

Serving Health Care Needs

The Board of Visitors

100th

Anniversary

1908 - 2008

In The Community

The Board of Visitors

100 Years

1908-2008

Generations of women ...

Serving the health care needs of the Phoenix community

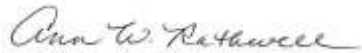
Introduction

What an appropriate time to research and write our history! Little did our 16 charter members know, as they visited the isolated tuberculosis patients at St. Luke's Home, that one hundred years later a group of 180 women bearing the same name, The Board of Visitors, would still be helping those in need.

With the sale of St. Luke's hospital in 1994, The Board of Visitors closed an important chapter of its history. A new chapter began with the members' continuing commitment to raise and provide funds to support health care needs in the community, true to the mission of The Board of Visitors. As we celebrate the 100-year tradition of The Board of Visitors, let us all reflect on what an honor it is to be members of the oldest charitable organization in Metropolitan Phoenix.



Co-Chairman, 100th Anniversary Committee



Co-Chairman, 100th Anniversary Committee

Table of Contents

Chapter One	page 7
The Board of Visitors' Early Years 1908-1929	
Chapter Two	page 14
The Board of Visitors Weathers the Depression and War Years 1930-1969	
Chapter Three	page 21
The Board of Visitors Grows as Phoenix Booms 1950-1990	
Chapter Four	page 29
The Board of Visitors Excels during Years of Growth and Change 1970-1994	
Chapter Five	page 35
The Board of Visitors Establishes a New Identity 1995-2008	
100 th Anniversary Celebration Photographs	page 45
The Board of Visitors Grant Recipients	page 50

Thank you to:

Mary Melcher, PhD for historical research and writing
Robin Vitols for writing

Our readers:

Carolyn Diamond
Susan Palmer-Hunter
Patty Simmons
Marge Suggs

Source Material:

Arizona Historical Foundation
Arizona State Archives
Arizona State Historical Society
Phoenix Museum of History

Chapter One

The Board of Friendly Visitors' Early Years 1908-1929

In 1908, when Arizona was still a territory, and Phoenix was a small desert town, The Board of Friendly Visitors began providing assistance to those suffering from tuberculosis. This dedicated group of women responded to the call of The Reverend J.W. Atwood who had founded St. Luke's Home to help those afflicted with "the great white plague." Members of The Board of Friendly Visitors donated their time and energy to ease the suffering of the sick and to aid in the development of St. Luke's Home.

The Reverend Atwood had personal experience with tuberculosis. He first came to Phoenix with his wife who was ill with the disease, hoping the dry climate would aid in her recovery. After staying in Phoenix for some time, Mrs. Atwood went to Colorado Springs where she eventually died. During the period of her illness, Reverend Atwood resigned as rector of his parish in Columbus, Ohio, and became minister of the Episcopal Mission Church of Trinity in Phoenix. Following his wife's death, Atwood remained in Phoenix and resolved to help others suffering from tuberculosis. He dedicated himself to St. Luke's Home whose mission was "healing of the sick without regard to race, creed or station in life."



The Reverend J.W. Atwood,
founder of St. Luke's Home

Although Phoenix was a very small town of approximately 5,500 in 1900, many suffering from tuberculosis came from outside of the territory, hoping that the climate would improve their health. During the early twentieth century, there was no cure for tuberculosis, but if patients lived in a dry, warm climate during the early stage of the disease, chances of survival increased. The



St. Luke's Home circa 1908

Salt River Valley, advertised as a place to recover from respiratory diseases, became known as a “lungers’ mecca.”

Many “lungers” struggled to find lodging because hotel owners often would not accept tuberculosis patients due to the contagiousness of the disease. There were options for the affluent, such as the Desert Inn Sanatorium, six miles east of Phoenix. It had 100 acres of grounds and staff to provide care for those suffering from respiratory ailments. However, those who lacked the funds to secure such shelter or to buy their own homes became squatters setting up tents in random camps throughout the Valley. A 1903 Phoenix city ordinance mandated that these tent encampments be restricted to areas outside of the city boundaries. Therefore, many financially struggling patients went to Sunnyslope, north of Phoenix, which at that time was outside the city limits. The impoverished, suffering from tuberculosis and living in tents, tried to survive with little food, medicine or general care. Given these conditions, it was clear that the services Reverend Atwood and The Board of Friendly Visitors provided through St. Luke’s Home were desperately needed.

In order to open the Home, Reverend Atwood raised funds in New England. In Phoenix, he found an ally in a young theological student, Bertrand R. Cocks. Mr. Cocks was motivated to find a place for his wife who suffered from tuberculosis. He possessed some experience in organizing a sanatorium, so he agreed to help Reverend Atwood establish St. Luke’s Home in exchange for support of himself and his wife, without additional salary. Mrs. Cocks eventually recovered, giving hope to

others with the dreaded disease, and after regaining her health, she was invited to become a member of The Board of Visitors.

Reverend Atwood found land for the sanatorium two miles east of downtown Phoenix, which is today Polk and 18th Street. He established a Board of Trustees made up of himself; Rt. Reverend J. Mills Kindrick, Bishop of Arizona and New Mexico; Honorable Edward Kent, Chief Justice of Arizona; Dr. Charles Van der Veer, official of Salt River Water Users Association; and Dwight B. Heard, a businessman and publisher of the *Arizona Republican*. The Trustees, using \$5,000 received from eastern donors, purchased three and one-half acres of desert land and built an administrative building containing an office, kitchen, dining and living rooms, plus a living area for Mr. and Mrs. Cocks. On the surrounding grounds, they erected 12 tent houses that they purchased used. The St. Luke's Home officially opened on December 27, 1907. There were accommodations for 15 to 20 patients. The average charge per week was \$7.24, but the average cost to maintain a patient was \$11.45.

In 1908, Maie Heard and a group of volunteers invited by Reverend Atwood, began providing assistance to St. Luke's Home by visiting patients, bringing baked



Dedication of St. Luke's Home

goods and writing letters for patients. These sixteen women, Mmes. E.J. Bennett, Louis Chalmers, B.A. Fowler, C.E. Gilchrist, Charles Goldman, Dwight B. Heard, William G. Hartranft, Joseph H. Kibbey, F.M. Murphy, S. Oberfelder, Garrett Ryan, Walter Talbot, Gordon Tweed, Howe Williams, J. Elliott Walker and Miss Dorthea Gilman, who were willing to help those suffering from tuberculosis, became the charter members of The Board of Friendly Visitors.

The Reverend Atwood continued raising funds, and in 1910, St. Luke's Home expanded with completion of a 10-bed infirmary for non-ambulatory patients and a bathhouse. The Board of Friendly Visitors increased its membership to 19,



A TB patient stands in front of his cottage circa 1915.

and The Reverend J.W. Atwood was named Bishop of the Episcopal Missionary District of Arizona.

In 1910, the population of Phoenix was 11,134. The Roosevelt Dam, completed in 1911, led to the expansion of workable, agricultural land in the Phoenix area. With the water supply secured, more people moved to the territory to farm, and businesses expanded to serve the growing population.

In 1911, in addition to dedicating the dam named in his honor, former President Teddy Roosevelt dedicated St. Luke's new infirmary. In 1912, new buildings were added, including homes for the superintendent, physician and chaplain. In that same year, staff at St. Luke's opened the state's first bacteriology lab. By 1914, the infirmary cared for 40 patients. During this fledgling period, there were not enough funds to hire a full-time doctor so several generous Phoenix physicians donated their assistance.

Making improvements to St. Luke's Home required funds, and in addition to cheering the patients, The Board of Visitors became involved in this effort. In 1915,

the organization, now called The Board of Visitors, held the first St. Luke's Charity Ball at the original Phoenix Woman's Club building, located at First Avenue and Fillmore. The first ball planned and organized by The Board of Visitors raised \$402.71. Guests arrived by horse and buggy, and members of The Board of Visitors provided the midnight snack that consisted of potato salad, chicken salad sandwiches (actually made with turkey), and baked ham. *The Arizona Republican* headlined the event as "St. Luke's Dance Society Event."

In a 1976 interview, Benita Fennemore described the first ball and the women who organized it:

They were women that were inclined in the community to be social leaders...and their first dance was a financial success, and so they just kept on, and as people kept coming here, more and more people were included...and lists grew and grew, and now it's fantastic.

Josephine Williams Goldwater, a registered nurse, became one of the first new members of The Board of Visitors. Josephine had moved to Arizona to recover from a respiratory illness. She lived for a time in a Sunnyslope tent city and soon recovered. Then, she began working as a nurse, providing home nursing services to those suffering from tuberculosis. She also dated Baron Goldwater, who was called the area's most eligible bachelor, and they married in 1907. Once married, she did not abandon her profession, but continued to assist others, organizing the Red Cross response to the flu epidemic in 1918. The Phoenix Woman's Club served as a hospital to those who could not obtain medical assistance in the overcrowded Phoenix hospitals. She and other early members of The Board of Visitors filled a great need by helping the sick and lonely in their midst.



Following World War I, soldiers suffering from tuberculosis arrived in Phoenix looking for medical assistance. St. Luke's Home built a new bungalow that would hold four to six men. The home cared for veterans for no charge until 1921 when they moved to

the Veteran's Hospital in Prescott.

Fundraising was always vital to the operation of St. Luke's Home. In 1913, fifty percent of the patients were unable to pay or paid less than the regular rates. Bishop Atwood tried not to accept patients who had little chance of recovery and encouraged patients to remain in their eastern homes if they were in the advanced stage of the disease. He and Reverend Cocks received hundreds of letters from tu-



The grounds at St. Luke's Home

berculars and their relatives, but St. Luke's Home did not have the capacity to care for all of those in need of their services. They were forced to turn many away, even though by 1919, St. Luke's had grown to house eighty beds, and cottages had replaced the tent shacks.

In 1920, the population of Phoenix was more than 29,000, and by 1930, it had grown to more than 48,000. Farming was a primary industry that involved raising alfalfa, cotton, citrus, cattle and dairy herds. An extensive canal system watered the fields and provided recreation to residents who frequently swam in the waterways during the hot summer months. Agricultural support systems led to other businesses including storage yards, packing sheds, processing plants, and warehouses. The area had paved and unpaved roads. Modes of transportation were trolley, horse and buggy, and cars. During this decade, some began promoting the tourism industry, claiming that anyone would enjoy the Phoenix area, not just those suffering from a respiratory disease. New resort hotels opened and catered to the well-heeled winter visitor.

Many of those visitors were invited to attend The Board of Visitors Charity Ball, which had become an annual event, earning approximately \$500 every year. In 1921, a banner year, the ball raised more than \$1,000. In 1923, the Charity Ball

raised \$728, helping to pay for a new administration building.

By 1925, after having guided St. Luke's Home through its crucial early years, Bishop Atwood retired as director. Reverend Bertrand R. Cocks remained at St. Luke's as the superintendent working there for 34 years, until his death in 1941.

In 1926, Dwight B. Heard and his wife, Maie, donated additional land to St. Luke's Home to allow for expansion with a new infirmary wing. Dwight B. Heard, a newspaper publisher, investor and land developer, was a prime mover and shaker in early Phoenix. Maie Heard was a generous contributor to numerous cultural causes in the city, donating land for the Phoenix Woman's Club building, founding the Heard Museum and providing the use of the Heard family carriage house for productions of the Phoenix Little Theatre.

Founding members of The Board of Visitors, continued to raise funds for St. Luke's through the annual Charity Ball. During this time, members cooked all of the food for the balls which were usually attended by eighty to a hundred people. The Board of Visitors raised \$1,005 at the 1928 Charity Ball, which was held at the Masonic Temple. The Grand March was led by the Governor of Arizona, George W. P. Hunt and Mrs. Ancil Martin, Chairman of The Board of Visitors, daughter of Mrs. Walter Talbot, a charter member of The Board of Visitors. Mrs. Lloyd Eisele, a prominent Phoenician, remembered that Mrs. Martin "was a stunningly beautiful woman, and wore an electric blue velvet gown. Dr. Martin was also a handsome man, with snow-white hair and goatee beard, so they made a very distinguished looking couple."

In 1929, the ball moved to Phoenix's newest resort, The Arizona Biltmore. Held in early 1929, before the October stock market crash, the event had become not only a means to raise money for St. Luke's Home but also a grand social gathering. Some women wore gowns sent from Paris and New York. The Board of Visitors had been in existence for more than 20 years and had raised thousands of dollars for St. Luke's Home. As the nation entered the Great Depression of the 1930s, the volunteer services and fundraising skills of The Board of Visitors would continue to be crucial to the survival and growth of St. Luke's Home.

Chapter Two

The Board of Visitors Weathers the Depression and War Years 1930-1949

While the state and nation reeled from the economic pressure and devastation of depression and world war, The Board of Visitors continued to assist tuberculosis patients at St. Luke's Home and to raise money for the sanatorium. Although fund raising was more difficult during the hard times of the 1930s, the Charity Ball was held every year, and proceeds were contributed to the maintenance and resilience of St. Luke's.

During the 1930s, Arizonans experienced drought, loss of jobs, and falling prices for copper, cattle, and farm crops. President Franklin D. Roosevelt's New Deal brought some relief, but severe economic conditions continued throughout the decade. In the early 1930s, the demand for copper fell to a fraction of its 1929 level. The price of beef dropped from 9 to 3 cents per pound, and cotton prices plummeted from 11 to 4 cents per pound. The drastic decline in profits led to high unemployment and resulted in lower wages for workers who retained their jobs. The state had a difficult time paying its employees, and some teachers went unpaid because their pay warrants were worthless. The loss of jobs led to homelessness for some.

Despite the state and nation's trying economic times, The Board of Visitors maintained their financial support to St. Luke's Home. In 1930, the 15th Annual Charity Ball raised more than \$2,000. After paying for the suppers, use of the ballroom, orchestra and punch, The Board of Visitors gave Reverend Cocks a check for \$1,500. They also agreed to take on the responsibility of raising \$5,000 in the next year to finance an additional wing for the hospital. Historical records indicate that this was a difficult undertaking, possibly owing to economic conditions in the state. During the 1930s, revenue from the annual balls gradually decreased with the event generating over \$2,100 in 1931, \$1,217 in 1932, and only \$649 in 1933. In 1934, when the ticket prices were \$5 for a couple and \$3 for a single, The Board of Visitors earned less than \$700. Two years later the ball, held at The Arizona Biltmore,

proved more profitable with earnings of \$1,135. These funds provided new drapes and shrubs for St. Luke's Home and a "moving picture camera" for The Reverend Cocks.

In 1936, Maie Heard became vice president of the St. Luke's Home Board of Trustees, a position she held until 1945. Her new position allowed Maie to make first-hand reports to The Board of Visitors about the status of St. Luke's Home. During this time, the Executive Committee of the Board of Trustees of St. Luke's Home elected new members to The Board of Visitors. In the March 1936 membership minutes, Alice Marshall, Secretary, notes that, "It was decided to re-vamp the membership list & send a request to the Board of Trustees to take the three out-of-town members, Mrs. Ainsworth, Mrs. Goldman, and Mrs. Bartlett Heard from the active to the honorary list."

A new dimension was added to fundraising efforts when 1938 Charity Ball Chairman Selma Rosenberg added the sale of bouquets and boutonnieres. Daughters and granddaughters of Board of Visitors members, along with their high school friends, were invited to sell flowers at the Charity Ball, dressed up in any formal they had on hand. The addition of these "flower girls" became a "most successful venture" and was to become a Board of Visitors' tradition. St. Luke's Charity Balls



1939 Flower Girls - Standing: Sylvia Stauffer, Mary Louise Green, Marilyn McLellan, Bebe Johnston Seated: Mary Bannister, Blythe Miller, Nan Rae, Betsy Nehf, Jean Rae, Diana Webster, Mary Jane Knorpp

of the 1930s included dinner, dancing and entertainment. The 1939 Charity Ball raised \$2,647 from ticket sales and an additional \$486 from flower sales, allowing the membership to donate more than \$2,700 to St. Luke's Home.

The Board of Visitors held the annual 1941 Charity Ball at The Arizona Biltmore and raised more than \$2,100. On the evening of the ball, a tragic accident took the lives of Beth Bannister, former Chairman of The Board of Visitors,

and her husband, Dr. Kimball Bannister. The invitation records for the Ball were in the Bannisters' car that evening and were lost in the fiery crash. From that day forward, all of The Board of Visitors records were kept in two separate files.

After the United States entered World War II on December 7, 1941, The Board of Visitors met and discussed the annual ball. In notes from a "special meeting" held on December 29, 1941, at St. Luke's Home, the membership held "a general discussion....as to the advisability of holding the Charity Ball this year because of the world situation," reported

Sarah E. Hoagland, Secretary-Treasurer. Despite the obvious tension that members felt, they decided to proceed with plans for the ball that would be held February 7, 1942 at the Hotel Westward Ho. There was also discussion as to whether or not supper would be served, and they left that decision to the ball chairman. Members agreed to admit men in uniform for half-price.

The 1942 Charity Ball netted more than \$1,800. The Board of Visitors donated this amount to the Bertrand R. Cocks Memorial Fund for Operating Expenses, a new fund set up by The Board of Visitors. They also purchased hospital equipment in memory of deceased Board of Visitors member, Mrs. Kimball Bannister.

In choosing the Hotel Westward Ho as the new venue for the Charity Ball, The Board of Visitors members chose a location known as the premiere luxury hotel in town. It was the tallest building in Arizona and featured beautiful grounds, including swimming pools, fountains, stained glass windows and lovely tile floors. Celebrities, such as radio star Jack Benny, stayed there during World War II.

Notes from the November 1942 Executive Committee meeting displayed members' continued concern related to holding the ball during wartime. Once again, they agreed to organize the ball but debated serving suppers. They compromised on this question, deciding that they would serve food, but it would be reduced to "wartime standards."



Arizona Biltmore 1940 - Jeannette Baskin,
Marilyn McLellan, Mary Louise Green,
Anndel Nairn, Nada Matanovich

During World War II, the general population mobilized to support the war effort, and this affected the lives of all. Due to the rationing of sugar, meat, leather, and gasoline, people learned to “make do” with the items at hand. In reducing the suppers to wartime standards, it appears the ball committee planned limited use of rationed items and would not attempt to acquire other goods through the black market which was a common practice at the time.

Despite problems generated by wartime shortages, the 1943 Charity Ball was a grand success, raising more than \$1,840. With gifts and earnings, the Board gave \$2,500 to the Bertrand R. Cocks Memorial Fund for Operating Expenses.

In addition to generating funds for the Home, members continued to give marmalade to the patients at Christmas, and to maintain the library and the grounds. Meeting notes indicate that one member, Pleasance Pickrell, seemed to enjoy making marmalade. She performed this job for many years, putting marmalade in dozens of four ounce jars for the enjoyment of St. Luke’s patients.



1942 Charity Ball

In 1943, when Sally Brophy was Chairman of The Board of Visitors, two general membership meetings were held a year, one in November and one in March. Members of the Executive Board attended more frequent meetings, as did those who served on various committees.



Helen Galland visits a patient.

By the mid 1940s, the role of the Nominating Committee of The Board of Visitors had changed. Prior to this time, the St. Luke’s Board of Trustees elected new members to The Board of Visitors, and the Nominating Committee nominated candidates for the Executive Board. In 1944, the Nominating Committee recommended inviting 5 women to become new members of the organization: Peggy Fahlen, Naomi Kitchel,

Barbara Lewis, Elgie Martin and Liz Sands. All were daughters-in-law of longstanding members.

At the November 1943 Board of Visitors meeting, members had discussed the stability of St. Luke's Home which was "in greater need of funds for operating expenses than ever before." Running with a limited budget and providing care for tuberculars challenged the staff and administration of St. Luke's. There were more than 54,100 deaths from tuberculosis in the United States in 1944 and nearly 125,000 new cases. More than 1,000 people died from the disease in Arizona, and funds for health care services were extremely limited during the war.



1943 Maie Heard and Mariam Martin visit St. Luke's Home

When The Board of Visitors held the 1944 Charity Ball, members agreed to charge soldiers the same price as others. There is no explanation in the minutes regarding this change, but most likely it was due to St. Luke's serious financial problems. Net proceeds from the 1944 ball were more than \$2,000. The Board of Visitors contributed this amount to St. Luke's for operating expenses.

Sylvia Ganz served as a flower girl for the 1944 Charity Ball and recalled selling corsages that displayed The Board of Visitors' commitment to the war effort:

The tray I had and several others girls had, were corsages made out of savings stamps. And they were pipe cleaners...they had a little bow on it and then at the top of the pipe cleaner wrapped in cellophane would be like a ten dollar stamp or three or four one dollar stamps. So it made up the very silly looking corsages, but, of course, it was very patriotic, and everyone had one of those...just that one year.

The war years dealt major hardships to St. Luke's, and when the new Episcopal Bishop Rt. Reverend Arthur Kinsolving arrived in 1945, the home was barely surviving. At that point, patient numbers had dwindled, and buildings needed extensive repairs. Bishop Kinsolving met with The Board of Visitors at their general membership meeting on October 24, 1945. Secretary Marguerite Burrall reported:

He gave a short talk on the importance of the work done at St. Luke's Sanatorium and our part in it. He especially wanted us to give pub-

licity to the fact that St. Luke's had not been closed. One of the buildings was in a bad condition and thirty patients were moved out in order to repair the roof and put in five exits....Anyone who would like to give money could contact the Treasurer as St. Luke's Sanatorium must not go under.

Bishop Kinsolving urged Board of Visitors members to take on other activities, such as holding a Silver Tea twice a year. At these teas, members contributed the necessary food and presided at tables, with one featuring a large bowl where people could drop donations. Meeting records indicate that ladies held a tea at the Trinity Cathedral in May of 1946. The event netted about \$350 for St. Luke's.

In addition to meeting with Board of Visitors members, Bishop Kinsolving also talked to local physicians and health officials about the future of St. Luke's. They convinced the Bishop that the institution served a vital community need and should remain open. However, St. Luke's Home desperately needed an infusion of funds. Bishop Kinsolving and Dr. Howell Randolph visited local businesses to raise money and received a vote of confidence as local businesses donated the funds necessary to make repairs and keep St. Luke's alive.

Often referenced as St. Luke's Sanatorium in earlier years, St. Luke's Home officially changed its name to St. Luke's Sanatorium in 1946. Dr. Hugh B. Hull

was hired as the first full-time medical staff person. The city of Phoenix, now with a population of more than 80,000, had grown up around St. Luke's at its 18th Street and Polk location.

A year later, national attention was drawn to St. Luke's Sanatorium when former First Lady Eleanor Roosevelt wrote about the institution in her nationally syndicated "My Day" column on March 20, 1947. Mrs. Roosevelt discussed her friend, Bishop Atwood and his dedication to St. Luke's Home, along with her visit



1946 Ball Committee: Benita Fennemore,
Marlowe Field, Barbara Lewis, Barbara Williams

to the sanatorium. She stated, "I could not help but feel what a blessing it was to have such bright, cheerful surroundings since this is a disease where cheerful spirit helps along recovery." She stressed the need for St. Luke's and deplored the lack of sufficient hospital facilities for those suffering from tuberculosis.

No doubt, Board of Visitors fundraising efforts and the members involvement with the patients helped to foster that cheerful spirit at St. Luke's. The Hospitality Committee prepared tray favors, including baskets of dates at Thanksgiving, marmalade for Christmas and Valentine's Day, and Easter baskets. Members collected books and magazines and distributed them to patients. They showed moving pictures every other week and baked



1947 Flower Girls: Anita Porter, Barbara Rosenberg, Ann O'Malley, Lois Driggs, Joan Ganz, Mary Koerner, Camille King

dozens of cookies for patients. The Grounds Committee purchased new bushes, roses and trees for the grounds. In 1949, Alice Marshall, Chairman of the Grounds Committee, announced that roses from the St. Luke's garden won a blue ribbon in the Phoenix Rose Garden's annual October show. Planted and cared for by Board of Visitors members, these roses provided enjoyment to patients and visitors alike.

By the end of the 1940s, having weathered the storms of Depression and World War II, St. Luke's Sanatorium had regained its equilibrium. Due to successful fundraising and nurturing by The Board of Visitors and other supporters, St. Luke's survived these difficult times.

Chapter Three

The Board of Visitors Grows as Phoenix Booms 1950-1969

During the 1950s and 1960s, The Board of Visitors launched two new fundraising events, the Irene Fashion Show and Teen Charity Dance. This dedicated group continued to organize the annual St. Luke's Charity Ball which remained a glamorous and successful fundraiser and the premier social event of the season. At the same time, members volunteered thousands of hours at the hospital supporting staff and assisting patients.

In 1950, St. Luke's Sanatorium became St. Luke's Hospital. The name change reflected a shift in focus. As the number of tuberculosis cases dropped due to medical advances, St. Luke's became a more diversified hospital providing cardio respiratory care and treatment. Restructuring required additional beds and new facilities. Barry Goldwater, son of Josephine and Baron, chaired a successful fund-



Committee meeting: Standing: Barbara Williams, Lucy Cuthbert, Alice Brophy Seated: Jo Craig, Cleo Van Doorn, Selma Rosenberg, Helen Galland, Alice Marshall, Minnie Cunningham, Angela Marshall, Benita Fennemore



"Three prominent Phoenix matrons address invitations for the annual St. Luke's Charity Ball."
Arizona Republic 1950

raising drive and in 1954, hospital staff and volunteers dedicated a new sixty-bed addition. St. Luke's celebrated its Golden Anniversary in 1957, opening a new diagnostic center for heart and lung disorders.

Board of Visitors' records, which the organization transferred to the Arizona State Archives in 1984, demonstrate members' involvement in all of these changes. The organization began the 1950s with 79 members, including 46 Active, 19 Sustaining (later called Associate), 5 Honorary and 9 Non-Resident. The general membership held four regular meetings each year, as did the Executive Committee. The Board of Visitors continued to distribute tray favors and

special foods to the patients during holidays and to provide entertainment at St. Luke's by showing movies.

During the early 1950s, as Phoenix grew, attendance at the annual Charity Ball increased. In 1953, when the ticket price was \$15 per couple and \$7 for a single ticket, over 950 guests attended. To stage the evening's event, 39 Board of Visitors members worked on the following standing committees: tickets, reservations, supper, flowers, ushers, music, decorations and publicity. From the Charity Ball proceeds, members donated \$7,500 to the Bertrand R. Cocks Memorial Fund and earmarked \$1,200 to purchase medical equipment for the hospital.

After meeting in October of 1952 with Mrs. Cole, Special Services Supervisor for the hospital, The Board of Visitors began evaluating its focus and contributions to St. Luke's. Mrs. Cole proposed that the organization provide additional assistance at the hospital in occupational therapy, book art, the patients'



1954 Charity Ball



1954 Charity Ball Hotel Westward Ho

library and entertainment. Board of Visitors members discussed these requests but did not change their activities until 1953 when the Hospitality Committee became the Hospitality and Patients' Service Committee with the following subcommittees: Emergency Patients' Services, Tray Service, Clothing Service, Religious Services, Purchasing, Occupational Therapy, Flowers for Altar and Special Occasions, and Christmas for Patients' Children.

Within a few years, it became apparent that not all of these committees were needed. In the Annual Report for 1955 to 1956, Chairman Pleasance Pickrell wrote that The Board of Visitors "suffered adjustment pains, along with the hospital." Eventually, they found that the gardening, gift cart, tray service, and magazines committees were most useful to St. Luke's, and they concentrated in these areas.

A bit of flair was added to the 1955 Charity Ball when for the first time high school seniors were formally invited to become St. Luke's Flower Girls. In addition to selling flowers to raise money for the hospital, these lovely young ladies, all wearing white ball gowns, were formally presented to the ball guests. In 1957, a ball booklet that included studio portraits of all the Flower Girls was created as a keepsake for a truly memorable evening. The invitation, formal presentation and ball booklet were all to become Charity Ball traditions.

In 1955, The Board of Visitors began a new fundraising event. Sponsored by Goldwaters Department Store and featuring styles by Irene of California, the first annual Fashion Show held at Phoenix Country Club was a great success. From that year's Fashion



Marguerite Burrall and Dolly Hayes prepare tray favors for patients.



1955 Fashion Show Committee: Ruth Moore, Katie Lentz, Sally Dunbar, Marge Kober

Show and the 40th Annual Charity Ball proceeds, The Board of Visitors contributed \$6,000 to the St. Luke's general fund and \$2,600 for the laboratory fund.

A year later, at the suggestion of member Carolyn Goldwater, The Board of Visitors working with the teenage members of Esquire, a high school fraternity, inaugurated a semi-formal teen charity dance. This teen dance (later called the Junior Charity Ball) took place on the night before the annual ball and utilized both the band

and decorations from the Charity Ball. In 1956, the Charity Ball made \$9,100, the Irene Fashion Show raised \$2,400 and the Teen Charity Dance netted \$250 for a total profit of \$11,562.

In February of 1956, The Board of Visitors decided to incorporate as a non-profit corporation. Denison Kitchel donated his services to draw up the incorporation papers, and on July 24, 1956, the organization was legally incorporated

During the fall of 1956, Board of Visitors officers met with Mr. Montignani, St. Luke's administrator, who "expressed urgent desire for an active, working auxiliary." Although members were already providing assistance in several areas, the hospital needed additional help distributing mail, arranging flowers, transporting patients to X-rays, and staffing the reception area. Mr. Montignani requested that Board of Visitors volunteers work in the hospital from 10 a.m. to 1 p.m. and from 1 p.m. to 4 p.m. daily. The Board of Visitors general membership approved these requests and 29 women volunteered to work a weekly shift. Dolly Hayes became Chairman of the Placement Committee which organized volunteers. By 1957, Board of Visitors members wearing aqua smocks were working daily shifts to assist the hospital staff.

In the annual report for 1957 to 1958, Board of Visitors Chairman, Josephine Craig commented on the membership's volunteer duties:

The hospital service program is still having growing pains...A hospital must get accustomed to a volunteer, and a volunteer accustomed to work in the hospital. Our placement chairman and co-chairman have spent many hours keeping the volunteer service staffed. We must remember that our presence in the hospital is a real morale builder for the staff and the patients...The hospital needs us and we must not let it down.

In the mid-1950s, The Board of Visitors functioned with 50 Active Members, and approximately 33 Associate Members. Organizing fundraisers and assisting patients at the hospital, involved the entire membership.

As the population of Phoenix exploded from approximately 107,000 in 1950 to over 439,000 in 1960, Charity Ball attendance increased. In 1959, Charity Ball Chairman Maureen Melczer welcomed 1,262 guests who danced to the music of three different bands in the Thunderbird, Concho and Turquoise Rooms at the Hotel Westward Ho. The *Arizona Republic*, *Phoenix Gazette*, *Scottsdale Progress* and *Arizona Journal* all reported the success of the 44th Annual Charity Ball that raised over \$18,000.



On December 11, 1960, Board of Visitors members acted as guides and hostesses at the dedication of the new Gene Cunningham Memorial Building. The completion of this new hospital wing increased bed capacity at St. Luke's to 128. Another milestone occurred at St. Luke's in 1960 when the first open heart surgery in the state was performed at the hospital.

Martha O'Malley, Ruth Moore, Marge Kober and Ellie Neely commemorate the Golden Anniversary of St. Luke's.

As the decade of the 1960s progressed, profits from Board of Visitors'



New members 1959: Mary Alice Henderson, Mary Hazeltine, Marge Suggs, Sally Goldwater

events continued to increase providing additional services and equipment for the hospital. In April of 1961, the organization contributed \$31,000 to the hospital, with the provision that \$5,000 be used for a new telephone equipment room. In the fall of that year, The Board of Visitors redecorated the hospital lobby. In 1962, they donated \$28,000 for an Intensive Care Center and \$2,000 to air condition the staff dining rooms. One year later, Board of Visitors' funds purchased a new X-Ray machine. Hospital volunteers could receive free chest X-rays, if they so desired.

In 1964, the price of a Charity Ball ticket was raised to \$50 per couple. The Board of Visitors contributed \$34,000 to the hospital that year, with \$32,000 slated for an emergency room, which

had become mandated by law for an accredited hospital. In 1964, after the death of Irene, Helen Rose became the new designer featured at the annual Fashion Show.

Beginning in 1951, The Phoenix Advertising Club sponsored the Woman of the Year Award to annually recognize a woman who had given of her time, talent and service to make Phoenix a better place to live. Over the years, community service provided by Board of Visitors members resulted in several individuals receiving Phoenix Woman of the Year awards: Marjorie Suggs, 1951; Betsy Fredrickson, 1953; Lucille Eisenbeiss, 1954; Peggy Hurley, 1957; Barbara Williams, 1959; Patty Clifford, 1960; Margaret Kober, 1962; and Benita Fennemore, 1963.

During the 1960s, The Board of Visitors donated funds for the expansion and improvement of St. Luke's Hospital Medical Center and provided needed services for the hospital's patients. Members volunteered in excess of 2,000 hours annually. They staffed the information desk, helped to admit patients, filed medical records,



Bob Goldwater and fashion designer, Irene, discuss the 1962 Fashion Show.

delivered flowers, pushed the gift cart, tended the hospital's rose garden, and distributed mail, magazines, tray favors and Christmas decorations. In 1963, The Board of Visitors decorated the new pediatrics playroom. Active members of The Board of Visitors were expected to perform 50 hours of volunteer service at the hospital annually in addition to their hours of committee work for the Charity Ball, Fashion Show and Junior Charity Ball.

Hospital expansion plans were underway, when Board of Visitors Chairman Posey Donohue formed a committee to evaluate the organization's volunteer efforts. The expansion of St. Luke's would require additional workers and more help than 50 Active Members of The Board of Visitors could provide. The committee proposed the formation of a group, separate from The Board of Visitors, to be known as St. Luke's Volunteers, who would fall under the supervision of the St. Luke's Administrator and



Sylvia Laughlin and Polly Bringhurst at hospital information desk

a Director of Volunteers. The Board of Visitors also reconsidered the requirement that its members volunteer 50 hours each year in the hospital and lowered the expectation to 40 hours.

During the mid-1960s, net profits from the Charity Ball were approximately \$30,000 to \$37,000. The Fashion Show and Junior Charity Ball each raised close to \$5,000. Boards of Visitors' contributions to St. Luke's Hospital were approximately \$40,000 per year. In 1967, the new building fund profited from those funds.

In 1969, St. Luke's became a 400-bed medical center when a new 260-bed,



Hardy Liecty with gift cart - Charlotte Voss and Marge Kober with roses



Margaret Hance presents a check to Orme Lewis, Chairman of the St. Luke's Board of Trustees.

ten-story nursing tower and a 34-bed psychiatric unit opened. St. Luke's Hospital Medical Center became the first Arizona hospital to integrate physical medicine with behavioral health care. That year, The Board of Visitors donated \$46,000 to the hospital general fund with the money dedicated to a new Isotope machine.

The decade of the 1960s ended with successful events for The Board of Visitors including the "Helen Rose" Fashion Show, a "swinging junior ball," and a "gorgeous charity ball." The creation of the St. Luke's Volunteers allowed Board of Visitors members additional time to concentrate on their specialties—fundraising and public relations for the hospital.

Seizing a new fundraising opportunity, the organization

opened the St. Luke's Gift Shop on March 24, 1969. The Board of Visitors, with guidance from member Katie Lentz who served as chairman of the Gift Shop Steering Committee, hired a full-time manager for the venture, purchased merchandise for the new shop and provided the necessary volunteer staff. During the first year the gift shop showed a profit of approximately \$2,500. The city's explosive growth and economic prosperity during the decades of the 1950s and 1960s brought an expansion of activities for The Board of Visitors that was reflected in new successful fundraising events. By 1969, they had raised over \$550,000 for St. Luke's Hospital Medical Center since their beginning in 1908.



Pictured beneath new construction are Alice Marshall, Selma Rosenberg, Georgiana Garland and Sally Dunbar.

Chapter Four

The Board of Visitors Excels during Years of Growth and Change 1970-1994

St. Luke's facilities and services grew during the 1970s and 1980s, due in part to Board of Visitors' contributions generated by the Charity Ball, the Junior Charity Ball, the Fashion Show and the hospital gift shop. The organization functioned with a membership of 50 Active Members and 80 to 100 Associate Members. Meeting eight times a year and working on a variety of committees, these dedicated women contributed thousands of volunteer hours and hundreds of thousands of dollars to the hospital's excellence and diversification of services.

In 1970, The Board of Visitors joined hospital staff and the Board of Trustees of the hospital to dedicate the new St. Luke's Hospital Medical Center. Allocations to the facility that year included a \$50,000 gift for the hospital, plus another \$16,000 to fund an operating room monitoring machine and \$500 for the Nurses' Scholarship Fund.



In addition to monetary contributions, The Board of Visitors continued to distribute tray favors to hospital patients, established a lending library, and operated the Medical Center's gift shop. The committee for patients' tray favors created a total of 2,400 favors for 12 different holidays. The Lending Library Committee organized a free lending library with books available on all floors of the hospital.

Board of Visitors member Jean McElroy served as gift shop manager for

many years. The act of volunteering in the shop “maintains our identity and close affiliation with St. Luke’s which was begun 63 years ago in 1908, and we feel serves the double purpose of rendering financial aid and sustaining fine public relations...” stated Martha C. Slack, Hospital Service and Gift Shop Chairman in 1971. A pair of Board of Visitors members was assigned to work a 10 a.m. to 3 p.m. shift in the shop daily, six days a week. The annual requirement for each Active member was six shifts. Members commented that working in the hospital gift shop brought a sense of camaraderie to the membership. This bond of friendship and singleness of purpose had been fostered for generations as Board of Visitors members planned the annual fundraising events and worked together to make very elaborate and elegant decorations for the annual Charity Ball and Fashion Show.

As the decade of the 1970s advanced, profits from The Board of Visitors’ annual fundraising events increased. In 1973, the annual Charity Ball moved from the Hotel Westward Ho to the Phoenix Civic Plaza Ballroom.



Les Heitel presents twin daughters, Kathy and Nancy.

The price of tickets increased from \$75 to \$100 per couple, and proceeds of \$72,000 were donated to the hospital. In 1975, The Board of Visitors donated \$87,852 bringing their total contributions to St. Luke’s to over \$1,000,000. In a letter to Board of Visitors Chairman Betty Lou Haldiman, Brian Lockwood, executive vice-president of St. Luke’s, wrote, “If it had not been for these types of contributions over the years, there probably would not be a St. Luke’s as we know today.” He added that Board of Visitors’ assistance facilitated the purchase of major pieces of hospital equipment and contributed to community education.

During the mid-1970s, fundraising events were typically sold-out. For example, 1,324 attendees enjoyed lunch and new styles at the 1975 Fashion Show



Betty Kitchell, Chairman of The Board of Visitors, presents a check to Chairman of the St. Luke's Hospital Board of Trustees, Sam Kitchell.

St. Luke's created the Trusteeship, a 501(c)3 organization in 1976, to develop, cultivate and raise funds to support the programs and services within St. Luke's Hospital Medical Center. Newton Rosenzweig, President of the Board of Trustees, became the first President of the Board of Directors of the Trusteeship and Carolyn Diamond represented The Board of Visitors.

In 1977, the annual Charity Ball moved from the Phoenix Civic Plaza Ballroom to the Camelback Inn. A poolside presentation of the Flower Girls was added and Charity Ball profits continued to benefit the patients of St. Luke's.

When St. Luke's celebrated its 70th birthday in 1978, Board of Visitors Chairman Ginger Moore helped to cut the ribbon to dedicate the new Laminar Flow Operating Room built with Board of Visitors funds. That spring's contribution of \$129,001.80 was the largest single donation that The Board of Visitors

leading to a profit of \$8,468. In 1975, The Board of Visitors held the 20th Annual Junior Charity Ball at the Phoenix Civic Plaza Ballroom. For the 1976 Charity Ball, members mailed 2,300 invitations, addressing envelopes at a meeting complete with a Mexican lunch and margaritas. That year, they seated 1,324 at the ball, sold 315 corsages and donated \$61,114 to the hospital. Helen Robbs, who headed the Decorations Sub-Committee, "turned the Civic Plaza into a beautiful garden setting," wrote Patricia Simmons, Charity Ball Chairman.



1976 Ball Chairman Patty Simmons and Board of Visitors Chairman Carolyn Diamond

had given to St. Luke's.

Barbara Williams, Board of Visitors member and member of St. Luke's Hospital Board of Trustees, co-chaired a multimillion dollar capital campaign to add Centers of Excellence to St. Luke's. Adopting one of those Centers of Excellence, The Board of Visitors agreed to raise \$1 Million for the Behavioral Health Center if it bore their name. In October of 1981, Board of Visitors members joined The Board of Trustees, hospital staff and volunteers to celebrate the dedication of The St. Luke's Board of Visitors Behavioral Health Center.



Charity Ball guests: Ruth Eisele, Len and Sue Huck

In a glowing letter to Beth Clements, Board of Visitors Chairman in 1981, Brian Lockwood, now the president of St. Luke's Hospital Medical Center, commented on the naming of The Board of Visitors Behavioral Health Cen-

ter: "I think it is fantastic that we can carry the name of your organization in such a prominent way...It is like having a banner of excellence to wave over the new "Center of Excellence".

With the approach of its 75th Anniversary, The Board of Visitors had raised over two million dollars to benefit St. Luke's, with most recent distributions designated for the Board of Visitors Behavioral Health Center, the Harrington Arthritis Research Center and a new Poison Control Center. Funds earned through the Junior Charity Ball were specified to programs for young people, such as the Teen Suicide Prevention and Adolescent Behavioral Programs.

In 1983, The Board of Visitors, in order to grow a \$1 Million Endowment, established The Board of Visitors Restricted Endowment Fund that was managed by the Trusteeship. In 1988, The Board of Visitors Custodial Fund was established to provide professional management of funds and provide greater financial growth than could be earned through Board of Visitors' independent investments.



The St. Luke's Board of Visitors Behavioral Health Center was dedicated in 1981.

During the late 1980s, Board of Visitors' contributions to St. Luke's continued to climb. In 1988, total fundraising efforts raised \$651,727, which included a \$420,000 donation to the Heart and Lung Center and Eating Disorders Program from the Donald Ware Waddell Foundation, whose President Eleanor Libby was a Board of Visitors member.

In 1988, Goldwaters' thirty-year involvement with The Board of Visitors Fashion Show ended. Robinsons agreed to collaborate on the event and the 1989 Fashion Show raised over \$22,000. In 1990, Saks did the show; the following year, Beaton's sponsored it; and in 1992, Dillard's Department Store had the honors. The changes in fashion partnerships did not affect the event's success, as the Fashion Show continued to generate profits of \$22,000 to \$28,000.

For The Board of Visitors, 1990 was a banner year. Net profits of \$293,000 included \$185,000 from the Charity Ball, \$22,000 from the Fashion Show, and \$14,000 from the Junior Charity Ball. \$28,000 from memorials and donations and \$44,000 earned in the endowment fund were included in those profits. As the decade began, The Board of Visitors had donated over four million dollars to St. Luke's during its 82 year associa-



In 1990, Junior Charity Ball guests are greeted by Nancy and Bob Bayless, Pat and Jack Mason.



Tony and Lisa Hedley, standing, with Barry Goldwater and 1990 Charity Ball Chairman Liz Sexson.

tion with the hospital.

The Board of Visitors Charity Ball continued to be one of the premier valley social events. The ever increasing number of guests delighted in watching the poolside presentation of the Flower Girls, who no longer sold flowers. Often two or three ballrooms at the Camelback Inn were required to seat the overflowing numbers. Profits from the annual Charity Ball had risen annually and during the 1990s grew to exceed \$200,000.

As in previous decades, Board of Visitors members were recognized by The Phoenix Advertising Club, and beginning in 1984, Valley Leadership. For their contributions to the community for professional, civic and philanthropic achievements, the following were named Woman of the Year: Jane Rider, 1970; Margaret Hance, 1977; Mary Dell Pritzloff, 1978; Betsy Taylor, 1988; and former member, Alice “Dinky” Snell, 1989.

As with many hospitals and medical centers, change was in the air at St. Luke’s Health Systems. After months of deliberation, in November 1994, St. Luke’s Health System was sold to OrNda Health Corporation, a large, for-profit hospital corporation which would own and operate St. Luke’s health facilities and services.

Ironically, in that same month, Governor J. Fife Symington III proclaimed November 17, 1994 as Board of Visitors Day, in recognition of The Board of Visitors’ monumental contributions to St. Luke’s and the Board of Visitors Behavioral Health Center.

The sale of St. Luke’s Health System brought change to The Board of Visitors’ illustrious eighty-six year relationship with St. Luke’s, and the beginning of a new era. Reflecting on its tradition of giving to the community during its long-term affiliation with St. Luke’s Hospital, The Board of Visitors moved forward to evaluate its mission and define its place in the Phoenix nonprofit arena.

Chapter Five

The Board of Visitors Establishes a New Identity 1995 – 2008

The Board of Visitors had grown and adapted as the Valley of the Sun evolved in the 20th Century. What started as a handful of committed women serving tuberculosis patients living in tents had grown into a sophisticated fundraising organization that helped fund state-of-the-art treatment in a full-service metropolitan hospital. The organization had weathered several periods of war, the Great Depression and nearly unfathomable growth in the metropolitan Phoenix area. The Board of Visitors' steadfast focus throughout its first 86 years was the funding of much-needed medical services provided by St. Luke's.

In November 1994, The Board of Visitors faced the most significant change in its history. The St. Luke's Health System sold three hospitals and medical facilities for \$112 million to the for-profit OrNda Health Corporation of Nashville, Tennessee. Every nonprofit organization supporting the hospital, including The Board of Visitors, was faced with uncertain future.

The women of The Board of Visitors gathered in the Phillips Auditorium at St. Luke's Hospital to learn more about the sale and its impact on their organization from president of St. Luke's Health System, William Murray. After his presentation, a meeting was held with The Board of Visitors membership. Concern was expressed about continuing the affiliation with St. Luke's because the membership did not want to raise funds on behalf of a for-profit corporation. The membership was also concerned about the group's identity and viability without the association to St. Luke's Health System.

Board of Visitors Chairman Susan Palmer-Hunter and the Executive Committee, after working in small groups, presented three options to the membership:

1. Disband The Board of Visitors and consider the organization's efforts completed
2. Align The Board of Visitors with another not-for-profit entity and con-

tinue fundraising and volunteerism on a new group's behalf

3. Become independent from St. Luke's Health System, return to the original name, The Board of Visitors, and continue raising funds to benefit the community

After much thoughtful discussion, the third option was adopted. Members were very proud of The Board of Visitors' tradition of 86 years of service to others and felt a strong bond of friendship and commitment to each other. It was believed that the strength of the organization would lead quickly to the establishment of the identity of The Board of Visitors in the community, and that the resilience, determination and fortitude of its members would launch a new beginning of fundraising, volun-



Marilyn Perry, Betty Lou Haldiman, Marianne Jones and JoAnn Bowles address Charity Ball invitations.

teerism and service to others. The membership felt that The Board of Visitors would be a visible and viable source of funds for a variety of worthwhile organizations whose needs were compatible with the purpose of The Board of Visitors.

Concern was also expressed about The Board of Visitors

fundraising proceeds being managed by and included in the St. Luke's Charitable Health Trust (SLCHT). SLCHT was formed to manage a sizable endowment that resulted from the sale of the hospital. Because SLCHT would support community health needs as a public charity, The Board of Visitors agreed to maintain an affiliation with the new health trust and to have a representative on their governing board. Kristin Hoffman was appointed to serve a three year term. However, it was also determined that The Board of Visitors would take full control of its own monies with the exception of the endowment fund, managed by SLCHT, and that no funds would be dispersed from the 1994-1995 fundraising proceeds until new guidelines for giving were approved by the membership.



Susan Palmer-Hunter, Muffie Churchill, Judy Shannon at the fashion show

Part of the new task before The Board of Visitors was to explain to the community the severing of the relationship with St. Luke's and the establishment of the newly independent Board of Visitors, with the assurance that The Board of Visitors' fundraising efforts would continue to support worthwhile health related community projects.

In her welcome letter in the 1994 Board of Visitors Fashion Show program, Chairman of The Board of Visitors Susan Palmer-Hunter explained: "We are in the midst of changing times.

The Board of Visitors is very excited about new possibilities that may be opening up for us. Whatever these changes may bring, please be assured that all monies raised by The Board of Visitors will be returned to the community through the funding and/or development of health care related projects." Interestingly, none of the long-time supporters of The Board of Visitors had any problem embracing the newly independent Board of Visitors: indeed, financial support of the organization's fundraising events continued to increase yearly, with contributions from both old and new donors.

Immediate changes occurred. In January 1995, The Board of Visitors completed its operation of the hospital gift shop and turned it over to the OrNda management group. In March of 1995, "St. Luke's" was officially dropped from its title and the organization became, once again, The Board of Visitors.

The Board of Visitors worked diligently to identify what form its future would take. The Executive Committee, working closely with the Long Range Planning Committee, solicited input from all Active, Associate and Professional members. (Professional members were Active members who were employed professionally. They were not required to attend meetings and could not hold office. They were allowed to vote if they met the five meeting per year requirement). The membership wanted to continue its traditions while making a meaningful impact on the community. They took a proactive approach, funding specific projects that served

the health care needs of the Greater Phoenix community. As the new face of The Board of Visitors evolved, the membership selected guidelines for giving in its 1996



Susan Goldwater thanks Angela Melczer for The Board of Visitors grant to Hospice of the Valley.

-1997 year, committing itself to raising funds for the health and welfare needs of children, women and the elderly. This new “grants” format was established, led by The Board of Visitors Long Range Planning Committee, chaired by Angela Melczer. In October 1997, 15 applicants requested funds.

In September 1998, The Board of Visitors formally established its Grants Committee to solicit and review proposals to fund deserving nonprofit organizations. The Grants Committee was entrusted with researching possible beneficiaries and recommending to

the membership what projects be funded each year.

The long-standing tradition of hosting the annual Charity Ball, Junior Charity Ball and Fashion Show enabled The Board of Visitors to grant significant sums of money to nonprofits addressing community health needs. All Active members and a majority of the Associate members became involved in these fundraising committees. During 1998-1999, \$352,210 was distributed to 23 worthwhile Valley organizations.

Following the sale of the hospital, while The Board of Visitors took hold of its fundraising and charitable efforts in the community, internal changes were also being considered. In November of 1998, The Executive Committee voted to eliminate the Professional status and the requirement for earning Lifetime status increased from 25 years of service to 30 years. By this time, Associate members began to outnumber Active members and continued to participate in regular meetings rather than “retiring” as is the case with many other volunteer organizations. Traditionally, Associate members serve as advisors to all Board of Visitors’ committees, and work

together on the annual Fashion Show.

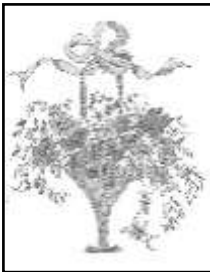
By 1999, The Board of Visitors had established an annual calendar of monthly meetings from September through May. To be eligible to vote, a member was required to attend five of those meetings. Members did not meet during the warmer summer months, but individual committees continued meeting if their work was required.

As The Board of Visitors continued to refine the grants disbursement process, members began to discuss the impending need to become independent from St. Luke's Charitable Health Trust (SLCHT). In 1999, the Atwood Foundation



1997 Charity Ball Chairman Anne Spellman and Board of Visitors Chairman Ann Scardello

was created as a public charity in order to allow SLCHT to serve as a support organization and thus preserve its public charity status. At that point, The Board of Visitors could no longer continue its role as a support organization to SLCHT and acted to amend its Articles of Incorporation with the Arizona Corporation Commission to reflect its former name (The Board of Visitors), amend its bylaws and hold its own 501(c)3 status. The following May 2000, SLCHT trustees officially changed its name to St. Luke's Health Initiatives (SLHI) to better reflect its mission. The Board of Visitors was invited to maintain a representative on the Board of SLHI to serve as an elected trustee for a three year term.



During its transition to independence, The Board of Visitors recognized the need for a new logo and a brochure to explain its history and purpose. Both were created, adding a fresh, professional image to the longstanding organization. The traditional flower basket icon created by Board of Visitors member Mary Kay Nelson was to serve as the hallmark of the Charity Ball.

The relatively new Grants process was attracting a growing number of applicants and The Board of Visitors was eager to expand its reach and impact on the health care community, raise more funds, and create visi-



Kathy Batstone, Sally Guenther and Mary Mayfield sell Care Cards at Scottsdale Fashion Square.

bility for the organization. Thus, three Board of Visitors members Judy Schubert, Susan Palmer-Hunter and Susie Chester began to investigate a new fundraising idea that was being implemented in Dallas. The Partners Card raised substantial funds in the Texas city and The Board of Visitors thought it might work well in

Phoenix, not only to raise additional funds, but also to heighten the visibility of The Board of Visitors' name in the community. In early 2000, The Board of Visitors voted to initiate its new fundraiser "Care Card", a name suggested by Associate member Cynthia Tubbs. For the first time in the organization's history, The Board of Visitors Care Card Committee solicited underwriting money from the corporate community to cover Care Card program expenses so that 100 percent of the proceeds from the sale of the card would go directly to the designated charity. The recipient of Care Card proceeds was selected by the Care Card Committee from organizations that had been screened by the Grants Committee. The initial Care Card committee of seven members launched the Care Card program in the fall of 2000. A commitment of \$250,000 was made to fund The Board of Visitors Child Development Center at Sojourner Center.

With the advent of Care Card and increased administrative work, The Board of Visitors decided to lease its own office space and hire a part time administrator. The organization's reach into the community was growing, and there was a need to work more "efficiently and effectively."

During 2000, using a newly revised RFP (Request for Proposal) format, The Board of Visitors Grants Committee received 42 letters of interest from organiza-

tions seeking funding and granted \$451,756.00 to 13 deserving organizations.

Having a desire to continue to improve and better serve its community, with direction from Board of Visitors Chairman Judy Shannon, the Long Range Planning Committee worked with the Executive Committee to strategize and clarify the organization's future. The committee addressed marketing needs to further build The Board of Visitors' community presence, reviewed membership criteria, defined a vision and mission statement for the organization and emphasized the need for all members to participate and experience every facet of The Board of Visitors, including the Grants process.

The Junior Charity Ball fundraiser was reviewed. The ball had an honorable history in the city, offering a formal charitable function to the teenage members of the community. However, as Phoenix entered the 21st Century, other high school events had arisen to compete with the ball. Determining that there was no longer a community need for the event, the membership voted in October 2003 to discontinue the Junior Charity Ball.

In 2003, The Board of Visitors celebrated its 50th Fashion Show. Guests enjoyed the latest in fashion trends modeled by professionals and the appearance of the 2004 Flower Girls, who modeled 50 years of fashion to commemorate the 50th anniversary of the show. They delighted at the appearance on stage of Board of Visitors grandchildren, a tradition that had begun in 1971. The Flower Girls had been making an appearance on the runway for almost ten years.

The Charity Balls of the new millennium raised more money than in past years. Flower Girl dresses, ball room décor, and mood changed from year to year, as did the need for additional seating. The Arizona Ball Room



Margaret Beardsley and Leslie Phillips (far right) present grant check to staff at Desert Mission Medical Center.

could never accommodate all the ball guests and the challenge of seating the overflow crowd was met creatively in the Sunshine Room, on the Sonoran Terrace or on the South Patio. In 2005, a new tradition was begun with a reception on the Sonoran Terrace so that family and friends could gather and meet before the poolside presentation. Ball proceeds annually exceeded \$300,000.

As in the past, members of The Board of Visitors were recognized by Valley Leadership, now sponsor of The Woman of the Year, for their contributions to the community: Carolyn Bosworth, 1995; Martha Hunter, 1998; Jacque Steiner, 1999; Judy Schubert, 2001; and Betsey Bayless, 2006.



Associate Members 2007 Charity Ball Cart Tour of Camelback Inn: (back to front) Ginger Moore and Marianna Korte, Marge Suggs and Cynthia Tubbs, Barbara Clelland and driver.

Looking forward, The Board of Visitors began to plan for its 100th Anniversary, under the leadership of Wendy Godfrey. After February 2006 roundtable discussions, members agreed to fund an unprecedented \$1 Million gift to the community to commemorate the heralded anniversary. An Ad Hoc committee chaired by Ann Mulchay recommended that the \$1 Million gift be

given as an endowment to a deserving organization that mirrored the mission of The Board of Visitors. The intent of the gift was to help ensure the future of the successful recipient and create a lasting legacy for The Board of Visitors. The membership wholeheartedly approved a carefully structured \$1 Million Endowment gift that would be funded over a five year period.

In January 2007, an Informational Forum to facilitate an explanation of the

endowment to the nonprofit community was held at The Phoenix Museum of History. Board of Visitors Chairman Sally Guenther introduced Mayor Phil Gordon who welcomed 114 individuals representing 75 interested nonprofit organizations and members of the media. The Mayor congratulated The Board of Visitors on its upcoming anniversary and he commended the nonprofit attendees for their contributions to the health and welfare of the Phoenix community.



At 100th Anniversary Informational Forum Margaret Beardsley interviews Phoenix Mayor Phil Gordon.

Using the Request for Proposal system of The Board of Visitors Grants Committee, 77 organizations submitted initial proposals. Evaluation of the initial proposals narrowed the field to 14 organizations that then submitted final proposals. After another thorough evaluation, that group was narrowed to five organizations. After site visits and further evaluation, the names of three finalists were presented to the membership at the September General Membership Meeting. Ballots were mailed to all Board of Visitors members who were to mark their choice for the recipient of the \$1 Million Endowment.

Representatives from the three finalists organizations: Desert Mission, Florence Crittenton, and St. Vincent de Paul Children's Dental Clinic were present at the January 14, 2008 Board of Visitors' Community Celebration. Continuing a long time relationship with JWMarriott, the Community Celebration was hosted by The JWMarriott Resort & Spa at Desert Ridge. January 14, 2008 was proclaimed The Board of Visitors Day by both the State of Arizona and the City of Phoenix with proclamations from Janet Napolitano, Governor of Arizona, and Phil Gordon, Mayor of Phoenix. To celebrate its 100th Anniversary and to continue its legacy of service to the Phoenix community, Chairman of The Board of Visitors Nancy Gaintner announced the first installment of The Board of Visitors \$1 Million Endowment to

Florence Crittenton.

On April 5, 2008, for the first time in nearly 35 years, all of the guests at the 100th Anniversary Charity Ball were seated together in the newly remodeled Arizona Ballroom at the Camelback Inn Resort and Spa.

From its earliest beginnings in a town of not yet 6,000 to its 100th Anniversary in a metropolitan city of over 3,000,000, The Board of Visitors, steadfast through depression, war, and phenomenal growth, has been faithful to its mission, to its members, and to the community that it serves. As the oldest charitable organization in Phoenix, The Board of Visitors is proud of its tradition of leadership and community service and anticipates another 100 years of commitment to meeting the health care needs of the community.



Ina Manaster, Florence Crittenton Board Chairman, receives \$1 Million Endowment check from Ann Mulchay.

100th Anniversary Celebration January 14, 2008

Triple Crowns



Triple Crowns are awarded to these members who have served as BOV Chairman, Charity Ball Chairman and Fashion Show Chairman. Seated are Patty Simmons, Karen Clements, Ann Mulchay and Beth Clements. Standing are Muffie Churchill, Judy Shannon, Angela Melczer, Ginger Moore, Pat Hester and Carolyn Diamond. Not pictured is Susan Palmer-Hunter.

Board of Visitors Chairmen



Row 1(bottom): Cynthia Tubbs, Betty Kitchell, Beth Clements, Pat Hester, Paula Large, Carolyn Humphrey;
Row 2: Diane Willian, Carolyn Warner, Muffie Churchill, Carolyn Diamond, Angela Melczer;
Row 3: Sally Guenther, Jamie Matanovich, Karen Clements, Nancy Bayless, Pat Mason Tanner, Joan Murphy;
Row 4: Ann Mulchay, Sue Huck, Patty Simmons;
Row 5: Judy Schubert, Judy Shannon, Ginger Moore, Ann Scardello;
Row 6: Nancy Gaintner, Ann Rathwell, Shän Francis

Charity Ball Chairmen



Row 1(bottom): Cynthia Tubbs, Beth Clements, Carolyn Warner, Pat Hester, Ellie Neely, Anne Spellman;

Row 2: Linda Thompson, Liz Sexson, Muffie Churchill, Carolyn Diamond, Gwen Connor, Angela Melczer;

Row 3: Katie Orchutt, Ann Mulchay, Karen Clements, Pat Mason Tanner;

Row 4: Martha Hunter, Earlene Butler, Jane Buffmire, Patty Simmons;

Row 5: Polly Fitz-Gerald, Judy Shannon, Shän Francis, Ginger Moore;

Row 6: Nancy Gaintner, Ann Denk

Fashion Show Chairmen



Row 1 (bottom): Jan Marshall, Beth Clements, Susie Chester, Pat Hester, Ellie Neely, Janet Finch;

Row 2: Muffie Churchill, Carolyn Diamond, Anne Spellman, Kim Sterling Heflin;

Row 3: Carolyn Rockwell, Viki Thomas, Karen Clements, Angela Melczer, Ann Mulchay, Nancy Bayless;

Row 4: Earlene Butler, Patty Simmons;

Row 5: Polly Fitz-Gerald, Judy Shannon, Ginger Moore, Ann Scardello;

Row 6: Karen Robertson, Susan Rose, Marilyn Cummings, Ann Denk

Care Card Chairmen



Seated are Sally Guenther, Judy Schubert, Pam Ward and Marilyn Cummings.
Standing are Prue Brito, Kathy Batstone, Susie Chester and Amy Pretchel.

NOTE: Complete lists of Chairmen of The Board of Visitors, Charity Ball, and Fashion Show are published annually in the yearbook.

Board of Visitors Grant & Care Card₍₊₎ Recipients - 1995 - 2008

Aid to Adoption of Special Kids
American Lung Association
Amyotrophic Lateral Sclerosis (ALS)
Arizona Cactus Pine Girl Scouts Council
Arizona Dream Catcher Equestrians
Arizona Literacy & Learning Center
Beatitudes Age Link Child Development Center
Beatitudes Center DOAR
Boys and Girls Clubs of Metropolitan Phoenix
Boys Hope Girls Hope of Arizona
Cathedral Health Services
Center Against Sexual Abuse (CASA)
Central Arizona Shelter Services, Inc. (CASS)
Child Crisis Center - East Valley
Child Improvement Through Therapy
Children's Action Alliance
Communities in Schools of Arizona
Crisis Nursery
Desert Mission, Inc.
Desert Voices Oral Learning Center
DIGNITY Programs at Sundance Lodge
Easter Seals Arizona
Florence Crittenton Services
Foster Angels of Arizona Serving Together
Foundation for Blind Children
Foundation for Senior Living
Free Arts of Arizona
+Fresh Start Women's Foundation
Gabriel's Angels
Hacienda, Inc.
HomeBase Youth Service
Homeward Bound
Hospice of the Valley
Laveen Lions/Laveen Elementary School District

Maggie's Place
Mercy Healthcare Arizona
Mercy Housing
Mission of Mercy
Mountain Park Health Center
National Council on Alcoholism and Drug Dependency (NCADD)
NCADD with Crossroads for Women
Neighbors Who Care
New Arizona Family, Inc.
New Directions Institute
New Song Center for Grieving Children
Osborn Education Foundation
Osborn Health Partnership
Phoenix Body Positive
Phoenix Children's Hospital Emily Center
Phoenix Rescue Mission
Project Graduation
Ronald McDonald House Charities
+Ryan House
Scottsdale Healthcare – NOAH Clinic
Scottsdale Prevention Institute
SPI with The Boys & Girls Club of Scottsdale
+Sojourner Center
+Southwest Autism Research and Resource Center (SARRC)
Southwest Human Development
Southwest Leadership Foundation
Steele Memorial Children's Research Center
St. Vincent de Paul
Susan G. Komen Race for the Cure
Teen Lifeline (TERROS)
The Wellness Community
Touchstone Community, Inc.
Tumbleweed Center for Youth Development
Valley of the Sun YMCA
West Valley Child Crisis Center
Westside Food Bank
YWCA of Maricopa County

