investment officer of Mercantile Securities Corp. before founding, in 1983, John McStay Investment Counsel, which was purchased in 1999 by American International Group. A chartered financial analyst, he has served as national director for the CFA Institute and a director of the Dallas and Austin-San Antonio societies. Mr. McStay earned a bachelor’s degree and MBA from the University of Texas at Austin, is a past director of the UT Investment Management Company and currently serves on the advisory committee for the MBA Investment Fund and the McCombs School Advisory Council at UT. Mr. McStay is a member of the Governor’s Business Council, a trustee of Southwestern Medical Foundation and a director of the Baylor Oral Health Foundation.

Other trustees continuing their service on the CFT board are vice chairman Joseph M. (Jody) Grant, Becky Bright, Linda Pitts Custard, Frederick B. Hegi, Jr., Jack M. Kinnebrew, Linda Brack McFarland, Harold Montgomery, Lydia Haggar Novakov, Frank A. Risch, Jere W. Thompson, Gifford Touchstone, Terdema L. Ussery III and Joel T. Williams III, Ruth Collins Sharp Altshuler is immediate past chairman and an ex-officio member of the board.

Noteworthy

PEER FOUNDATIONS – Communities Foundation of Texas helped host the annual meeting for board chairs and CEOs of the country’s community foundations with at least $500 million in assets. In January, participants gathered in Dallas to discuss the role of community foundations in addressing educational reform, economic development, transforming cities and other issues.

Attendees heard a presentation on “MetroNation: A Blueprint for American Prosperity” by Bruce J. Katz, vice president of the Brookings Institution and founding director of the Brookings Metropolitan Policy Program.

Foundation officials also sampled the Dallas cultural scene with a visit to the Nasher Sculpture Center and a performance by a jazz quartet from Booker T. Washington High School for the Performing and Visual Arts.

HOLIDAY HELP – The Dallas Morning News Charities raised more than $1.2 million for the hungry and homeless during its 22nd annual drive. The campaign will help 21 area agencies provide services such as food, shelter, emergency assistance and counseling. CFT assisted by helping The Charities board review applications and by providing administrative support, including gift processing and maintaining donor records.
When Linda and Bob Buford purchased a contemporary painting in New York 27 years ago, little did they realize it would produce so many rewards.

The large painting by abstract expressionist painter Joan Mitchell, with its active brush strokes and vibrant yellows and blues, captured the spirit of the bright, sunny landscapes of the South of France. Along with another work by the same artist, the painting hung in the Bufords’ guest bedroom where Bob often read and admired the two favorites from their art collection.

Last summer, the Bufords’ insurance agent requested that the couple get a new appraisal of the Mitchell paintings. “The appraisal came back at 50 times what we paid for those two pictures in 1981,” Bob said. “We were stunned!”

With the new appraisal, the Bufords began to think of the paintings more as an investment that had appreciated than as beautiful artwork, and they worried about how light and humidity might affect their value. One night over dinner, Bob said to Linda, “Let’s give the paintings to your donor-advised fund at Communities Foundation of Texas. If CFT can sell the art at auction, then you’ll be able to recommend more grants for the causes you care about.” Linda readily agreed. And she added, “Wouldn’t it be fun to go to the auction and see what happens?”

The Bufords donated the paintings to CFT, which handled the details necessary for selling the paintings at the fall contemporary art auction at Sotheby’s. That included working on details of the consignment agreement, insuring the paintings and arranging for them to be transported to New York by mid-August in order to be photographed for Sotheby’s art catalog. The auction house devoted a two-page spread to the larger Mitchell painting.

Despite turmoil in the financial markets, the fall art auction season remained strong, aided by a weak dollar and expanding wealth from developing nations. “We enjoyed the paintings for many years, and now we can experience more joy by using their value to help others.”

The Bufords treated themselves to a trip to New York and attended the auction. Needless to say, they were delighted when there was a great deal of interest during bidding for the paintings.

The Bufords’ donation of the art has left them much to look forward to in the future. One is the empty wall in their house, which they plan to fill with the work of an emerging artist. Even better is knowing the two paintings provided philanthropic dollars to Linda’s donor-advised fund at CFT. “I’m excited about the opportunities I’ll have to recommend grants to charitable organizations I care about,” she said. “We enjoyed the paintings for many years, and now we can experience more joy by using their value to help others.”

Gifts of marketable appreciated assets to CFT — such as art, stock or real estate — can greatly benefit the other charities you support through CFT. To learn more about how CFT can help you convert appreciated assets into opportunities for giving, please call external affairs at (214) 750-4226.

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CFT does not provide legal or tax advice and advises you to seek your own legal and tax advice in connection with all charitable and planning matters.
Donor Fund Transforms Tragedy Into Goal for Safer Workplace.

When many donors establish a fund at Communities Foundation of Texas, they do so to create a legacy. For Michael O’Connor, a chemical engineer in Houston, the motivation was to prevent the kind of tragedy that claimed his wife in an industrial accident.

Mary Kay O’Connor, also a chemical engineer, was one of 23 employees killed in a 1989 explosion at a chemical plant near Houston.

With a portion of his settlement from the chemical plant operator, Mr. O’Connor established a donor-advised fund at CFT with the desire to create a center – based at a university – to conduct research and educate chemical engineering students and employers in the best safety practices.

“I realized I hadn’t been educated in safety when I studied chemical engineering in college,” Mr. O’Connor said. “Safety is a field of study in itself – what can go wrong, how to prevent it, and plans to respond when something does go wrong.”

With CFT, Mr. O’Connor found a partner in Texas A&M University, which in 1995 created the Mary Kay O’Connor Process Safety Center, the only one of its kind in the nation. To further its goal of improving safety in the chemical process industry, the center teaches process safety to undergraduate students, conducts research with the help of its 27 graduate students, conducts continuing education, maintains an extensive library and sponsors an annual symposium at College Station to share knowledge and encourage good safety practices.

“The center’s 10th symposium last October drew 350 participants from the United States, Europe, Korea, Japan and Russia. Dr. M. Sam Mannan, the center’s director, recently testified before a House subcommittee on the Chemical Facility Anti-Terrorism Act of 2008.

“The O’Connor Center is unique,” said Dr. Mannan. “It’s a crossroads of industry, academia and government, and since it’s university-based, is considered unbiased. Industry still has a long way to go, but is making strides in providing a safer workplace. It is sad that sometimes it takes a tragedy to make that happen.”

Working through CFT has helped Mr. O’Connor remain involved with the safety center – an advantage his financial advisor pointed out when recommending a donor-advised fund rather than simply making one large gift to Texas A&M. Over the years, he has recommended 21 grants totaling $3.3 million to the O’Connor Center, and the university has leveraged the grants by seeking matching funds from industry and government agencies, or using them to qualify for matching grants. Mr. O’Connor and his partners.

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Chances to Give: Worthy Requests For Consideration

Communities Foundation of Texas receives many worthy grant requests, but limited discretionary funds make it impossible for trustees to approve all of these requests. CFT encourages donors and fund advisors to consider grant requests that could not be funded at the meeting of the Grants Distribution Committee last November:

- Bishop Lynch High School sought $100,000 toward a $1.5 million project to remodel and upgrade the existing science facility.

- The ChildCareGroup requested $75,000 to fund the non-federal portion of tuition for 42 children at the Landauer Center in East Dallas.

- Contact Crisis Line asked for $42,000 to purchase computers for volunteer training and software for fund-raising and financial management.

- Dallas Academy of Medicine sought up to $75,000 for support of Project Access Dallas, which assists Dallas County residents who cannot afford medical insurance.

- Dallas County Heritage Society requested $100,000 toward a $3.5 million capital expansion project at Dallas Heritage Village.

- Dallas County Sheriff’s Reserve sought $63,115 to purchase bullet-proof vests and radios for the Dallas County Sheriff’s Reserve and Posse.

- Irving Healthcare Foundation requested $30,000 to help purchase a computer tool that precisely evaluates balance issues.

- Metrocare Services asked for $100,000 to help renovate 15 aging facilities that serve low-income people with persistent mental illness and/or mental retardation.

- Richardson Regional Medical Center Foundation asked for $139,050 to purchase three RPM Respiratory Gating Systems.

- Texas House Park sought $500,000 toward construction of an equestrian center on the eastern bank of the Trinity River.

- The Women’s Museum requested $100,000 to help improve space utilization and visitor experience.

To learn more about these funding requests, please contact CFT’s grants department at (214) 750-4222.
second wife, Olive, recently established a laboratory equipment fund at the safety center, which will be matched by BP as part of a $9.5 million pledge from the company.

“Grants I’ve recommended from the fund have generated ten-fold the amount of support for the center because of matching grants and research contracts,” Mr. O’Connor said. “Working with CFT has helped the O’Connor Center become a recognized leader in promoting a safer workplace.”

For more information about the Mary Kay O’Connor Process Safety Center, visit http://psc.che.tamu.edu.

Photograph courtesy Texas A&M University