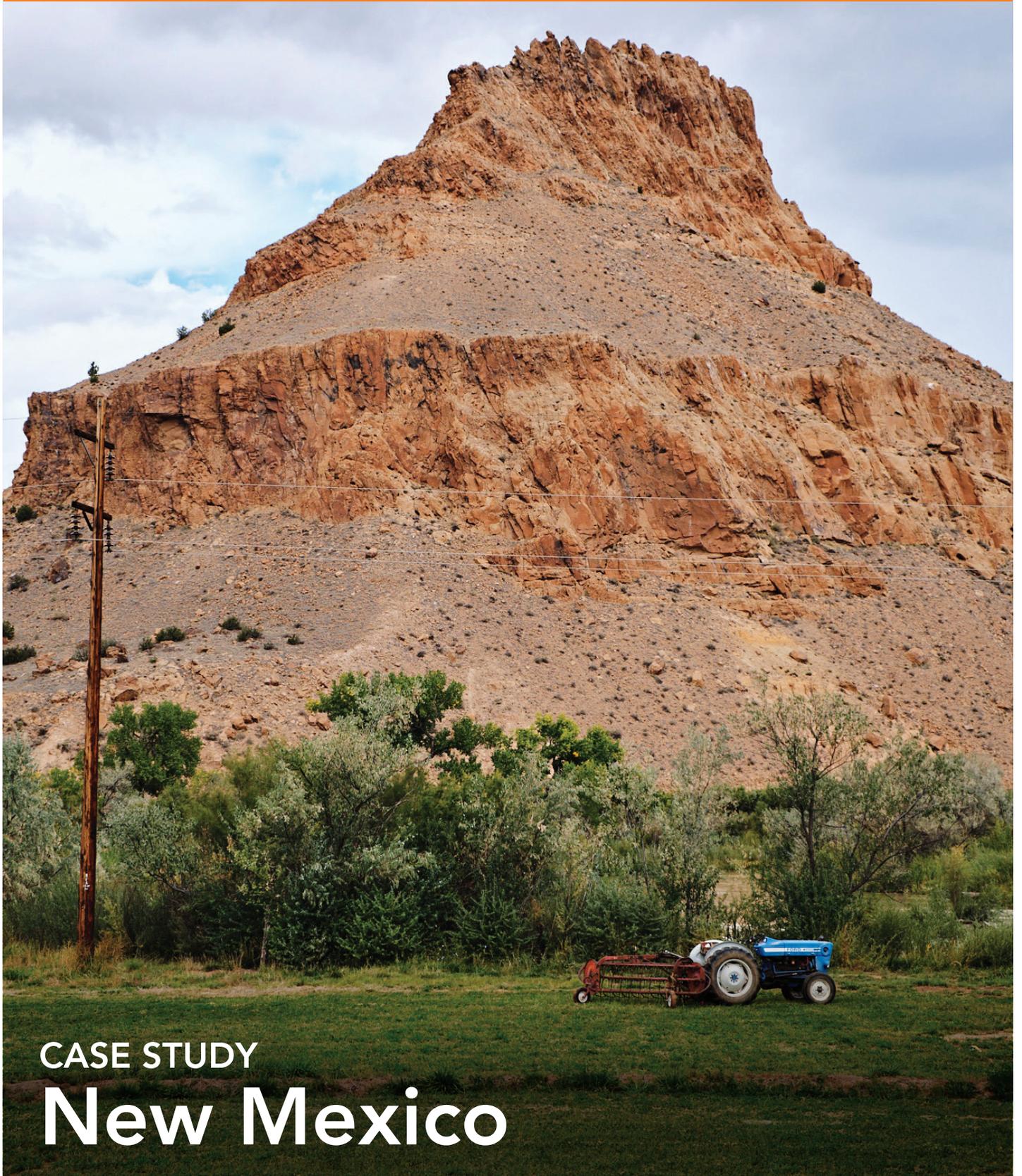




**CAMPBELL**  
UNIVERSITY

Rural Philanthropic Analysis



CASE STUDY

**New Mexico**



# CAMPBELL UNIVERSITY

The Rural Philanthropic Analysis, a project of Campbell University and supported in part by the Robert Wood Johnson Foundation, published four field studies representing a powerful collection of stories and lessons to inform the national discussion about rural philanthropy.

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## Northeast Iowa

The epitome of American Heartland. It sits on the shoulders of the Mississippi River bluffs overlooking southwest Wisconsin and northwest Illinois. Its rolling hills are home to dairy farms, corn and soybean fields and other staple crops. Small manufacturing plants anchor picturesque small towns, producing not only components for the area's agricultural economy but also for other industries, such as construction or aerospace. The Office of Rural Philanthropic Analysis takes an in-depth look at the Community Foundation of Greater Dubuque, a group dedicated to bringing the region's rural populations and local government and businesses together.



## Eastern Washington

Empire Health Foundation serves seven counties in Eastern Washington with a combined population of more than 650,000 people. Roughly three-quarters of the population live in Spokane County, but drive just 10 minutes in any direction from that urban center, and you'll find yourself deep in rural America. The RPA's field study focused on the EHF board, recognizes the importance of being innovative, risk-taking and opportunistic. Today, the EHF supports an approach to philanthropy that bears a closer resemblance to a venture capital enterprise than a traditional grantmaking foundation.



## New Mexico

New Mexico is a place of great scenic variety, from dry deserts to snow-capped mountain peaks. Here, a community's "rurality" is defined as much by the mindset of those living there as by any geographic boundary or population size. This means that rural funders must always, first and foremost, be aware of the place and the people they wish to serve, building on existing connections and forging new ones that are rooted in local history and culture. It is in this intersection of cultures and histories that Con Alma Health Foundation — the focus of the RPA's field study — operates.



## New England

The states of New Hampshire and Maine share more than just a border. Both states have large tracts of rural landscapes, and in Maine, more people live in rural areas than urban ones. The urban centers are anchored in the southern ends of the states, and in turn serve as the northernmost outposts of the massive New England urban corridor. Operating in this setting are several statewide funders, including two health conversion foundations that were created from the sale of non-profit insurers to private companies. The RPA's field study focuses on both foundations, which are dedicated to addressing the needs and promise of rural places.

## ABOUT THE COVER

Rock formation in rural Rio Arriba County, New Mexico

Working to enhance the field of rural philanthropy.

## Rural Philanthropic Analysis

We are pleased to present you with one of a series of four field studies from the Rural Philanthropic Analysis Project (RPAP) here at Campbell University. These studies represent a powerful collection of stories and lessons to inform the practice of rural philanthropy. Importantly, they document how philanthropy and community can work closely together in respectful and forward-looking ways towards supporting rural vitality.

The field studies were developed from work conducted in summer and fall of 2018 by the team of Betsey Russell (Word Play LLC), Kim Moore (retired President of United Methodist Health Ministry Fund) and Shawn Poynter, photographer. The four reports represent distinctive regional and cultural differences engaged with differing intentional rural philanthropic responses.

The regions selected — eastern New Hampshire/southern Maine; eastern Washington; northeast Iowa and rural New Mexico—were included in the studies in recognition of the important local funder commitments to those places. While there are many more examples around the country, we feel that these particular groups of people and

places can help establish the role of funders in supporting and transforming a change to the sometimes deficit-burdened rural narrative.

Campbell University in rural Harnett County, North Carolina was an ideal setting from which the RPAP was administered. From humble beginnings in the late 1880s to the present, Campbell has strived to offer a personal college experience and academic program offerings tailored to the goals of each student as well as the local needs of all North Carolina communities, rural and urban. The RPAP was a natural fit within the Campbell campus community where so many faculty, staff, students, alumni and friends call “rural” home.

This work was supported in part by the Robert Wood Johnson Foundation, which is working to help broaden the discussion about what shapes health, and set a new standard of health, equity and well-being for all communities. We're grateful for their support of this project. Please direct any questions or comments to us at [orpa@campbell.edu](mailto:orpa@campbell.edu).

Best wishes,



Allen Smart  
*Director, Rural Philanthropic Analysis Project*



Britt Davis  
*Vice President, Institutional Advancement*

### Allen Smart



Allen Smart is project director of the Rural Philanthropic Analysis at Campbell University. He has spent over 25 years as a grantmaker with the City of Santa Monica, California, the Rapides Foundation in Louisiana and the Kate B. Reynolds Charitable Trust in North Carolina.

He is a frequent contributor to writings on philanthropic strategy and consults with foundations around the country on rural issues. Smart is active in national funder groups, as well as being one of the founders of the annual White House public/private rural partnership meeting.

### Britt Davis



Britt Davis is the vice president for institutional advancement and senior advisor to the president at Campbell University. In this role, he

leads the university's development, alumni relations, communications and marketing and admissions departments.

He also represents the Campbell president's office in different capacities, including serving as a liaison to various university constituencies and representing the president on university committees and at special events.



# Small but mighty

*Leveraging the power of ‘small’ to achieve big change in rural New Mexico*

An urban dweller drives into a rural New Mexico town. He is struck by all the things he takes as part and parcel of his city life that are missing in this rural place.

“You poor people,” he says to a local resident. “You don’t even have street signs.”

“Why would we need street signs?” the resident replies. “We know where everything is.”

This exchange isn’t fiction, and it sums up a core tenet of effective rural philanthropy: Rural communities may be small, but they know what assets they have, what they need, and where they want to go.

As America becomes more urban, the dominant narrative for rural life seems to shift to a tale of woe and want. Many funders fall under the spell of this narrative, immediately defaulting to a focus on what’s “wrong” with rural places – with the implication that answers to challenges must be imported rather than homegrown.

“Rural work needs to be reframed from a negative (deficit) model. Too often funders assume that rural areas want or need help the way funders want to give it,” says Dr. Dolores Roybal, executive director of the Con Alma Health Foundation, a \$28 million health conversion foundation that serves the entire state of New Mexico from its headquarters in Santa Fe.

It doesn’t mean that there are not needs in rural communities: it just means that the people affected have to be part of the

decision-making and community problem-solving.

Roybal understands the perspective of rural residents first hand, having grown up in Cuarteles, a small rural community (population 469) in northern New Mexico’s Espanola Valley between Santa Cruz and

Chimayo. As a member of that community, she learned at an early age to recognize assets.

“When I was getting my masters degree at the University of Denver, it was the first time that I found out that other people considered us poor,” she recalls. “I thought, ‘What do



Representatives from several New Mexico funders gather at the Con Alma Health Foundation offices in Santa Fe.



you mean we're poor? We have our home and our land, we have our community. We don't see ourselves as poor.”

Instead, Roybal sees rural places — and rural funders — in New Mexico as “small but mighty.”

## At the Intersection of Culture and History

New Mexico is a place of great scenic variety, from dry deserts to snow-capped mountain peaks. And from busy cities (where nearly 75 percent of the population resides), to scenic playgrounds for athletes and artists, to towns so small they almost blend seamlessly into the striking landscape.



New Mexico also is a place with deep and intertwined multicultural histories. Statewide, just over 40 percent of the population is white alone, not Hispanic, 2 percent African-American, and 8.8 percent Native, with 46.4 percent identifying as Hispanic or Latino. Non-white residents outnumber white residents in approximately 60 percent of New Mexico counties. Rural residents statewide count for just over 22 percent of the population. Six counties have no urban population at all. The state is home to 23 Native American tribes who survived colonization by the Spanish and the white-led U.S. government that restricted them to separate pueblos, reservations and land grants.

In New Mexico (and across the country), a community's “rurality” is defined as much by the mindset of those living there as by any geographic boundary or population size. This means that rural funders must always, first and foremost, be aware of the place and the people they wish to serve, building on existing connections and forging new ones that are rooted in local history and culture.

It is in this intersection of cultures and histories that Con Alma Health Foundation operates. Con Alma was formed in 2001 with \$20 million in assets from the sale of Blue Cross and Blue Shield of New Mexico.



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New Mexico is home to dry deserts and snow-capped mountain peaks — it's also a place with deep and intertwined multicultural histories. It's home to 23 Native American tribes, and roughly 46 percent of the population identifies as Hispanic.



Jessica Frechette-Gutfreund, executive director of Breath of My Heart Birthplace and Glenna Belin Marcus

It received additional funds of \$3.5 million from the sale of Banner Health Systems in 2002 for grants awarded through a joint initiative with Los Alamos Medical Center Auxiliary called Northern New Mexico Health Grants Group. Con Alma is New Mexico’s largest private foundation dedicated solely to health and has awarded more than \$14 million in grants.

The foundation’s bylaws contain specific directives about inclusion and diversity, both in its grantmaking and on its self-appointed board. Three of the 15 seats are reserved for members of the Navajo Nation and the Pueblo Tribal Groups and the Apache Nation. The Board shall include at all times at least three persons representing the interests of the medically uninsured and underserved populations of New Mexico, and at no time can the majority of board members represent the health care industry.

“We also look for diversity of opinion,” says Roybal. “We don’t want ‘groupthink.’ Diversity is an integral part of our core values and mission. It’s inherent in everything we do.”

Compared to other health conversion funders, Con Alma’s size is modest, but it has leveraged its own asset base and connections to attract roughly \$50 million from outside

funders to support health-related projects in the state. Con Alma also has played the role of grant recipient, attracting philanthropic investment for initiatives ranging from increasing nursing diversity to expanding the definition of health equity to include food policy and the built environment.

As a “small but mighty” funder, Con Alma recognizes the same quality in its grantees and partners throughout the state. Together, they work to make a greater impact for New Mexico’s rural places.

## Working With Other Funders

Unlike coastal cities or Midwestern industrial capitals, New Mexico isn’t home to any foundation of gargantuan size — so funders here have become adept at working together. The Con Alma Health Foundation staff meets with peer funders through New Mexico Association of Grantmakers and other statewide affinity groups, but there’s also a willingness to simply pick up the phone and discuss ideas and shared strategies. Together with funders like Brindle Foundation, NewMexicoWomen.org, Santa Fe Community Foundation, McCune Charitable Foundation, New Mexico Community Foundation, and others,

Con Alma has helped achieve a long list of accomplishments that have improved health and wellbeing in rural New Mexico.

For example, multiple funders pulled together to convene county and tribal health councils when the state ceased funding those local groups, ultimately supporting the creation of a new statewide alliance that now receives some state funding. Funder collaborations also provided funding to help plan the New Mexico Health Insurance Exchange; served as state partners for initiatives from national funders like the W.K. Kellogg Foundation, Robert Wood Johnson Foundation; advocated for early childhood funding via the New Mexico Early Childhood Funders group; and convened a statewide discussion about grandparents raising grandchildren, and a report funded on the issue commissioned by Con Alma.

“Anything we do at Con Alma is done in partnership with others and is shared broadly, and that makes us small but mighty — and pretty good at leveraging resources,” says Roybal, who is particularly adept at forging partnerships with national funders.

By sitting on national boards like Border Philanthropy Partnership (current), and Grantmakers in Health and Hispanics in Philanthropy (former), and by joining



Beata Tsosie, with Tewa Women United, helps create community garden space behind City Hall in Espanola.

and presenting at national convenings/ conferences, she has proactively educated national funders about what’s going on in her home state. Con Alma also has enticed national initiative dollars by offering local matches and encouraging other New Mexico funders to contribute.

“National funders have noticed that we’re all working really well and collaboratively with one another and have our heads lifted just a bit above our own turf, territory, missions or boards — that we have an eye on how, together, we elevate this state,” says Bill Smith, president & CEO of the Santa Fe Community Foundation.

“With things like the grandparents raising grandchildren convening, it wasn’t about the money,” says Roybal. “We [Con Alma] could have done the money ourselves. It’s the partnership. It’s modeling to both funders and to nonprofits that we are stronger together. That’s part of our organizational culture. We’ve done lots of funder collaboratives that none of us would have done just by ourselves. And it worked out so much better.”

## Working With Grantees and Community Partners

Con Alma’s six-person staff operates a robust grantmaking program, including 135 applications, 65 site visits, and 35 awards in 2018. Grants currently range in size from three-year \$150,000 grants, to small grants and technical assistance or capacity building grants of no more than \$15,000. Roybal also has a small discretionary fund. Con Alma’s grantees address a broad range of health-related issues and policies, from environmental protection, to healthy pregnancies, to community development and cultural preservation.

To build authentic connections with grantees, partners and communities throughout the state, Con Alma depends on its 15-member board of trustees and another 15 members of its Community Advisory Committee. Both groups reflect the diversity of ethnicities, geographies and schools of thought in New Mexico and are empowered to engage with others as representatives of the foundation. This

shared leadership model allows for a broad diversity of experience and perspective to inform grantmaking decisions, but also means that those making funding choices truly understand the communities and the individuals who will become grantee partners.

Over the years, the foundation has refined its approach to look more to the “small but mighty” grassroots rural organizations that are doing advocacy work on the ground that the foundation believes will ultimately undergird systemic change. With an eye toward building capacity, Con Alma (and other New Mexico funders) have simplified and streamlined the grantmaking process. The Foundation regularly allows for more flexibility in application requirements, offers one-on-one support for applicants and even takes some under its wing with additional technical assistance. Grantees can complete the application online or on paper, if needed. The Foundation also works hard to publicize grant opportunities, via an actively cultivated email list, participation in local forums, and pre-proposal workshops



Cafe Pasqual's in downtown Santa Fe, New Mexico.



## Con Alma Health Foundation

- Founded in 2001, Con Alma Health Foundation is a private foundation located in Santa Fe, New Mexico.
- Assets: \$29,000,000 (2017)
- Staff: Five full-time employees, one part-time
- Annual Grantmaking: \$625,000 (2017)

### NEW MEXICO

- Population: 2,059,179
- Rurality: 22.57 percent of population; 99.32 percent of area
- Household Median Income: \$45,674 (U.S.: \$55,322)
- Percent of Poverty: 19.7 percent (U.S.: 12.3)

### AREAS OF INTEREST

- Health policy and planning
- Building the capacity of nonprofit organizations
- Health equity and social determinants of health

### SPECIAL INFORMATION

- The Northern New Mexico Health Grants Group (NNMHGG), is a joint initiative of Con Alma and the Los Alamos Medical Center Auxiliary. NNMHGG grew out of another hospital sale. All figures above include NNMHGG. Con Alma plays a significant intermediary role in projects supported by national and regional funders and cooperative NM funder ventures. That activity is not included in grantmaking or assets reported above.

in various communities (in partnership with other local funders, when possible).

“We go out of our way to ensure the nonprofits are not left out if their capacity to submit a proposal, or even their organizational capacity to implement, is limited,” says Nelsy Dominguez, Con Alma program director.

All of Con Alma’s grantmaking is done with an intentional focus on reaching rural communities, even when grant applicants are statewide organizations.

“A lot of times ‘statewide is just a category and it’s really just Albuquerque or Santa Fe, so when they say they’re going to do rural our question is ‘How are you addressing rural and who are you working with?’” says Con Alma trustee Carlos Romero. “I’ve been on many site visits and the answer is, ‘Well we’re going to reach out.’ That tells me that they don’t have that relationship. We don’t assume ‘statewide’ covers everyone. The organizations that get our support are the ones that have the relationships.”

## Beyond Grantmaking

Roybal says it’s what happens beyond grantmaking that truly delivers impact for rural communities.

In addition to the pre-proposal workshops noted above, Con Alma supports and/or participates in a large number of convenings, from statewide gatherings to local planning meetings. True to the foundation’s culture of inclusiveness, gatherings engage not only members of New Mexico’s nonprofit community, but also representatives from government and business, as well as non-traditional partners.

To ensure participation from a wide range of people and communities, the foundation always provides food at every gathering, and mileage reimbursements for those who require it, when possible. Staff spend the majority of their time engaging directly with community either face-to-face or via Zoom calls or similar connections, and Con Alma trustees and advisory board members also provide active, front-line representation.

At the core of all Con Alma’s activities is deep understanding of the need to cultivate authentic relationships and trust.

“It’s not just about being the voice on the

phone or in an email or whatever. People are on the ground in the communities and that’s what builds trust,” says Roybal. “It’s about actually being there and being present and being part of it”

Building trust can also require funders to engage in customs that are not necessarily a typical part of Anglo-centric practices in philanthropy. In many cases, these customs spring from the practices observed by Native communities since well before colonization. For example, meetings with community organizations or residents begin with a process of sharing and equalizing power by finding out and honoring who is in the room, what they know, and what they bring to the conversation. This introduction process is not rushed, and cultivates a sense of mutual respect among all present.

“It’s time-consuming work,” says funding partner Christa Coggins, vice president for community philanthropy, Santa Fe Community Foundation. “Con Alma works with all the people from the community, and it is excruciatingly slow. It’s expensive because they spend a lot of time and a lot of money going out there and being there, but the way they’re doing it is the only way that’s going to work — and it is working.”

This focus on process comes from Con Alma’s intent “to be an independent, neutral voice to bring stakeholders together for collective impact. Inclusivity is key, as is sharing power,” says Dr. Valerie Romero-Leggott, president of Con Alma’s Board of Trustees.

“We are non-prescriptive. We never make the decision about what the policy should be, what the strategy should be,” says Roybal. “We’re bringing people together from all over, we’re getting their feedback in terms of what they think are the actionable agenda items that we should move forward. We never decide. One of our core values is community self-determination.”

The level of relationship and connectedness Con Alma develops with rural organizations is clear. In fact, some of the organizations recommended by Con Alma and interviewed for this case study spoke of the trust and support they received from the Foundation even when some have never received grant funding. And for all its help to build capacity before grants are awarded, Con Alma doesn’t micromanage after the fact. Instead, they

trust grantees and non-funded partners to get the job done.

“Because we have invested so much time in getting to know our grantees, sharing power and decision making with them, and supporting them to do the work they envision, there’s no need for us to continually check on them as we see it as a partnership. It is our job to match our resources with community need,” says Roybal . “Our conversations are always ongoing.”

## An Eye Toward Advocacy

With an ultimate eye toward impacting health policy to address needs in New Mexico, Con Alma and other funders must play an advocacy role. In keeping with their culture, the Foundation’s advocacy approach is centered on convening, informing and facilitating conversations in which participants decide the priorities and direction. This includes producing and/or supporting research, including a study on hospital transparency and an assessment of the impact of Medicaid expansion.

“Con Alma’s consistent support of public health advocates across the state to come together and share our policy priorities was really important,” says Leigh Caswell, Member & Director, Center for Community Health, Presbyterian Healthcare Services, and member of Con Alma’s Community Advisory Committee.

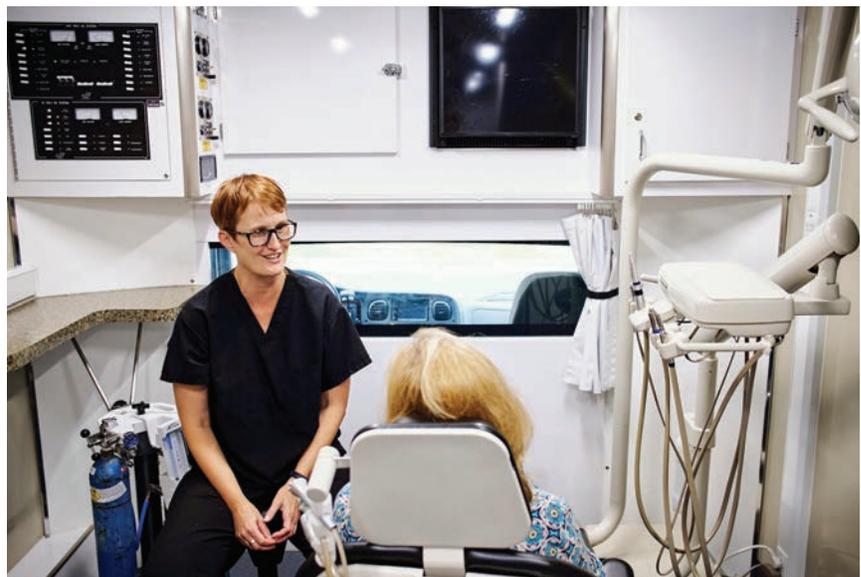
“We generally don’t take a position as to whether we support a specific policy or not, unless is highly aligned with our mission such as the Affordable Care Act, but if the people we work with want to pursue it, then we will provide the support and the environment for them to do their work and see if there’s public will and a strategy,” says Roybal .

## Recognizing What Works

For any foundation focused on equity, or systems change, or both, evaluating the impact of its activities is a huge challenge. Con Alma is no exception, but it recently has

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Rural funders in New Mexico are currently supporting research such as a study on hospital transparency and an assessment on the impact of Medicaid expansion in the state.





The leadership staff of Las Cumbres Community Services provides child and family services throughout rural northern New Mexico

formed an impact evaluation committee to assess the foundation’s total impact — and particularly the question of attribution versus contribution when it comes to broad outcomes.

“To build that chain of relationships between the lever Con Alma is trying to push and then the outcomes they’re trying to achieve is a huge evaluation challenge but one that’s very interesting,” says Romero, who also leads an evaluation consulting firm. “How do we evaluate the whole system and not have all the parts of the system trying to evaluate each other in isolation?”

Con Alma also recognizes that grantee success looks different within individual rural communities, and that how “success” is defined should be driven by those communities as well.

“I think one of the things that I see in a rural community that’s distinctly different than in urban is the intimacy of working together,” says Siena Sanderson, program director of a school-based mental health and family support program operated by Las Cumbres Community Services, a Con Alma grantee.

“You can really make more community-wide impact. If I were getting the same amount of funding in a city and I was only working in one school, there’s no way I would have the same intimate connections with other organizations in the way that I do. So when you invest in a rural community, you’re really investing in the larger community systems in ways that may not be as true with a larger urban area, where you may not be connecting all the dots like we’re able to.”

“I define impact or effectiveness as an individual who comes back to an organization and gives back from whatever space they’re able to give back,” says Dr. Corrine Sanchez, Director of Tewa Women United. “I think we have success when other people in the community are advocating for us when we’re not in those spaces. I think that’s success.”

Sanchez also cautions against an over-insistence on evidence-based strategies in rural areas. In particular, she questions funders who insist on bringing in evidence-based strategies from other places that will not work in the communities she knows so

well. She shares the story of one experience with a federal government funding source:

“We developed our own healthy sexuality body sovereignty project [and applied for federal funding] but the feds wanted us to choose from 24 evidence-based models. None of them really applied to native communities. None of them were developed by native communities. We found other curricula that we put through the same scientific rigor and said, ‘this is what we want.’ We were the only program that pushed back against them that way and they’ve since changed their approach.”

This willingness to adapt national perspective is necessary for success across the board in rural work.

“New Mexico has a different history [than other parts of the country],” says Renee Villarreal, Program Co-Director at NewMexicoWomen.Org, a statewide women’s fund. “So, for example, if you’re talking about strategies to address racial tension and trauma, ours comes in a different form which is more like colonization. That means strategy around

racism or anti-racism work looks different here. I would hope that national funders would recognize this distinction.”

“I think people talk theory, but they don’t really know how to apply theory. We learn about racism and we learn about race theory, but if we’re not able to practically apply it, how do we get a whole coalition working towards one goal when the biggest issue that is going to come up is race? That’s not something that you can just set aside and then continue,” says Sanchez.

Success not only requires a deep understanding of the place, but building relationships with the right people — the natural leaders — within it. Every community has them, although they often may not look the “traditional” part. Although Con Alma doesn’t operate a formal program for rural leaders, its community engagement provides a natural platform for supporting and strengthening them.

Kim Straus, foundation manager of the Brindle Foundation, a Con Alma funding partner, describes it this way:

“An organization is lucky to have the right people, or at least the right person who is organized enough and not completely overwhelmed by their job to seek resources beyond their local community — to take that step to make some connection beyond the county line for help and building capacity. When I think about much of our successful rural grantmaking, it’s because we’ve hitched our wagon to somebody who can really articulate and be passionate about what it is they’re trying to do.”

## Looking Ahead

Funding in rural places means understanding how shifts in population, climate, economy and other factors may affect communities in the coming years. For example, by 2035 New Mexico is expected to grow from 39th to fourth in the country in terms of the percent of population over 65. Climate change threatens an evaporating snowpack that will reduce water in rivers and lakes. (Water shortages are already a challenge for some agricultural

communities.) And a potential undercount in the upcoming 2020 Census could have a devastating effect on the availability of funding and elected representation for New Mexico’s rural residents.

All of these challenges will disproportionately affect rural communities, but Roybal is confident that it is in these communities where the solutions lie.

“Rural communities have withstood, and will continue to survive, extreme challenges because of the characteristics that define them,” she says. “They are less reliant on technology and other services and more reliant on themselves and each other. Rural people know their neighbors. They know when someone is in need. They barter food, goods and services. They are resourceful and innovative. I think that rural communities will weather many of the coming storms better than their urban counterparts. We can all learn lessons from rural America, and philanthropy can help support and lift examples that can be adopted or adapted in other places to the benefit of all.”





Elmira Garcia (left) and Sandy Martinez both began their families at Breath of My Heart Birthplace in Santa Fe.

## Reconnecting with Culture for Community Healing and Health

**T**ewa Women United (TWU) started in 1989 as an all-volunteer support group for Native women who were experiencing the impacts of historical trauma: depression, loss of family members to suicide, struggling with sobriety and alcohol abuse and drug abuse, divorce after 35 years of marriage and just finding themselves in transition. (Tewa is a historic language of the Pueblo tribes.)

“What we found in the early years is that the majority of those that came into our circle experienced some sort of sexual violence or sexual assault. Now we know the statistics: one in three native women is going to experience sexual assault in her lifetime,” says Dr. Corinne Sanchez, TWU executive director.

Sanchez “grew up in the organization” that was co-founded by her mother, Kathy Sanchez, and two other women. Today, TWU is a multicultural and multiracial 501(c)(3) organization that employs 18 staff and

serves hundreds of tribal and non-tribal men, women and families in Northern New Mexico from its Espanola headquarters.

In addition to the V.O.I.C.E.S. (Valuing Our Integrity with Courage, Empowerment, and Support) program that provides culturally based responses to sexual violence and related trauma, TWU also offers three other main program areas that interweave traditional practices and spiritualism with current mental and physical health challenges. Environmental Health and Justice works with tribal, local, statewide and national networks to protect and conserve natural resources, reconnect to traditional land-based practices that promote collective wellbeing, and fight for nuclear nonproliferation. The Indigenous Women’s Health and Justice Program helps Pueblo women become stronger participants in and advocates for their own health. The Women’s Leadership & Economic Freedom Program helps women combat pervasive poverty in their own lives and in

their communities. Circle of Grandmothers draws on the wisdom and knowledge of elder Pueblo women to nurture and support victims of trauma, share traditional teachings and customs, and provide spiritual guidance for the TWU staff and board.

Although these four programs could well be standalone operations, TWU recognizes that they are all intertwined.

“For us it’s ‘opedi,’ which means braiding and weaving in our traditional language, and we’re looking at braiding and weaving environmental justice, reproductive justice and gender based violence along with economic stability within our work,” Sanchez says.

For example, legacy waste such as chromium, tritium, uranium and petroleum are produced by nearby Los Alamos National Labs, threatening much of Northern New Mexico. TWU has been working with the Institute for Environment and Energy

Research to change the bases for evaluating contamination levels in local populations.

“Right now we know that most contamination levels in this country are based on ‘reference man,’ a white, 154-pound man who lives in the city,” says Sanchez. “We want to transform that into a pregnant native farmer woman, which clearly ties together reproductive and environmental justice.”

TWU brings that sense of interconnectedness to all its healing work — whether minds, bodies, hearts, spirit or Mother Earth. And whether male or female, child or elder. That connectedness helps heal families and provide for a shared power that once was a hallmark of Tewa culture.

“Before colonization, Tewa life was balanced and there was a fluidity of power,” says Sanchez. “Power didn’t stay with one person or leader, and it also shifted between parents and within families. But when colonization happened, governments centralized power and women were displaced. Once people have power, it’s really hard for them to give it up. That’s why we started it as an independent nonprofit organization of women because women didn’t have that power in our community and they still don’t have it in a lot of our communities.”

But issues of health and power aren’t limited to Tewa people; like the issues, people themselves are intertwined, and roughly 60% of the people TWU serves are nonnative.

“We didn’t want to be just about dealing with the band aids of the issues. We wanted to get to the deep root causes and the healing so that we’re in this transformative state of reclaiming who we are, our identity, our bodies, our gender,” Sanchez explains.

Addressing root causes means being active in advocacy, which TWU does at the tribal, city, county, state, national and international levels, including partnership with the United Nations. TWU’s work has attracted funding from local, state and national funders as well, including the W.K. Kellogg Foundation, Annie E. Casey Foundation, and several reproductive justice foundations. They recognize the impact and wisdom that TWU brings to the communities it serves.

“For generations we’ve been here. We have expertise and we have experience.



Tewa Women United brings a sense of interconnectedness to all its healing work. Whether minds, bodies, hearts, spirit or Mother Earth, that connectedness helps heal families and provides for a shared power that once was a hallmark of Tewa culture.

Sometimes outside people tend to brush that off as backwards and say that there are more advances or other things that we should bring in. But in indigenous communities that’s difficult to do because we’re trying to maintain our traditions, our culture and our language. There are some things we’re going to be open to embrace, and others we won’t,” says Sanchez.

Although Sanchez is a statewide and national leader, and has even trod upon the international stage, she is deeply committed to her Tewa home, saying, “I’m involved in a lot of the national stuff, but this is where my heart is. This is my community.”

But she also envisions a future in which rural communities are more closely connected to one another.

“I want a rural convening,” she declares. “If you really want to see change, let’s do rural organizing, let’s have rural communities meet because if you want to see who is multitasking and figuring out how to keep



working together, it’s rural communities. They’ve got it down, they know how to work with other programs, they’re multitasking, because there is no other option. A rural community convening could give them a different option, an option of community, an option of connection, an option of belonging. Those are the real social determinants of health. When somebody feels connected, and like they belong and they’re valued, that’s huge in their recovery of any type of trauma that they may have experienced. How do we get better at that?”



The Pueblo de Abiquiu Library and Cultural Center was created in 1996 by two community benefactors who raised funds to purchase and renovate a building on the pueblo's main square, and to secure donations of several thousand books. The focus has been on preserving and telling the stories of the men and women of Rio Arriba County.

## Independent Rural Libraries as Community Engines

Think of a rural small town of less than 1,000 people, and you're not likely to think of anchor institutions beyond a public school and perhaps a church or two. However, in two small communities in New Mexico's Rio Arriba County, rural libraries are becoming driving forces for community preservation and economic development.

In the tiny pueblo of Abiquiu, known by outsiders as the home of Georgia O'Keefe's Ghost Ranch, a native community of some 300 is holding tightly to their sacred mountain and village by strengthening their connections to their own history and culture. While commercial development from outside the community mushrooms down along the highway, the small Pueblo de Abiquiu Library and Cultural Center in the hills above is sparking a resurgence in

community connectedness and planning ways to take advantage of cultural tourism without sacrificing the community's soul.

In the town of Dixon, 39 miles away and home to just over 900 people, the Embudo Valley Library & Community Center supports education, economic growth, food security, and social connections.

In both cases, these tiny libraries have become hubs for attracting and mobilizing the human capital of their communities, unleashing new waves of creativity and hope for the future.

### Abiquiu

The Pueblo de Abiquiu Library and Cultural Center was created in 1996 by two community benefactors who spurred

other community members to raise funds to purchase and renovate a building on the pueblo's main square, and to secure donations of several thousand books. But from day one, the focus was on preserving and telling the community's story.

"When the library first started, the first thing they did was a community assessment, and the number one thing that came up was that people wanted the history collected and maintained locally," says Isabel Trujillo, director. "That's been our number one focus, and many of the books we've collected are from local authors or are histories that are true to the area."

But this is no static collection. The library engages community youth throughout the year not only in early literacy and summer reading and enrichment programs, but also

as community tour guides, as gatherers of oral histories from local elders, as GPS mappers, and as paid participants in summer archeological digs with University of California - Berkeley.

In doing this work, community youth have become both collectors and protectors of community. For example, when outside visitors wanted access to the pueblo cemetery, library leaders also understood that local residents were sensitive about visitors walking over to (and through) it because of desecration and the removal of sacred or historic objects.

“We took the youth out to the cemetery, and they GPS’ed every single plot,” says Trujillo. “Now, we can invite people over to our computer, and they can just look at every single cemetery plot.”

The software even allows visitors to add their own knowledge about history and biographies to the record, thus building on the library’s trove of cultural knowledge.

With the focus on history, one might miss the tourism development that’s beginning to take hold down the hill. From that standpoint, the library offers a touchstone for community values.

“We hear a lot of times we’re the next Santa Fe and things like that,” says Alice Garcia, who owned the building that now houses the library and serves on the library board. “We don’t want to be. Nobody’s asking us. At the time when we first started the library, a lot of the locals were not in favor because they were suspicious of what traffic was going to come into their peace and quiet. Once we convinced them that our establishment was not going to be that way, that it was going to be a safe facility for their children, for the elders, and we would help them, and then they were all for it.”

But the library has also given the community an authentic anchor from which to build new culturally appropriate businesses. When visitors began wandering through private community property in search of Georgia O’Keefe’s residence and studio, and busses from Santa Fe tour companies began to pull up in the square, the library quickly developed its own walking tours that include information not only about the artist but about the pueblo history.

Trujillo and Garcia also see an opportunity

to transform some of the square’s empty buildings into cafes, artist studios, and other businesses that reinforce the pueblo’s culture. This, they believe, along with opportunities like the summer archeological digs, will help keep future generations engaged.

“Our teens became very excited when we started accessing grants that would allow us to employ them, because jobs around here are just so scarce for them,” says Garcia. “It’s not just earning a wage, but they have become excited about knowing what their roots were and their findings.”

“The kids have been able to learn, and in that our hope is that they’ll also care and stay in the community,” adds Trujillo.

## Dixon

The Embudo Valley Library & Cultural Center began in 1992 in a small two-room building as an all-volunteer labor of love. Since that time, the library has moved into a newly constructed 3,000-square-foot building and turned its original home into a community center. With a catchment area that extends out into portions of Rio Arriba County and neighboring Taos County, the library has grown to more than 1,400 cardholders, four staff, and 60 volunteers.

In a large rural county like Rio Arriba (which is roughly the size of Connecticut), a tiny town like Dixon can get overlooked when it comes to services, so the library has stepped up in a big way.

“Because we’re a nonprofit organization we can do things that might be above and beyond what most libraries would undertake,” says Felicity Fonseca, library director. “But I also think that we fill in the gaps where the school district or the county can’t provide services. We’re probably filling a role that in other places a government agency would fill.”

In addition to the typical library services, Embudo Valley Library hosts a weekly early literacy storytime, a daily after school program, a Saturday morning STEM robotics and 3D printing program, and a weekly gifted learning program for students who attend the elementary school across the road.

It also houses the local radio station, provides public wi-fi internet access, hosts

a Saturday makers space complete with 3-D printing, and sponsors a weekly farmer’s market in conjunction with a co-op grocery store that opened in an empty building next door. The library also serves as a fiscal sponsor for several community groups, such as the local neighborhood watch and a local program of the Santa Fe Opera.

“When the library started there was no community gathering place. The bar had recently closed. The old grocery store was struggling and would soon close. People were going out of the town for events,” says founding board member and former president Shel Neymark. “So when we started the library part of the vision was that we would have community events here. And part of the mission statement of the library is to provide a place to gather.”

Since the library opened its doors, so have other businesses. In addition to the co-op next door, several bed and breakfasts have opened.

“You can’t directly credit the library with that, but making Dixon a more appealing place to be, having a store, I think that has added to it,” says Neymark. “I think there’s been a ripple effect economically in town that we’ve had an impact on.”

Both Neymark and Fonseca want to see that effect ripple further into rural places. The Dixon and Abiquiu libraries are both part of Rio Arriba Independent Libraries (RAIL), a collection of four independent libraries in Rio Arriba County (which does not support a public library system). Fonseca has spearheaded an effort to create a strategic plan for RAIL, with the hope of attracting more funding and technical assistance for her colleagues at smaller libraries. Neymark is advocating for the state library to create an endowment for all of New Mexico’s independent libraries, along with a library specialist to provide technical assistance and capacity development to help local libraries make capital improvements, expand and engage their communities.

“A really important part of that endowment would be the decision making,” says Neymark. “There has to be a lot of local decision making, because we’re on the ground here. We know what our towns need.”



# Campbell University

## *A History of Serving the Underserved*

**R**ural philanthropy has been a part of the Campbell University's mission since founder J.A. Campbell started Buies Creek Academy 131 years ago with the idea that everybody deserves an education, regardless of finances or social standing.

Thirteen years later, the Class of 1900 included 21 young men and women who went on to become teachers in rural Harnett County's public school system. Their education begat the next generation of educated residents.

When Campbell's third president, Norman Adrian Wiggins, established Campbell Law School nearly a century later in 1976, his goal was to train lawyers to practice in smaller communities in eastern North Carolina — while he may have never used the term, “rural strategy,” that was exactly his intent.

The pharmacy school opened its doors to students 10 years later in 1986 and has since graduated nearly 2,500 pharmacists, of which roughly 80 percent still live in North Carolina serving in 90 of the state's 100 counties.

And when Campbell's fourth president Jerry Wallace set out to establish a medical school in 2013, there was pressure from some in the state to build it in Raleigh, where it would have easier access to hospitals and residency programs. Instead, his School of Osteopathic Medicine — the state's first new medical school in 35 years — is centered in Buies Creek. Many of its graduates are choosing to stay in this state, serving in some of the most medically underserved regions in the Southeast.

### Rural Philanthropic Analysis

In 2017, Campbell University launched the Rural Philanthropic Analysis, taking the University's 31 years of rural-based education and — through the partnership and support of the Robert Wood Johnson

Foundation — putting it in a national spotlight. The Foundation awarded Campbell a \$730,248 grant to fund an 18-month national exploration designed to create, identify and enhance new ideas and insights to improve the practice and impact of charitable organizations when it comes to supporting healthy, equitable rural communities.

### Public Health Program

Campbell's Public Health program is unique in that it is specifically tailored to focus on rural health. Campbell is one of six schools in the nation with a rural focus, only two of which are located east of the Mississippi river, and it is the only Association of Schools & Programs of Public Health-accredited program in the country that both focuses on rural health and is actually located in a rural area.

### Campbell Health Center

Campbell's College of Pharmacy & Health Sciences, School of Osteopathic Medicine and School of Nursing run the Campbell University Health Center, an outpatient physician practice that provides outstanding health care services to Campbell students, faculty and staff and to the Harnett County community. On Tuesdays, students take over the clinic and provide free healthcare to local residents who are low-income or who lack proper health care. Each week, the students see more than a dozen patients (there are currently 200 active patients in their system) seeking treatment and care for chronic pain, hypertension, diabetes and a slew of other conditions that would otherwise go untreated. In three years, the program has saved residents nearly a half-million dollars in medical costs in a county that ranks 72nd out of 100 in the state when it comes to proper diet and exercise and avoiding negative behaviors like tobacco and alcohol use and 86th in the state in access to clinical care.



## CAMPBELL UNIVERSITY

### Overview

A thriving private Christian university founded in 1887 committed to creating and expanding opportunities for North Carolina and beyond.

### Mission

To graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service.

### Academic Divisions

Over 100 undergraduate, graduate, and professional degrees across these academic divisions:

- Adult & Online Education
- Catherine W. Wood School of Nursing
- College of Arts & Sciences
- College of Pharmacy & Health Sciences
- Divinity School
- Jerry M. Wallace School of Osteopathic Medicine
- Lundy-Fetterman School of Business
- Norman Adrian Wiggins School of Law
- School of Education
- School of Engineering

### Accreditation

Level VI accreditation by the Southern Association of Colleges and Schools Commission on Colleges.

### Economic Impact

\$450+ million annual regional impact

### Locations

Six campuses in North Carolina, with four of those — including our main campus — located within the state's renowned Research Triangle Region.

EEO/AA/Minorities/Females/Disabled/Protected Veterans [www.campbell.edu/employment](http://www.campbell.edu/employment)



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