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[TIRR (The Institute for Rehabilitation and Research) Board Meeting Minutes] [1987-1988]

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THE INSTITUTE FOR REHABILITATION AND RESEARCH FOUNDATION
BOARD OF TRUSTEES ANNUAL MEETING

December 3, 1987

MEMBERS PRESENT

Mrs. Jerry Andrew
Mr. Richard Hardin
Mr. Robert Sale, Jr.

Mr. Allan Shivers, Jr.
Mr. William Finnegan
Dr. William A. Spencer

GUESTS

Ms. Bonnie Brooks, Vice President for Finance, TIRR Systems
Ms. Kathleen DeSilva, In-House Counsel, TIRR
Ms. Linda Pickle, Coordinator, TIRR Foundation
Ms. Susan Thibodeaux, Administrative Secretary, TIRR Foundation
Ms. Patti Stewart, Administrative Secretary, TIRR Foundation

The annual meeting of the Board of Trustees of The Institute for Rehabilitation and Research Foundation was called to order at 12:00 noon on Thursday, December 3, 1987, in the Third Floor Nursing Classroom. On a MOTION by Mr. Shivers, seconded by Mrs. Andrew, the minutes of the May 14, 1987 meeting were unanimously accepted as written.

ANNUAL ELECTION OF FOUNDATION TRUSTEES

Dr. Spencer read the slate of trustees for the Foundation. On a MOTION from Mr. Shivers, seconded by Mrs. Andrew, the slate was unanimously APPROVED. The Foundation Trustees are: Dr. William A. Spencer, Mr. Richard Hardin, Mrs. Jerry Andrew, Mr. Robert Sale, Jr., Mr. Allan Shivers, Jr., and Mr. William Finnegan.

ELECTION OF OFFICERS

Nominations for Foundation Trustee Officers were opened. On a MOTION made by Mr. Hardin, seconded by Mr. Sale, Dr. Spencer was nominated as President. On a MOTION by Mr. Hardin, seconded by Mr. Shivers, Mr. Sale was nominated as Vice President. On a MOTION by Mr. Hardin, seconded by Mr. Shivers, Mrs. Andrew was nominated as Secretary-Treasurer and Ms. Pickle was nominated as Assistant Secretary-Treasurer. On a MOTION by Mr. Sale, seconded by Mrs. Andrew, the slate of officers was unanimously APPROVED.

FINANCIAL REPORT

Ms. Brooks distributed the interim third quarter financial statements and described how the Foundation is supported by income from endowment, income from investment of unrestricted contributions, and contributions from TIRR and TIRR Systems. The financial statements show that the Foundation has current assets of \$1,675,253 and long-term assets of \$935,194 totaling \$2,610,448. The 1988 budget was presented. On a MOTION made by Mr. Shivers and seconded by Mrs. Andrew, the Budget was APPROVED. The Tulsa property has expired its mortgage and the Foundation will start to receive income from this property. The Tulsa property is for sale. Because of the Public Charities status of TIRR Systems, contributions under \$10,000 go to TIRR Systems which then turns the money over to The Foundation. Contributions over \$10,000 go directly to The Foundation. Mr. Sale requested the the Balance Sheet be changed to reflect income from donor restricted funds, income from endowment funds, and income from long-term assets. Ms. Brooks agreed to do this and also suggested that at the next Board Meeting there be a thirty minute presentation from Eagle Management and TIRR Systems on the assets of The Foundation. A portion of funds given Eagle Management on January 29, 1987, was invested in the bond market. In March and April, the bond market went down and there was a market value decrease in our investment. The bonds were not sold. Mr. Sale expressed concern that any significant act or transfer of assets not be made without Board approval.

ACTIVITIES STATUS REPORT

A listing of other foundations' board members was distributed and TIRR Foundation Trustees were asked to identify those that they know. Trustees on all TIRR Boards have been asked to identify people they know on the list as soon as possible and return it to Ms. Pickle.

PRESIDENT'S REPORT

Dr. Spencer reported the total contributions from private sources received by TIRR Foundation and TIRR as of October, 1987 were in excess of \$800,000. We will continue raising funds for programs as well as for the capital campaign. The goal of the next four years is to raise \$4 million for the building program and \$2 million for endowment. Mr. Wolf and Mr. Beall will assist in approaching the

TIRR Foundation Board of Trustees Annual Meeting
December 3, 1987
Page 3

M. D. Anderson Foundation and Houston Endowment for leadership gifts for the building. Trustees will also play a major role in requesting leadership gifts from several other foundations. Three positions on the Board are open and Dr. Spencer asked the Board to suggest people for these positions. Ernie Cockrell was suggested as a possibility. Mr. Sale and Dr. Spencer will have lunch with Mr. Cockrell at some date in the future. Mr. Sale suggested it would be good to involve Carolyn Farb in an annual, major fundraising event. Mr. Sale and Dr. Spencer will set up a meeting with Ms. Farb as soon as possible. Mr. Hardin said that he would help with such an event. It was also suggested that Lynn Wyatt would be a good person to involve. Dr. Spencer reported that fundraising consultant, Irl Mowery, had been hired on retainer on a month-to-month basis.

LEGAL REPORT

On a MOTION from Mr. Shivers, seconded by Mr. Hardin, the proposed amendments to the Articles of Incorporation and the Bylaws of TIRR Foundation were APPROVED unanimously.

The meeting was adjourned at 1:25 p.m.

Submitted by:

William A. Spencer, M. D.
President, TIRR Foundation

Jerry Johnston Andrew
Secretary, TIRR Foundation

THE INSTITUTE FOR REHABILITATION AND RESEARCH FOUNDATION
BOARD OF TRUSTEES
May 14, 1987
MINUTES

A meeting of the Board of Trustees of The Institute for Rehabilitation and Research Foundation was held on May 14, 1987 at 12:00 noon in the Third Floor Nursing Classroom. The meeting was held pursuant to due notice with the following members present, constituting a quorum:

Mrs. Jerry Andrew
Mr. Richard Hardin

Mr. Allan Shivers, Jr.
William A. Spencer, M.D.

Absent: Mr. William Finnegan

Also Present: Ms. Bonnie Brooks, Vice President for Finance; Ms. Kathleen DeSilva, In-House Counsel; Ms. Annemarie Giltrop, Administrative Assistant to the President; Ms. Linda Pickle, Coordinator, TIRR Foundation.

MINUTES OF THE AUGUST 14, 1986
AND NOVEMBER 13, 1986 MEETINGS

On a motion by Mr. Shivers, seconded by Mr. Hardin, the minutes of the August 14, 1986 and November 13, 1986 meetings were unanimously accepted as written.

FINANCIAL REPORT

Ms. Brooks reported on the interim first quarter financial statements. Assets of \$1,358,121 have been transferred from TIRR and the balance of endowment funds is \$1,367,120.

Support services will be provided to TIRR Foundation by TIRR Systems and TIRR Foundation will be billed accordingly.

ACTIVITIES STATUS REPORT

Ms. Pickle reported on the status of fund raising activities. A prospective donor list is being prepared with the assistance of all board members. An appeal letter will be mailed in September, 1987.

Plans for a capital campaign are being formulated and a plan will be submitted to the board at a future meeting.

Page 2
Board of Trustees Meeting
May 14, 1987 Minutes

FOUNDATION PROPOSALS

Ms. Pickle discussed programs, equipment and support needs and the replacement/renovation of the building as the focus of future proposals to foundations.

TRUSTEE JOB DESCRIPTION

On a motion by Mr. Shivers, seconded by Mrs. Andrew, it was unanimously approved THAT the TIRR Foundation Board of Trustees adopts the Description of Responsibilities for Trustees. (See attached memo).

DEVELOPMENT COMMITTEE

Dr. Spencer requested that the Board consider the appointment of a Development Committee of approximately twenty members to assist the Board in fund raising. On a motion by Mr. Hardin, seconded by Mr. Shivers, it was unanimously approved THAT the TIRR Foundation Board of Trustees approves the appointment of a Development Committee under the direction of the Board to raise funds. Members of the Development Committee will be appointed by the TIRR Foundation Board of Trustees.

ADVISORY COMMITTEE

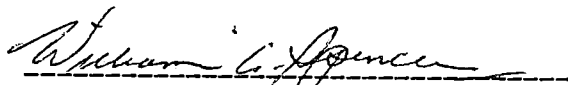
Dr. Spencer discussed the possibility of establishing an Advisory Committee to work with the TIRR Foundation in an advisory capacity. A resolution was not made and action on the Advisory Committee was deferred to a future meeting.

Page 3
Board of Trustees Meeting
May 14, 1987 Minutes

PRESIDENT'S REPORT

Dr. Spencer reported that a goal over the next two years would be to raise \$4.0 million. He is presently interviewing prospective fund raising consultants. On July 1st, Dr. Spencer will retire as President and Chief Executive Officer of TIRR and will assume full-time responsibilities as President of TIRR Foundation, while maintaining his position as Chairman of the Fleming Department of Rehabilitation, Baylor College of Medicine.

The meeting adjourned at 1:20 p.m.



William A. Spencer, M.D.
President



Jerry Johnston Andrew
Secretary

May 14, 1987

T I R R F O U N D A T I O N

TRUSTEE JOB DESCRIPTION

1. Advocate for the institution.
2. Ask their peers for gifts.
3. Offer policy guidelines.
4. Approve distribution of funds when appropriate to TIRR Systems.
5. Represent the hospital's philosophy.
6. Give generously according to ability.
7. Assure that donor intentions are followed.
8. Attend regular meeting three times per year and special meetings when called by the board.
9. Assist in recruitment of new board members.
10. Participate in furthering the goals of TIRR Systems.

TIRR FOUNDATION BOARD OF TRUSTEES

NOMINEES

Mrs. Jerry Johnston Andrew

Mr. William N. Finnegan

Mr. Richard Hardin

Mr. Robert B. Sale, Jr.

Mr. Allan Shivers, Jr.

William A. Spencer, M. D.

ALL CONTRIBUTIONS FROM PRIVATE SOURCES

RECEIVED BY

THE TIRR FOUNDATION AND TIRR

AS OF OCTOBER, 1987

M. D. ANDERSON FOUNDATION (installment on '83 pledge)	\$100,000
AUXILIARY TO TIRR (installment on pledge for new building)	52,500
R. C. BAKER FOUNDATION	10,000
THE CLAYTON FUND (for new building)	100,000
THE CLAYTON FUND (on-going grant to Rehab. Eng. Ctr.)	244,000
THE GILLSON-LONGENBAUGH FOUNDATION	15,000
KAPPA KAPPA GAMMA	36,710
MEADOWS FOUNDATION (initiated by Dr. Spencer and given directly to TIRR for Orthotics research)	220,000
MITCHELL ENERGY AND DEVELOPMENT	8,000
OMNI FOUNDATION	1,250
ROCKWELL FUND, INC. (new TIRR donor)	35,000
SHELL COMPANY FOUNDATION	10,000
RICHARD STODDER FOUNDATION	1,500
MR. AND MRS. PAUL TEZEL	5,000
VARIOUS DONATIONS UNDER 1,000	4,426
IN HONOR OF DR. SPENCER (Donations from Trustees)	17,710
GIFTS IN KIND	6,647

GRAND TOTAL 867,203

--Kappa Kappa Gamma has accepted our proposal for the Head Injury Day Treatment Program and pledged \$35,000 to be awarded in 1989 when their bi-annual fundraiser is held.

THE INSTITUTE FOR REHABILITATION AND RESEARCH FOUNDATION

BOARD OF TRUSTEES

August 14, 1986

MINUTES

The organizational meeting of the Board of Trustees of The Institute for Rehabilitation and Research Foundation was held on August 14, 1986 at 12:00 noon in the Third Floor Nursing Classroom. The meeting was held pursuant to due notice with the following members present, constituting a quorum:

Mrs. Jerry Andrew
Mr. William Finnegan

Mr. Richard Hardin
Mr. Allan Shivers, Jr.
William A. Spencer, M.D.

Also present: Ms. Bonnie Brooks, Vice President for Finance; Ms. Kathleen DeSilva, In-House Counsel; Ms. Annemarie Giltrop, Administrative Assistant to the President; Ms. Linda Pickle, Director of Public Relations; Mr. David Stock, Vice President for Planning and Development.

OFFICERS

On a motion by Mr. Finnegan, seconded by Mr. Shivers, it was unanimously approved THAT Dr. Spencer be President of the Foundation; Mr. Hardin, Vice President; and Mrs. Jerry Andrew, Secretary/Treasurer.

CHECK SIGNATORIES

On a motion by Mr. Hardin, seconded by Mr. Shivers, it was unanimously approved THAT Dr. Spencer, Mrs. Andrew and Ms. Brooks be designated signatories and that each check requires two signatures.

STRUCTURE AND FUNCTION OF FOUNDATION

Dr. Spencer introduced Ms. Linda Pickle who will assist with Foundation fund raising functions. He explained the role of the Foundation in relationship to the other boards and to the hospital. The three meetings to be held during the year will be scheduled in Austin and in Houston.

FINANCIAL REPORT

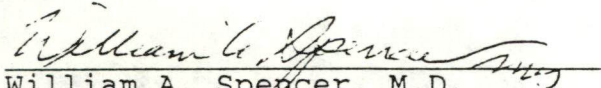
Ms. Brooks reported that 2.0 million dollars is being transferred to the Foundation from hospital funds. 1.5 million dollars is held in jumbo six month certificates of deposit. On a motion by Mr. Finnegan, seconded by Mrs. Andrew, it was unanimously approved to maintain the certificates of deposit in their present distribution.

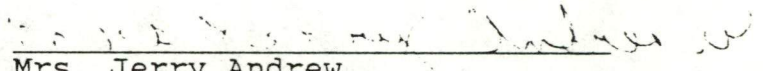
Ms. Brooks reported that support services will be purchased from the hospital, as required.

FUND RAISING

Mr. Hardin suggested a seminar on fund raising in the health field. Mr. Shivers will organize a meeting for TIRR Foundation members with the Seton Hospital Foundation in Austin.

The meeting adjourned at 1:30 p.m.


William A. Spencer, M.D.
President


Mrs. Jerry Andrew
Secretary/Treasurer

THE INSTITUTE FOR REHABILITATION AND RESEARCH FOUNDATION
BOARD OF TRUSTEES
May 14, 1987
MINUTES

A meeting of the Board of Trustees of The Institute for Rehabilitation and Research Foundation was held on May 14, 1987 at 12:00 noon in the Third Floor Nursing Classroom. The meeting was held pursuant to due notice with the following members present, constituting a quorum:

Mrs. Jerry Andrew
Mr. Richard Hardin

Mr. Allan Shivers, Jr.
William A. Spencer, M.D.

Absent: Mr. William Finnegan

Also Present: Ms. Bonnie Brooks, Vice President for Finance; Ms. Kathleen DeSilva, In-House Counsel; Ms. Annemarie Giltrop, Administrative Assistant to the President; Ms. Linda Pickle, Coordinator, TIRR Foundation.

MINUTES OF THE AUGUST 14, 1986
AND NOVEMBER 13, 1986 MEETINGS

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Support services will be provided to TIRR Foundation by TIRR Systems and TIRR Foundation will be billed accordingly.

ACTIVITIES STATUS REPORT

Ms. Pickle reported on the status of fund raising activities. A prospective donor list is being prepared with the assistance of all board members. An appeal letter will be mailed in September, 1987.

Plans for a capital campaign are being formulated and a plan will be submitted to the board at a future meeting.

Page 2
Board of Trustees Meeting
May 14, 1987 Minutes

FOUNDATION PROPOSALS

Ms. Pickle discussed programs, equipment and support needs and the replacement/renovation of the building as the focus of future proposals to foundations.

TRUSTEE JOB DESCRIPTION

On a motion by Mr. Shivers, seconded by Mrs. Andrew, it was unanimously approved THAT the TIRR Foundation Board of Trustees adopts the Description of Responsibilities for Trustees. (See attached memo).

DEVELOPMENT COMMITTEE

Dr. Spencer requested that the Board consider the appointment of a Development Committee of approximately twenty members to assist the Board in fund raising. On a motion by Mr. Hardin, seconded by Mr. Shivers, it was unanimously approved THAT the TIRR Foundation Board of Trustees approves the appointment of a Development Committee under the direction of the Board to raise funds. Members of the Development Committee will be appointed by the TIRR Foundation Board of Trustees.

ADVISORY COMMITTEE

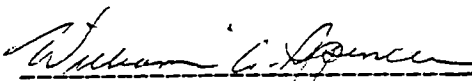
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Page 3
Board of Trustees Meeting
May 14, 1987 Minutes

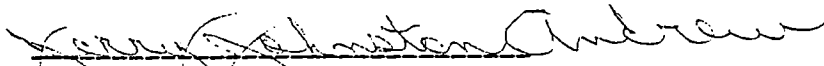
PRESIDENT'S REPORT

Dr. Spencer reported that a goal over the next two years would be to raise \$4.0 million. He is presently interviewing prospective fund raising consultants. On July 1st, Dr. Spencer will retire as President and Chief Executive Officer of TIRR and will assume full-time responsibilities as President of TIRR Foundation, while maintaining his position as Chairman of the Fleming Department of Rehabilitation, Baylor College of Medicine.

The meeting adjourned at 1:20 p.m.



William A. Spencer, M.D.
President



Jerry Johnston Andrew
Secretary

M E M O R A N D U M

TO: TIRR Foundation Trustees

FROM: Linda Pickle
Coordinator, TIRR Foundation

RE: Status Report

DATE: May 11, 1987

ACTIVITIES STATUS REPORT

1. Extensive research is being accomplished on foundations and individuals to upgrade the contributions of those already giving to TIRR and to identify potential new donors for The Institute. Dr. Spencer has invited all TIRR trustees to participate in this effort to build our donor prospect list by contributing the names of five potential donors, particularly individuals and corporations. These potential donors will not be solicited without the approval and involvement of the TIRR trustee who submitted their names.
2. A letter of solicitation, sent in December, 1986, to 300 donors who have given in last two years, resulted in \$16,000 in contributions.
3. Another appeal letter with more extensive information about The Institute and with photographs will go out to a much larger group in September, 1987. This appeal will go to previous TIRR donors, former patients, staff and former staff, volunteers, others who have touched The Institute in some way as well as a number of people who have given to other health care facilities. A follow-up letter will be sent six weeks after the first mailing. Although this kind of activity does not result in large donations, it is useful to create greater visibility for the Foundation, enlarge our donor base and, hopefully, create donors for TIRR who may eventually upgrade their contributions.
4. All major 1986 donors were sent letters during the first part of 1987 describing the hospital's accomplishments last year and how contributions made many of those achievements possible. The letters were individualized for those who gave restricted contributions, describing how their donation benefitted our patients and our programs. Feedback indicates that these letters were well received and appreciated by the donors.

5. Research on TIRR's donor history has revealed the following:

-- We have, by and large, a small but fairly devoted group of contributors, many of whom have or have had a connection with the hospital in some way.

-- The majority of our major donor money comes from a handful of foundations and a few individuals, most of whom are dedicated supporters of The Institute.

-- The foundations which supported the hospital in 1986 fall into the following categories:

a. Large foundations which contribute \$100,000 plus.

b. Corporate foundations which contribute \$10,000 to \$32,000.

c. Small foundations giving \$500 to \$2,500.

-- Current individual major donors - over \$500 - give between \$500 and \$5,000.

-- A number of small and medium sized foundations, and a few large foundations, gave to TIRR in previous years, mostly in the 70's and early 80's, but are not now contributing. The same is true of some individuals. Perhaps, they are not now giving because they have not been asked. In many cases, these former donors contributed more than once.

-- In light of the above, some major donor goals are to:

a. Reactivate past major donors.

b. Upgrade past and present major donors.

c. Expand our donor base, particularly individuals and corporations, with the help of all TIRR trustees.

d. Develop greater donor recognition and involvement.

6. A campaign plan for the remainder of 1987 will be established once the TIRR board decides what is to be done on replacement/rennovation of the patient care areas. If the board approves a replacement/rennovation plan and the budget, etc. can be finalized soon, we will begin solicitation immediately for funds for this purpose. I have indentified a great number of potential donors of capital funds - foundations, corporations, individuals, and organizations - and we are ready to submit proposals for capital money once building plans are firm. (See attached listing of donors.)

Page 3 --
Status Report

7. Campaign materials - case statement, fact sheet, brochure, pledge cards, etc., - for a capital campaign or an annual fund are in the planning stages and will be finalized according to the TIRR board's decision.



MEMORANDUM

TO: Board of Trustees - TIRR Systems
Board of Trustees - TIRR Foundation
Board of Trustees - TIRR

FROM: Kathleen A. DeSilva, J.D.

DATE: August 14, 1986

RE: Board Powers and Functions and President's Duties

* * * * *

I. Board Powers and Functions. The following is a summary of the various powers and functions of each new Board.

a. TIRR Systems (Parent corporation):

- Direction and management of the affairs of TIRR Systems and control and disposition of its assets.
- Plan, develop, coordinate and direct policies to be implemented by the Foundation and Hospital.
- Engage in fund-raising activities for the benefit of the Foundation and Hospital.
- Plan and coordinate health care activities to meet the various needs of the general public.
- Establish long-range objectives for the Foundation and Hospital.
- Formulate general guidelines of the individual programs and coordinate and monitor the efforts and activities of the Foundation and Hospital in reaching these objectives.
- Approve or ratify any amendment or restatement of the Foundation and Hospital's Articles of Incorporation.
- Approve or ratify any amendment to the Foundation and Hospital by-laws.
- Approve or ratify the annual operating and capital budgets of the Foundation and Hospital.
- Approve or ratify the purchase or acquisition of any property, real, personal, or mixed by the Foundation and Hospital in excess of \$250,000.00.
- Approve or ratify the mortgage or other encumbrance of any property, real, personal, or mixed of the Foundation and Hospital in excess of \$250,000.00.
- Make distributions to the Foundation and Hospital for use in furtherance of their exempt purposes.
- May establish Executive Committee consisting of the Chairman, Vice Chairman, President and one or more Trustees elected by the Board of Trustees.

b. TIRR Foundation:

- Solicit gifts, grants and contributions from the general public.
- Invest in any security, including the equity of any publicly-held corporation.
- Make distributions to the Hospital through gifts and loans.
- Pledge its assets as security for any loan to the Hospital from any source, including public offerings of the Hospital's obligations.
- Guarantee the payment of any obligation of the Hospital.
- Invest funds in order to maximize their earnings while maintaining their safety and security.
- Donor tax planning strategies.
- Target and broaden public participation in the affairs of the Hospital.
- Separate philanthropic activities from general management activities of the Hospital.
- Handle all real estate, stocks and bonds, etc.
- Approve or ratify the purchase or acquisition of any property, real, personal, or mixed of the Foundation up to \$250,000.00.
- Approve any debt obligation, mortgage or other encumbrance of any property, real, personal, or mixed, of the Foundation up to \$250,000.00.
- Representative may sign, with secretary or other officer authorized by the Foundation Board, any deeds, mortgages, bonds, contracts or other instruments which the Foundation Board has authorized to be executed.

c. TIRR ("Hospital"):

- Direct and manage the affairs of Hospital under the overall supervision of TIRR Systems.
- Review and approve interim financial reports.
- Review JCAH and CARF accreditation surveys.
- Review and approve employee-related matters, including the pension plan, insurance policies, retirement benefits, employee handbook, etc.
- Review insurance coverage for the Hospital.
- Review and approve Hospital policies and procedures when necessary, including flood control, disaster plans, patient care policies and other policies and procedures as needed.

- Review marketing activities and public relations for the Hospital including logos, public service announcements, brochures, annual reports, dedications, etc.
- Review and approve medical staff appointments, bylaws, and rules and regulations.
- Handle details regarding capital improvement plans for the Hospital, such as architectural plans, engineering plans, and other construction issues.
- Approve or ratify the purchase or acquisition of any property, real, personal, or mixed by Hospital up to \$250,000.00.
- Approve or ratify the mortgage or other encumbrance of any property, real, personal, or mixed of the Hospital up to \$250,000.00.
- Representative may sign, with secretary or other officer authorized by the Hospital Board, any deeds, mortgages, bonds, contracts or other instruments which the Hospital Board has authorized to be executed.
- Elect officers and committees and ratify the directors of the Hospital.
- Enter into inter-hospital affiliation agreements and other hospital and institutional cooperative arrangements.
- Handle relations with various governmental entities.
- Implement policies as developed by TIRR Systems.

d. Prometheus, Inc:

- Engage in for-profit ventures and activities.
- Development of CORFs.

II. President's duties. The President of TIRR Systems shall also be the President and Chief Executive Officer of the Hospital. The President shall be a Trustee on both Boards. The President's duties with regard to TIRR Systems shall include the following:

- General charge and supervision of administration of activities and affairs of TIRR Systems.
- See that all orders and resolutions of TIRR Systems Board are carried into effect.
- Sign and execute all legal documents and instruments in name of TIRR Systems when authorized to do so by TIRR Systems Board.

Board of Trustees
August 14, 1986
Page 4

- Prepare an annual budget showing expected receipts and expenditures for consideration by TIRR Systems Board.
- Power to appoint and remove subordinate employees.
- Submit to TIRR Systems Board plans and suggestions for activities of TIRR Systems.
- Direct its general correspondence and present recommendations in each case to TIRR Systems Board for decision.
- Submit report of activities and affairs of TIRR Systems at each annual meeting of TIRR Systems Board and at other times when called upon to do so by TIRR Systems Board.
- Handle all liaison functions with other institutions subject to ratification by TIRR Systems Board.
- Perform such other duties as may be prescribed by TIRR Systems Board.

Please review the above information. I hope you find it helpful in understanding your role in the new TIRR structure. Please note that TIRR Systems Board of Trustees will appoint a representative from the Foundation and Hospital Boards to report on the status of the Foundation and the Hospital to TIRR Systems Board.

We all look forward to this exciting new era of our Institute and hope you will share in our future growth and progress!

KAD/va



MEMORANDUM

TO: TIRR Foundation Board of Trustees

FROM: Linda Pickle
Coordinator, TIRR Foundation

RE: Programs, Equipment and Support Needs

DATE: May 14, 1987

The following have been identified as some of the more pressing needs by staff members:

1. Durable medical equipment for patients to take home -- commode chairs, bathroom equipment. Most third party payers do not pay for this.
2. Same equipment for hospital to lend out. \$10,000
3. Sponsorship for post-polio clinic services -- March of Dimes cancelled grant. \$30,000
4. Scholarships for rehabilitation of people who do not have funding.-- Need matching grants from foundations/donors.
5. Customized seating for children -- Crippled Children's seldom pays.
6. Modified van for driver training -- for every type of disability. Van \$15,000 to \$20,000; modifications \$40,000
TOTAL = \$60,000
7. Hi-tech equipment in Occupational Therapy for patients to try out. Environmental controls, adapted activators and controls for all kinds of devices, computers, etc. \$20,000
8. Same as above for patients to own. MOST THIRD PARTY PAYERS WILL not pay for this.
9. Replacement and repair of patients' chairs. Few third party payers will sponsor.

Page 2 —
Needs List

10. Respiratory equipment for children -- Crippled Children's buys only one.
11. Motorized wheelchairs for children -- Crippled Children's seldom pays.
12. Mattress to prevent decubiti. Refine for marketing. \$20,000
13. Nurse call system. \$5,000
14. Computerized biofeedback machine for patient therapy. \$6,000
15. Wheelchair van - 18 passenger - for recreation program.
Need new van to replace Blue Goose now ten years old and having costly repairs. \$40,000
16. Financial sponsorship for ski trips, camping trips, scuba diving trips. \$15,000
17. Toys for Pediatric Unit -- sandbox, etc. \$400
18. Outdoor playground specially equipped for pediatric patients.
\$30,000
19. Vocational evaluation system. \$15,000
20. Security system for Head Injury Unit. \$5,000
21. Sponsorship of special training on head injury for R.N.s.

M E M O R A N D U M

TO: TIRR Foundation Board of Trustees

FROM: William A. Spencer, M.D.

RE: Description of Responsibilities for TIRR Foundation Trustees

DATE: May 8, 1987

One of the items on the agenda for our May 14, 1987, meeting is a trustee job description. You may recall that this was on the agenda of our November 13, 1986, meeting but was not resolved for lack of a quorum.

The trustee job description developed by Seton Hospital for members of the board of the Seton Fund, their foundation, was shared with us on our visit to Seton last fall.

They ask that their trustees be willing to:

1. Advocate for the institution
2. Ask their peers for gifts
3. Offer policy guidelines
4. Administer funds
5. Represent the hospital's philosophy
6. Give generously according to ability

This written job description is shared with prospective board members while they are being recruited, describing what would be expected of them. This seems to me an excellent tool for us to use as we begin efforts to recruit new members for the TIRR Foundation board.

I recommend that we adopt the following version of this description of responsibilities for our board of trustees:

1. Advocate for the institution
2. Ask their peers for gifts
3. Offer policy guidelines
4. Administer funds when appropriate
5. Represent the hospital's philosophy
6. Give generously according to ability
7. Assure that donor intentions are followed
8. Attend regular meeting three times per year and special meetings when called by the board
9. Assist in recruitment of new board members
10. Participate in furthering the goals of TIRR Systems

\$4 MILLION CAPITAL CAMPAIGN

SCALE OF GIFTS

No. of Gifts	Average Gift	Subtotal	Cumulative
1	\$1,000,000	\$1,000,000	\$1,000,000
2	\$500,000	\$1,000,000	\$2,000,000
(3 Gifts)			(50%)
2	\$250,000	\$500,000	\$2,500,000
5	\$100,000	\$500,000	\$3,000,000
5	\$50,000	\$250,000	\$3,250,000
(15 Gifts)			(88%)
10	\$25,000	\$250,000	\$3,500,000
20	\$10,000	\$200,000	\$3,700,000
40	\$5,000	\$200,000	\$3,900,000
100	under \$5,000	\$100,000	\$4,000,000
(185 Gifts)			(100%)

11/87

THESE ARE THE FOUNDATIONS WE NEED TO APPROACH IN THE NEAR FUTURE:

AMOUNT TO CONSIDER
REQUESTING

FUNDING SOURCES FOR BUILDING

\$1,000,000

Deadlines: None
Meetings: Monthly
223-4043

HOUSTON ENDOWMENT (Highest TIRR donation
\$500,000 '83 - bldg.) Support for 10 years
'70s and early '80s = \$2,600,000.

Trustees: J. H. Creekmore, President-Treasurer
Jo Murphy, VP, Asst. Sec-Treas.
Alvin Thigpen, Secretary
H. Joe Nelson, III, Asst. Secretary
Audrey Jones Beck
Philip G. Warner
Howard F. Warren

\$1,000,000

Deadlines: None
Meetings: Monthly
658-7237

M.D. ANDERSON FOUNDATION Highest single TIRR
donation (\$240,000) Since 1959, has given
in excess of \$1,650,000 for construction and
operating costs.

Trustees: Carroll Sunseri
Gibson Gayle, Jr.
A. G. McNeese, Jr.
Uriel E. Dutton
Charles W. Hall

\$500,000

Deadlines: None
Meetings: Monthly
651-0641

CLAYTON FUND In excess of \$600,000
to TIRR.

Trustees: S. M. McAshan, Jr.
T. J. Barlow
W. St. John Garwood

\$500,000

Deadlines: None
Meetings: Quarterly
409/763-6461

MOODY FOUNDATION Highest TIRR grant \$500,000
for building '83. Support for several years
totaling \$1,860,000.

Trustees Robert L. Moody
Frances Rankin Moody Newman, Chairman
Ross Rankin Moody

\$250,000

Deadlines: None
Meetings: Jan.-Ap.
-Jul-Oct.
651-8600

CULLEN FOUNDATION Sample Grants: \$180,000
Texas Heart Institute 1985; \$70,000 United
Way 1985. Grant range - \$5,000 - \$1,900,000
'83.

Trustees: Wilhelmina Cullen Robertson, Pres.
Roy Henry Cullen, Vice President
Isaac Arnold, Jr., Sec.-Treas.
Joseph C. Graf, Exec. Sec.
Douglas B. Marshall, Jr.

11/13/87

M E M O R A N D U M

TO: TIRR Foundation Board of Trustees

FROM: Linda Pickle

RE: Raising Funds for Replacement/Remodeling

DATE: May 14, 1987

I have identified the following foundations as potential funding resources for our replacement/rennovation plan. The amount to request was determined by considering their gifts to other health care facilities and programs and by upgrading their previous donations to TIRR. Once we know exactly what the TIRR systems board approves, I will do more detailed research to match the foundations' interest more precisely to our needs.

We are in the process of verifying individual major donors from 1959 - 1986. That list will be finalized and shared with TIRR Foundation trustees June 1, 1987. We are also developing a list of prospective donors to which board members are invited to contribute names of persons they would like to involve in TIRR. That list will also be sent to Foundation trustees.

Would you review the list of each the following foundation's trustees and note the people that you know? Would you be willing to send a copy of a TIRR grant proposal to the trustee(s) that you know to ask that person(s) to give attention to the proposal?

All lists of trustees have been verified as current with the exception of five foundations. These are marked with an * and we should have confirmation in a few days.

AMOUNT TO REQUEST

POTENTIAL FUNDING SOURCE

1,000,000

HOUSTON ENDOWMENT (Highest TIRR donation
\$500,000 '83 - bldg.) Support for 10 years
'70s and early '80s = \$2,600,000.

Trustees: J. H. Creekmore

Jo Murphy

Alvin Thigpen

H. Joe Nelson, III

Audrey Jones Beck

Philip G. Warner

Howard F. Warren

1,000,000	M.D. ANDERSON FOUNDATION (Highest TIRR donation \$240,000) Support for 22 years totaling in excess of \$1,150,000. Trustees: Carroll Sunseri Gibson Gayle, Jr. A. G. McNeese, Jr. Uriel E. Dutton Charles W. Hall
500,000	CLAYTON FUND In excess of \$600,000 to TIRR. Trustees: S. M. McAshan, Jr. T. J. Barlow W. St. John Garwood
500,000	MOODY FOUNDATION Highest TIRR grant \$500,000 for building '83. Support for several years totaling \$1,860,000. Trustees: Robert L. Moody Frances Moody Newman Ross Rankin Moody
250,000 or 500,000	CULLEN FOUNDATION Sample Grants: \$180,000 Texas Heart Institute 1985; \$70,000 United Way 1985. Grant range - \$5,000 - \$1,900,000 '83. Trustees: Wilhelmina Cullen Robertson Roy Henry Cullen Isaac Arnold, Jr. Joseph C. Graf Douglas B. Marshall, Jr. A. Frank Smith, Jr. Joseph C. Graf
250,000	TIRR AUXILIARY (over 3-5 years)
250,000	SALLY LONGENBAUGH over 3-5 years
100,000 (over 3 yrs)	R. C. BAKER (TIRR - \$32,000 in 1986 for SCI) Other Houston grants: \$25,000 to Hermann Hospital; \$30,000 Wortham Theatre Trustees: George M. Anderson K. Dale Alfred Grace Frank L. Scott Robert N. Waters

100,000

COCKRELL FOUNDATION Highest TIRR donation - \$2,000. Sample grants: \$20,000 M.S. Society '82. Grant range: \$500 - \$800,000 '83.
Trustees: Alf Roark
Ernest H. Cockrell
Richard B. Curran

(Bob Lee said to ask for \$250,000)

100,000

FISH FOUNDATION - Grant range: \$500-\$300,000 '83. Sample grants: \$10,000 Center for Retarded in 1981; \$127,000 St. Joseph's Hospital Foundation 1981; \$15,000 Blue Bird Pediatric Neurology Program in 1981; \$22,500 Texas Heart Institute.
Trustees: Barbara F. Daniel
James L. Daniel, Jr.
Christopher J. Daniel
Robert J. Cruikshank

100,000
(over 3 yrs)

WILLIAM S. FARISH FUND Sample grants: \$30,000 Southwest Wheelchair Athletic Association, 1986. Grant range: \$100-\$100,000 '83. W. S. Farish gave to TIRR in '70s as individual and is former trustee.
Trustees: W. S. Farish, III
Martha Farish Gerry
J. O. Winston, Jr.
Jere Scrinopskie
Myrtle M. Camp
Dan R. Japhet

(no longer gives to Capital funds)

100,000

MEADOWS FOUNDATION Based in Dallas but has been known to give in Houston. Grant range \$600 - \$1,000,000.

*Officers: Curtis W. Meadows, Jr.
Sally R. Lancaster
G. Thomas Rhodus
Judy Culbertson
Robert A. Meadows
Linda S. Perryman
Eloise Rouse
Robert E. Wise

Directors: Evelyn Meadows Acton
James D. Berry
John Broadfoot
Vela Broadfoot
J. W. Bullion
Eudine Meadows Cheney
John A. Hammack
J. H. Murrell
Evy Kay Ritzen
Dorothy C. Wilson

100,000

ABERCROMBIE FOUNDATION Grant range \$1,000 - \$150,000. Could propose funding for pedi unit.
Trustees: Josephine Abercrombie
John Howenstine
Edwina Gregg
George A. Robinson
Jaime Robinson

100,000

SID H. RICHARDSON FOUNDATION Grant range \$1200 - \$4,000,000. In Ft. Worth, but funds in Texas.
Officers: Perry R. Bass
M. E. Chappell
Nancy Lee Bass
Sid R. Bass
Lee Bass

100,000

TURNER CHARITABLE FOUNDATION TIRR \$10,000 in 1984 general purposes. Grant range: \$500 - \$700,000.
Trustees: T. R. Reckling III
Bert Winston, Jr.
Clyde J. Verheyden
E. C. Scurlock

100,000

BOB AND VIVIAN SMITH FOUNDATION
Officers: Vivian Smith
Neva Goree
Trustees: Bobby Smith Cohn
Sandra Smith Dompier
W. N. Finnegan III
E. H. Suhr

RALPH A. JOHNSTON FOUNDATION TIRR \$50,000 in 1984 and \$25,000 in 1985.
Trustees: James J. Johnston
Jerry J. Andrew
Lyle E. Carbaugh
Gladys Watford

50,000

HOBBY FOUNDATION Oveta Culp Hobby is former trustee. Grant range: \$100 - \$100,000.
Officers: Oveta Culp Hobby
William P. Hobby, Jr.
Audrey Horn
Peggy Buchanan
Trustees: George A. Butler
Jessica Hobby Catto
Diana P. Hobby

50,000

STRAKE FOUNDATION Grant range: \$250 - \$60,000.

Trustees: George W. Strake, Jr.
Georganna S. Parsley
Susan S. Dilworth
Joseph A. Reich, Jr.
George W. Strake III
Linda Walsh
Sharon McNearney
Fred T. Magee, Jr.

MCASHAN EDUCATIONAL AND CHARITABLE TRUST

Highest TIRR - \$25,000 '83, - research.

Trustees: Susan C. McAshan
Lucy L. Hadac
W. St. John Garwood, Jr.

50,000

FONDREN FOUNDATION Highest TIRR grant -
\$10,000 '73, building. Other sample grants -
\$10,000 American Heart Assoc '82. \$100,000
New Age Hospice. \$70,000 Texas Heart
Institute. \$15,000 Texas Children's Hospital.

Trustees: David M. Underwood
Doris Fondren Berton
Ellanor Ann Fondren
Walter W. Fondren, III
Lynda Knapp Underwood
Sue Trammell Whitfield
Ann Gordon Trammell
William F. Whitfield, Sr.

50,000

BROWN FOUNDATION (Highest TIRR donation
\$10,000 in 1980) Support for 3 years
1972, 1973, and 1980 totaling \$63,000.
Other sample grants: \$279,307 Scott &
White - building, 1982.

Trustees: Alice Pratt Negley Dorn
C. M. Hudspeth
William Walter Negley
George R. O'Connor
Maconda Brown O'Connor
James R. Paden
Louisa Stude Sarofim
M. S. Stude
Nancy Brown Wellin
Isabel Brown Wilson

25,000

ELKINS FOUNDATION James. A. Elkins gave to TIRR as individual in '70s. Grant range: \$1,000 - \$250,000 '83.

*Trustees: J. A. Elkins, Jr.
J. A. Elkins III
W. S. Elkins

25,000

BURDINE JOHNSON FOUNDATION Highest TIRR grant 2 \$5,000 grants each year - '77, '78, '79.

*Trustees: Thomas James Barlow
Burdine C. Johnson
William T. Johnson

25,000

COMMUNITIES FOUNDATION OF TEXAS TIRR \$1,500 in 1984 for the building. Grant range \$1,000 - \$50,000.

Trustees: Durwood Chalker
Lewis A. Beecherl, Jr.
William E. Cooper
Thomas C. Unis
Joe Denton
John S. Stephens
Jack Jackson

25,000

WEST FOUNDATION TIRR \$10,000 in 1982 for development; support for 4 years.

Contact: Mrs. Barbara Keyes
Coordinator of Grants

25,000

ATLANTIC RICHFIELD TIRR \$10,000 Freedom House in 1984.

*Officers: Eugene R. Wilson
J. D. Henry
W. M. Marcussen
D. W. McPhail
G. A. Narcavage
E. M. Pringle
G. W. Rapp, Jr.
W. C. Rusnack
R. C. Young

Directors: R. O. Anderson
R. Stanley Avery
E. M. Benson, Jr.
T. M. Bradshaw
L. M. Cook
R. F. Cox
J. P. Downer
W. F. Kieschnick, Jr.
W. A. Nielsen
R. R. Van Horne
R. E. Wycoff

25,000	HARRY AND ISABEL CAMERON FOUNDATION TIRR \$10,000 in 1979 for equipment. Trustees: Charlotte Cameron Frances C. Miller Estelle Maloney David Cameron V. M. Cameron
25,000	HAMMAN FOUNDATION TIRR \$10,000 in 1979 for general purposes. Grant range: \$100 - \$30,000. Trustees: Charles D. Milby Louise M. Feagin Henry R. Hamman
25,000	R.G.K. FOUNDATION TIRR \$15,000 in 1985 Trustees: George Kozmetsky Ronya Kozmetsky Gregory A. Kozmetsky Nadya K. Scott Daniel Fogel Charles Hurwitz
25,000	SHELL FOUNDATION TIRR \$10,000 in 1986 for patient equipment. Support for 10 years Officers: J. F. Bookout Doris J. O'Connor J. C. Jacobsen V. G. Whittington Ron L. Kuhns D. E. Cannon
25,000	ROCKWELL FUND, INC. Sample grants: \$26,000 to Methodist Hospital in 1983; \$25,000 Scott and White; \$10,000 Texas Head Injury. Grant Range: \$250 - \$50,000. Trustees: Joe M. Green, Jr. R. Terry Bell Helen N. Sterling
25,000	TAUB FOUNDATION Gave \$11,000 in 1983 for Neurophysiology and \$1,000 in 1984 for the Levy Memorial Building. Trustees: Henry J. N. Taub Henry J. N. Taub II plus five others.



April 25, 1988

Mr. Eric Rosenberger
The Fudan Foundation
1722 Eye Street NW, Suite 600
Washington, D.C., 20006

Dear Mr. Rosenberger:

Lex Frieden, Executive Director of the TIRR Foundation, asked me to send you information on the master plan to replace the building of The Institute for Rehabilitation and Research, TIRR, in Houston's Texas Medical Center. I understand that Howard Wolf, Chairman of the TIRR Board of trustees and of the board of the hospital's parent organization, TIRR Systems, spoke with you about the construction plans.

Because of lack of space in the Medical Center, the new plan calls for a more vertical structure with a seven-story wing consisting primarily of patient rooms. This total replacement of the TIRR building with new construction will be accomplished in four phases. Demolition of the existing building will occur as needed in each phase of construction. When it is finished, the hospital will have an open park area for patients and visitors to enjoy on the northeast quadrant of the building.

In Phase I, a four-story wing will be built in a park area adjacent to existing patient rooms. This new wing will house a dining room and kitchen on the first floor. The second floor will have shell space for an educational area, an intensive care unit and respiratory therapy. On the third floor there will be a 24-bed patient unit of one, two, and four-bed rooms, and a satellite therapy unit. The fourth floor will house a similar 24-bed unit. A new addition to the basement will be used for mechanical and maintenance functions. Construction is scheduled to begin next winter. The total budget estimate for Phase I, including equipment, is \$7,704,353.

Phase II construction will build-out the second floor educational area, the six-bed intensive care unit and the respiratory therapy. Three floors will be added to complete the seven-story wing. The fifth and sixth floors will each house a 24-bed unit of patient rooms. The seventh floor will be used for mechanical needs. The estimated cost of Phase II construction, excluding equipment, is approximately \$5,000,000.

Phase III construction will add space to the first, second and third floors. The new first floor area will be occupied by the lobby, pharmacy, admissions and several other patient services. Additional

Mr. Eric Rosenberger
April 25, 1988
Page 2

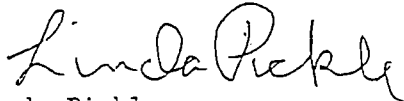
patient services and other offices will occupy the second and third floors of the Phase III construction. The projected cost of Phase III, for construction and build-out only, is approximately \$5,500,000.

Phase IV will also add space to the first, second and third floors. These new areas will house TIRR's therapy departments, outpatient and other patient services, accounting, management, administration and research. The cost of this construction is estimated at about \$3,000,000.

When Phase IV is finished, The Institute will be a modern new facility of 218,502 square feet. The four phases of construction are scheduled to take place over a ten year period. The architects, the firm of Watkins, Carter and Hamilton, estimate that the total project cost of construction, equipment, etc. will be between \$25,000,000 and \$30,000,000.

I have enclosed copies of several pages from the master plan illustrating phases of the construction. I have also included brochures about The Institute. If you would like additional information, please contact me at 713/797-5235.

Sincerely,



Linda Pickle
Coordinator, TIRR Foundation

LP:rf

Enclosures

cc: Lex M. Frieden



June 2, 1988

Ms. Mary Jo Lloyd
Rockwell Fund, Inc.
MBank Building
910 Travis, Suite 1921
Houston, Texas 77002

Dear Ms. Lloyd:

Dr. Spencer is out of the city for several weeks and he asked me to bring you up to date on the playground for disabled children project.

I think Dr. Spencer may have told you that The Institute is planning to build a new wing to replace old patient wards with modern comfortable rooms. We are coordinating the building of the playground with the construction of the new wing. As often happens, the plans for the construction are taking longer than we had originally estimated and we are waiting on final decisions before scheduling the building of the playground.

I want you to know that Don Carter of Watkins, Carter, and Hamilton, the architectural firm doing our new wing, is so enthusiastic about the playground that he offered to donate his services to it.

We hope to be able to make decisions about the playground construction in August or September and will contact you at that time. It will be a wonderful addition to our facility and we are looking forward to having it with much anticipation.

We'll be in touch.

Sincerely,

A handwritten signature in cursive script that reads "Linda Pickle". The signature is written in black ink.

Linda Pickle
Coordinator, TIRR Foundation

LP:rf

1987 TIRR SYSTEMS BOARD OF TRUSTEES

TIRR Systems is the parent organization of TIRR and TIRR Foundation.

Mr. Howard Wolf
Fulbright & Jaworski

Mr. Charles C. Beall, Jr.

Mr. Dee S. Osborne
Finial Investment Corp.

Mr. William N. Finnegan
R. E. Smith Interests

Mr. Paul Frison
LifeCell Corporation

Mr. Richard Hardin
Hardin Corporation

Mr. Laurence E. Simmons
Simmons & Co. International

Dr. William A. Spencer
TIRR Foundation

1987 TIRR BOARD OF TRUSTEES

Mr. Howard Wolf
Fulbright & Jaworski

Mrs. Jerry Johnston Andrew

Mr. Charles C. Beall, Jr.

Mr. Randall E. Evans
Hirsch & Westheimer

Mr. William K. Lehner
The Western Co. of North America

Mr. Robert B. Sale, Jr.
Weslayan Bank

Mr. Allan Shivers, Jr.

Dr. William A. Spencer
TIRR Foundation

Ms. Bonnie Brooks

Mr. David Stock

1987 TIRR FOUNDATION BOARD OF TRUSTEES

Dr. William A. Spencer

Mr. Richard Hardin
Hardin Corporation

Mrs. Jerry Johnston Andrew

Mr. William N. Finnegan
R. E. Smith Interests

Mr. Allan Shivers, Jr.

Mr. Robert B. Sale, Jr.
Weslayan Bank

1987 TRUSTEES EMERITI

Mr. Willard E. Kemp

Mrs. S. C. McAshan

Mr. Don McMillian

Mr. Henry J. N. Taub

Mr. George P. Mitchell
Mitchell Energy & Dev. Corp.

Mrs. Vivian L. Smith
R. E. Smith Interests

Mr. James A. Walsh

CATALOG OF NEEDS

\$7,700,000 BUILDING FUND A new wing is planned to replace the majority of TIRR's original patient rooms which were built in 1959. The new wing will provide modern and wheelchair accessible rooms for spinal cord injured patients, those with head injury, and others with severely disabling conditions. The four story wing will house two 24 bed units comprised of 1, 2, and 4-bed rooms, a satellite unit for Physical Therapy/Occupational Therapy/Therapeutic Recreation, and a dining room and kitchen. There will be additional "build-out space" for a new intensive care unit and for an educational area.

\$38-69,000 REHABILITATION SCHOLARSHIP FUND The Rehabilitation Scholarship fund finances treatment for disabled people who have a real potential to benefit from rehabilitation but lack financial sponsorship. Without restorative care, these people remain dependent, tax-users. With it, they become tax-payers. This fund is designed as a "Scholarship Fund" because for many people, comprehensive rehabilitation is an educational process. Although paralysis can not be reversed, we can help people who have permanent damage achieve maximum health, teach them how to be mobile and functional with a disability, and help them learn the physical, social and vocational skills needed to create a productive life in the community. The average cost of comprehensive rehabilitation is \$38,000 for someone with a paraplegic impairment, \$42,000 for an individual with a head injury, and \$69,000 for a person with a quadriplegic disability, -- a very cost-effective investment when considering the cost of lifetime custodial care.

\$105,400 JOB COACH FOR THREE YEARS FOR CHALLENGE PROGRAM. The Challenge Program, TIRR's outpatient treatment program for people with head injuries, helps patients redevelop skills needed for daily life. A major focus of this program is to provide special vocational rehabilitation through a job coach. The job coach develops the job in industry, matches an individual to the job, trains the individual on the job until performance criteria are met and provides on-going support services. This type of supported employment service has been effective in demonstration projects conducted elsewhere in the U.S. and offers great hope for the future of people with head injuries.

CATALOG OF NEEDS
Page 2

\$60,000 MODIFIED VAN FOR DRIVER TRAINING TIRR's driver training program needs a modified van in which to train disabled people to drive. With a vehicle modified to compensate for a person's disability, even people with arm weakness or partial paralysis of the arms have been able to learn to drive with exceptional safety records, better than those of the able-bodied. To accommodate individuals with different types of disabilities, the van must have many kinds of modifications such as left and right hand controls, etc. The van will cost \$15,000 - \$20,000. Modifications will be \$40,000.

\$23,000 EMG MACHINE The hospital needs a new state-of-the-art electromyography machine, a sophisticated diagnostic tool that measures nerve damage very precisely. This instrument is critical to the physician in making treatment decisions. The EMG machine that we have been using for several years is broken and we have been advised that the expense of repair is prohibitive. At present, we are having to send our patients to other medical center hospitals for this test which, at best, prevents timely decisions, creates delays in treatment and, in some instances, is impossible because the patient is too ill to be moved.

\$10,000 PHYSICAL THERAPY EQUIPMENT A Universal Gym--\$6,700, a Rehab Trainer--\$1,500, and leg braces--\$1,800 are needed for patients in the Physical Therapy Department, one of the largest of the hospital's services. The Universal Gym has a wide range of exercise stations and will be used to provide strengthening exercises for both in-patients and out-patients. The Gym, commonly used in health clubs, can be easily adapted for people who have paraplegic and quadriplegic disabilities and use wheelchairs. The Rehab Trainer, similar to the stationary bicycle but for the arms, provides resisted exercise to strengthen the arms and improve cardiovascular fitness. Modular leg braces are needed for patients in Physical Therapy to use for standing and to assess their ability to walk with permanent bracing. Modular braces are in constant use in Physical Therapy and more are needed.

\$7,500 RESPIRATORY CARE EQUIPMENT Six pieces of equipment are needed to treat patients' respiratory infections and to strengthen muscles of breathing. A Respirometer is required to monitor breathing capacities and muscle strength. For patients who have such extensive paralysis of the breathing muscles that they are dependent on respirators, three Oxygen Analyzers are needed that to assure that the person has an adequate amount of oxygen. Two Respiration Monitors are required to maintain continuous adequate ventilation and expansion of the lungs.

CATALOG OF NEEDS

Page 3

\$26,000 THERAPEUTIC RECREATION The Therapeutic Recreation Department has a major role in helping the person return to a productive life in the community. It is through Recreation's Special Events Program that people learn how to perform sports despite physical disability. These activities promote independence and decision making, increase self esteem and endurance, allow the person to use previously acquired skills in a new way and develop new leisure interests. We need:

- \$9,000 Annual Ski Adventure for 12
- \$3,000 Weekend Camping Reunion for 50
- \$5,500 TIRR sponsored Basketball Team
- \$2,500 TIRR sponsored Athletes
- \$6,000 TIRR sponsored Scuba Diving Adventure

\$10,000 OPERATING ROOM EQUIPMENT An electronic monitoring device, the Nellcor N-1000, is needed to monitor three different physiologic variables during general anesthesia and surgery. This device measures the oxygenation of blood, the amount of carbon dioxide produced by breathing, and the concentration of nitrous oxide in the anesthetic which tells the physician if enough oxygen is being added to the anesthetic mixture. If three machines were purchased to monitor each of these functions separately, the cost would be \$14,000.

\$6,000 BIOFEEDBACK MACHINE The Myoexerciser, a biofeedback machine, will help patients gain muscle strength in Physical Therapy by providing electromyography feedback and electrical muscle stimulation. When the patient flexes a muscle to a certain pre-established level of strength, electrical simulation to the muscle comes on to assist the patient in contracting the muscle, thus providing visual, auditory, motor and sensory feedback. The patient can watch the electrical impulses of the muscle flexion displayed on a graph as he is exercising. The Myoexerciser stores this information, creating a record of the patient's progress. This device enhances motivation, greater range of motion, and quicker return of strength to innervated muscles.

TO LINDA 4-5-88

TIRR CAPITAL CAMPAIGN - 1988

Rating Prospective Benefactors

Propose Gift	Prospect	Assets	Prior Gift
\$1,000,000	M D Anderson Fdn	\$78m	\$500,000 (82-87)
\$1,000,000	Clayton Fund	\$20m	\$500,000 (82-87)
\$1,000,000	Houston Endowment	\$352m	\$500,000 (82-83)
\$500,000	Baker Fdn	\$19m	\$250,000 (77-87)
\$500,000	Brown Fdn	\$362m	\$100,000 (80)
\$500,000	Meadows Fdn	\$383m	\$250,000 (87)
\$500,000	Moody Foundation	\$368m	\$1,280,000 (82-83)
\$500,000	Bcb/Viv Smith Fdn	\$6m	\$1,250,000 (77-80)
\$250,000	Cullen Fdn	\$147m	none
\$250,000	Gillson/Longenbaugh		\$340,000 (67-87)
\$250,000	Sid Richardson Fdn	\$167m	none
\$100,000	Abercrombie Fdn	\$11m	none
\$100,000	Fondren Fdn	\$50m	\$10,000 (74)
\$100,000	Hamman Fdn	\$19m	\$35,000 (76-79)
\$100,000	Johnston Fdn	\$1m	\$75,000 (84-85)
\$100,000	McAshan Trust	\$1.5	\$357,000 (79-83)
\$100,000	Wolff Memorial Fdn	\$11m	\$150,000 (77-85)
\$50,000	Cockrell Fdn	\$36m	\$2,000 (81)
\$50,000	Fish Fdn	\$15m	none
\$50,000	Hobby Fdn	\$13m	none
\$50,000	Strake Fdn	\$16m	none
\$50,000	Turner Fdn	\$9m	\$10,000 (84)

3/88 Rev

Largest Area Charitable Foundations and Trusts

(Ranked by total assets)

FOUNDATION OR TRUST ADDRESS TELEPHONE	TOTAL ASSETS IN 1985	NUMBER OF GRANTS AWARDED IN 1985	TOTAL AMOUNT AWARDED IN 1985	LARGEST CONTRIBUTION SMALLEST CONTRIBUTION	ACTIVITIES FUNDED	CONTACT	YEAR FOUNDED
1. Houston Endowment Inc. 708 Main, 2nd Floor Houston 77002 223-4043	\$371.5 million	281	\$15.7 million	\$1.7 million \$1,000	education; health; social services; religion	J.H. Creekmore, president	1937
2. The Brown Foundation Inc. 2118 Welch Ave. Houston 77219 523-8857	\$361.8 million	114	\$16.5 million	\$2.6 million \$50	arts; education; social services; health; youth services; Protestant church; public policy organizations	Katherine B. Dobelman, executive director	1951
3. The Robert A. Welch Foundation 4605 Post Oak Place, Suite 200 Houston 77027 961-9884	\$238.3 million	N/A	\$10.4 million	\$60,000 \$20,000	chemistry research	Norbert Dittich, executive manager	1954
4. The Moody Foundation 704 Moody National Bank Bldg Galveston 77550 (409) 763-5333	\$221.7 million	73	\$8.9 million	\$2.6 million \$305	historic restoration projects; arts; health; science; education; social services; religion	Peter M. Moore, grants officer	1942
5. The Cullen Foundation 601 Jefferson, 40th Floor Houston 77002 651-8837	\$147.6 million	18	\$5.6 million	\$1.5 million \$5,000	education; health; arts; social services; drug abuse prevention; community projects	Joseph C. Graf, executive secretary	1947
6. The Wortham Foundation 2777 Allen Parkway, Suite 984 Houston 77019 526-8849	\$108.4 million	40	\$8.7 million	\$5 million \$1,000	performing arts; museums; community projects	Allen H. Carruth, president	1956
7. Menil Foundation Inc. ¹ 1427 Branard St. Houston 77006 524-9028	\$92.6 million	21	\$521,624	\$250,000 \$500	art centers; research on black iconography; colloquiums at The Rothko Chapel	Miles Glaser, president	1953
8. M.D. Anderson Foundation 1301 Fannin St., 21st Floor Houston 77001 658-7237	\$78 million	72	\$4 million	\$507,000 \$1,000	health; social services; education	Carroll G. Suster, secretary/treasurer	1936
9. The William Stamps Farish Fund 1100 Louisiana, Suite 1200 Houston 77002 757-7313	\$60.8 million	99	\$2.2 million	\$200,000 \$900	education; medical research; humanities	W.S. Farish, president	1951
10. The Fondren Foundation 601 Milam, 7th Floor Houston 77002 236-4420	\$50 million	50	\$2.7 million	\$33,333 \$2,000	education; social services; youth services; cultural organizations; health	Melanie A. Boone, assistant secretary	1948
11. Bockwell Fund Inc. 610 Travis, Suite 1921 MBank Building Houston 77002 659-7204	\$46.6 million	198	\$2.3 million	\$75,000 \$500	education; health; religion; cultural programs; general welfare	Joe M. Green Jr., president	1981
12. Cockrell Foundation 599 Main Bldg. Houston 77002 651-1271	\$36.3 million	31	\$1.3 million	\$800,000 \$300	education; cultural programs; social services; youth services	Mary Horger, executive vice president	1957
13. John P. McGovern Foundation 6969 Brompton Houston 77025 661-1444	\$26.9 million	70	\$723,203	\$465,800 \$40	research relating to allergies	John P. McGovern, president	1961
14. Shell Cos. Foundation Inc. Two Shell Plaza Houston 77252 241-3616	\$25.5 million	2,051	\$15.7 million	\$300,000 \$500	education; community projects; social services	Doris J. O'Connor, senior vice president	1953
15. George and Mary Josephine Hamman Foundation 1000 Louisiana, Suite 820 Houston 77002 658-8345	\$22.6 million	81	\$792,657	\$40,000 \$500	health; non-denominational religious organizations; cultural programs; social services; youth services	Thomas P. Stone, operating manager	1954
16. The Clayton Fund P.O. Box 2538 Houston 77252 (not listed)	\$20.2 million	75	\$1.7 million	\$200,000 \$300	education; health; medical research; social services; population control; cultural programs	S.M. McAshan Jr., trustee	1952
17. Sarah Campbell Blaffer Foundation 913 River Oaks Bank & Trust Bldg. 2001 Kirby Drive Houston 77019 528-5279	\$18.8 million	29	\$251,000	\$40,000 \$1,000	cultural programs; religion; education; art exhibits	Edward Joseph Hudson Jr., secretary	1964
18. Oldham Little Church Foundation 5177 Richmond Ave., Suite 1068 Houston 77056 621-4190	\$16.5 million	245	\$612,808	\$5,000 \$228	small Protestant churches; religious educational institutions	Harry A. Kinney, executive vice president	1949
19. Strake Foundation 712 Main St., Suite 3300 Houston 77002 546-2400	\$15.7 million	146	\$668,500	\$60,000 \$150	Roman Catholic-affiliated associations	George W. Strake Jr., president	1952
20. Ray C. Fish Foundation 2001 Kirby Drive, Suite 1005 Houston 77019 522-0741	\$15.2 million	54	\$607,000	\$150,000 \$500	education; health; medical research; youth agencies; social services; cultural organizations	Barbara F. Daniel, president	1957
21. The Pauline Sterne Wolff Memorial Foundation 333 West Loop North, 4th Floor Houston 77024 688-2426	\$13.1 million	20	\$471,116	\$77,116 \$1,000	health; Jewish welfare organizations; medical research	Henry J.N. Taub, trustee	1922
22. Hobby Foundation 3050 Post Oak Blvd. Houston 77277 993-2580	\$12.9 million	117	\$447,930	\$260,000 \$50	education; museums; cultural programs; health	Ovela Culp Hobby, president	1945
23. James H. & Minnie M. Edmonds Educational Foundation c/o InterFirst Bank Houston, Trust Department 1100 Louisiana, 16th Floor Houston 77002 652-6533	\$12.7 million	413	\$558,743	\$2,000 \$500	education	Elizabeth A. Calvert, trust officer	1980
24. Harry S. and Isabel C. Cameron Foundation 1100 Louisiana, 16th Floor Houston 77002 652-6230	\$11.2 million	120	\$778,846	\$126,000 \$400	elementary and secondary education; Roman Catholic Church; health; social services; youth agencies	Carl W. Schumacher Jr., director	1966
25. The J.S. Abercrombie Foundation P.O. Box 27359 Houston 77227 627-9440	\$10.3 million	67	\$1.9 million	\$150,000 \$300	education; health; social welfare; cultural programs	Thomas M. Weaver, manager	1950

¹Contributes only to pre-selected organizations. Applications not accepted.

Source: The Foundation Directory, 1987. Most foundations and trusts accept only written applications.

Research by Dee Gill

TIRR TRUSTEE IDENTIFICATION OF OTHER FOUNDATIONS' TRUSTEES

ABERCROMBIE FOUNDATION

BOB SALE	KNOWS SLIGHTLY	JOHN HOWENSTEIN
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M. D. ANDERSON FOUNDATION

BOB SALE	KNOWS WELL	GIBSON GAYLE
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JERRY ANDREW	KNOWS SLIGHTLY	GIBSON GAYLE
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DR. SPENCER	KNOWS SLIGHTLY	GIBSON GAYLE
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BOB SALE	KNOWS SLIGHTLY	A. G. MCNESSE, JR.
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DR. SPENCER	KNOWS SLIGHTLY	A. G. MCNESSE, JR.
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BROWN FOUNDATION

BUD SHIVERS	KNOWS	ALICE PRATT NEGLEY DORN
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BUD SHIVERS	KNOWS	WILLIAM WALTER NEGLEY
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BOB SALE	KNOWS WELL	GEORGE R. O'CONNOR
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BOB SALE	KNOWS SLIGHTLY	MACONDA BROWN O'CONNOR
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BOB SALE	KNOWS SLIGHTLY	M. S. STUDE
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COCKRELL FOUNDATION

BOB SALE	KNOWS SLIGHTLY	ALF ROARK
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BUD SHIVERS	KNOWS	ALF ROARK
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BOB SALE	KNOWS WELL	ERNEST COCKRELL
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BUD SHIVERS	KNOWS	ERNEST COCKRELL
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DR. SPENCER	KNOWS SOMEONE WHO KNOWS	ERNEST COCKRELL
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BOB SALE	KNOWS WELL	JANET COCKRELL
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CULLEN FOUNDATION

DR. SPENCER	KNOWS SLIGHTLY	WILHEMINA CULLEN ROBERTSON
BOB SALE	KNOWS WELL	ROY HENRY CULLEN
JERRY ANDREW	KNOWS SLIGHTLY	ROY HENRY CULLEN
DR. SPENCER	KNOWS SLIGHTLY	ROY HENRY CULLEN
BOB SALE	KNOWS WELL	ISAAC ARNOLD
JERRY ANDREW	KNOWS SLIGHTLY	ISAAC ARNOLD
DR. SPENCER	KNOWS SLIGHTLY	ISAAC ARNOLD
BOB SALE	KNOWS WELL	JOSEPH GRAF
JERRY ANDREW	KNOWS WELL	JOSEPH GRAF
BOB SALE	KNOWS SLIGHTLY	A. FRANK SMITH, JR.

Bob Sale

Howard Wolf
Greg Anderson

FARISH FUND

JERRY ANDREW	KNOWS SLIGHTLY	W.S. FARISH, III
DR. SPENCER	KNOWS WELL	W.S. FARISH, III
BOB SALE	KNOWS WELL	DAN JAPHET
JERRY ANDREW	KNOWS WELL	DAN JAPHET

FISH FOUNDATION

BOB SALE	KNOWS SLIGHTLY	ROBERT J. CRUIKSHANK
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FONDREN FOUNDATION

BOB SALE	KNOWS WELL	DAVID UNDERWOOD
DR. SPENCER	KNOWS SLIGHTLY	DAVID UNDERWOOD
BOB SALE	KNOWS WELL	WALTER W. FONDREN, III

GILLSON-LONGENBAUGH FOUNDATION

DR. SPENCER	KNOWS WELL	SALLY LONGENBAUGH
DR. SPENCER	KNOWS WELL	LARRY LEVY
BOB SALE	KNOWS WELL	ADOLPH PFEFFER, JR.

HOBBY FOUNDATION

DR. SPENCER	KNOWS SLIGHTLY	OVETA CULP HOBBY PRESIDENT
BUD SHIVERS	KNOWS	OVETA CULP HOBBY
BUD SHIVERS	KNOWS	WILLIAM P. HOBBY, JR. VICE PRESIDENT
BOB SALE	KNOWS SOMEONE WHO KNOWS	WILLIAM P. HOBBY, JR.
DR. SPENCER	KNOWS SLIGHTLY	WILLIAM P. HOBBY, JR.

HOUSTON ENDOWMENT

DR. SPENCER	KNOWS	CHARLES BEALL	WHO KNOWS	HOWARD CREEKMORE
"	"	BEN LOVE	"	"

MOODY FOUNDATION

DR. SPENCER	KNOWS WELL	ROBERT L. MOODY
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SID H. RICHARDSON FOUNDATION

BUD SHIVERS	KNOWS	PERRY R. BASS
DR. SPENCER	KNOWS MR. VEHNER	WHO KNOWS PERRY R. BASS,
		SID R. BASS AND LEE M. BASS
BUD SHIVERS	KNOWS	NANCY LEE BASS

R. G. K. FOUNDATION

BUD SHIVERS	KNOWS	GEORGE KOZMETSKY
" "	" "	RONYA KOZMETSKY
" "	" "	GREGORY A. KOZMETSKY
" "	" "	CHARLES HURWIRZ

STRAKE FOUNDATION

JERRY ANDREW	KNOWS WELL	GEORGE STRAKE, JR. PRESIDENT
BOB SALE	KNOWS WELL	GEORGE STRAKE, JR.,
BUD SHIVERS	KNOWS WELL	GEORGE STRAKE, JR.
DR. SPENCER	KNOWS SLIGHTLY	GEORGE STRAKE, JR
BOB SALE	KNOWS WELL	GEORGE STRAKE, III
BOB SALE	KNOWS SLIGHTLY	GEORGANNA S. PARSLEY
BOB SALE	KNOWS SLIGHTLY	SUSAN S. DILWORTH
BOB SALE	KNOWS WELL	FRED T. MAGEE, JR.
JERRY ANDREW	KNOWS WELL	BURK O'ROURKE

TURNER FOUNDATION

JERRY ANDREW	KNOWS WELL	T. R. RECKLING, III PRESIDENT
BOB SALE	KNOWS SLIGHTLY	T. R. RECKLING, III
DR. SPENCER	KNOWS SLIGHTLY	CLYDE J. VERHEYDEN
DR. SPENCER	KNOWS SLIGHTLY	E. C. SCURLOCK

ALLAN SHIVERS, JR.
AUSTIN, TEXAS 78701

1110 MBANK TOWER

TELEPHONE (512) 472-8463

January 28, 1987

Dr. William A. Spencer, M.D.
President
The Institute for Rehabilitation and Research
1333 Moursund Avenue
Houston, Texas 77030

Dear Bill,

I hope this letter reaches you by your requested deadline for giving you prospective donors for T.I.R.R. The names I have listed below are all people I know personally and am willing to contact by letter and follow-up phone call if you will send me some information that I might enclose in a letter to them. Of course, I don't need to handle it this way. I will be glad to work in whatever fashion you and your staff have designed.

I would suggest that you add the following prospective donors to your list:

Mrs. Dorothy G. Baldwin
3839 Inverness
Houston, Texas 77019

Mr. Al Lum
Al Lum Properties
1331 Lamar, Suite 1200
Houston, Texas 77010

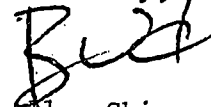
Mr. Mike Rutherford
2550 Two Shell Plaza
Houston, Texas 77002

Mr. Gerald Smith
Chief Executive Officer
Allied Bancshares of Houston
808 Travis, P. O. Box 3326
Houston, Texas 77253

Mr. Gary E. Morrison
Triple M Drilling Company
5051 Westheimer, Suite 620
Houston, Texas 77056

I hope that you have given some thought to finding a development officer to working full time with the Foundation. I think it would be hard for us to sustain a consistent effort without such person on board. I look forward to seeing you soon.

Sincerely,



Allan Shivers, Jr.

AS,Jr./dg

HOUSTON CORPORATE EXECUTIVES

<u>Executive</u>	<u>Position</u>	<u>Company</u>	<u>Who Knows</u>
Adams, Jim	Pres.	Southwestern Bell Telephone	
Allison, Robert J. Jr.	Chmn.	Anadarko Petroleum Corp.	
Anderson, D. Kent	Pres.	Allied Bancshares Inc.	BS
Arnold, Daniel C.	Chmn.	First City Bancorp of Tex	BS
Bowen, W. J.	Chmn.	Transco Energy Co.	BS
Bufkin, David I.	Chmn.	Texas Eastern Corp.	BS
Bullock, Thomas A.	Chmn.	CRS Serrine, Inc.	
Burguières, Philip	Chmn/CEO	Cameron Iron Works	
Canion, Rod	Pres.	Compaq Computer Corp.	BS
Cizik, Robert	Chmn.	Cooper Industries	
Clay, Orson C.	Pres.	American National Insur.	BS
Clayton, Donald	Pres.	Meridian Oil	
Clemons, Ralph H., Jr.	Pres.	Daniel Industries, Inc.	
Comer, Clarence C.	Pres.	Southdown, Inc.	
Diesel, J. P.	Pres.	Tenneco, Inc.	JA
Drury, John E.	Pres.	Browning-Ferris Indus.	
Dunlap, Jim	Pres.	Texaco USA	
Fatjo, Tom J.	Chmn.	LivingWell, Inc.	BS
Fox, William	V.P.	Citicorp USA	
Gals, Barry	Chmn/CEO	Seagull Energy Corp.	
Gilleland, Richard A.	Chmn/CEO	Intermedics, Inc.	
Gipson, William E.	Pres.	Pogo Producing Co.	
Griffin, W. A.	Chmn.	Daniel Industries, Inc.	
Gross, Jenard M.	Pres.	United Financial Group	
Guinee, W. Fenton, Jr.	Pres.	Anderson, Clayton & Co.	
Gunther, Don	Pres.	Bechtel	
Heimbinder, Isaac	Pres.	U. S. Home Corp.	
Hemelgarn, Ron	Pres.	Livingwell, Inc.	
Hendrix, Dennis	Pres.	Texas Eastern Corp.	
Hinds, Jackson C.	Chmn.	Entex, Inc.	
Hook, Harold S.	Chmn.	American General Corp.	BS
Howe, Richard J.	Pres/CEO	Pennzoil Company	
Hunsucker, Robert D.	Pres.	Panhandle Eastern Corp.	
Hurwitz, Charles E.	Chmn.	United Financial Group	
Hutchins, Bob	Chmn.	Gemcraft, Inc.	
Jordan, Don D.	Chmn.	Houston Industries	JA
Ketelsen, James P.	Chmn.	Tenneco, Inc.	
Kistler, W. A.	Chmn.	Baker Tools	

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Houston Corporate Executives

<u>Executive</u>	<u>Position</u>	<u>Company</u>	<u>Who Knows</u>
Langham, Thomas H.	Pres.	Stewart & Stevenson	
Lassiter, Robert J. Jr.	Chmn/CEO	Zapata Corp.	
Lay, Kenneth L.	Chmn.	Enron Corp.	BS
LeBlanc, R. A.	Chmn.	Keystone Intl. Inc.	
Liedtke, J. Hugh	Chmn/CEO	Pennzoil Company	
Liedtke, Wm C., Jr.	Chmn.	Pogo Producing Co.	
Lindig, Bill M.	Pres.	Sysco Corp.	
Lorenzo, Frank	Chmn/CEO	Texas Air Corp.	
Love, Ben	Chmn/CEO	Texas Commerce Bancshares	BS
Lowenbaum, G. Walter II	Chmn.	Southdown, Inc.	
Lubetkin, Alvin	CEO	Oshman's Sporting Goods	
Luigs, C. R.	Chmn/CEO	Global Marine, Inc.	BS
Maltz, Herschel G.	Pres.	Century Papers, Inc.	
Mischer, Walter M.	Chmn.	Allied Bancshares, Inc.	
Mitchell, George P.	Chmn.	Mitchell Energy & Develop.	
Morris, Carlross	Chmn.	Stewart Information Servcs.	BS
Morris, Stewart	Pres.	Stewart Information Servcs.	BS
Nicandros, C. S.	Pres.	Conoco, Inc.	
O'Shields, R. L.	Chmn.	Panhandle Eastern Corp.	
Palmer, C. R.	Pres.	Rowan Cos., Inc.	
Paul, James R.	Pres.	The Coastal Corp.	
Payson, Jeffrey P.	Chmn.	General Homes Corp.	
Pfeiffer, Carl E.	Pres.	Guanex Corp.	
Phillips, Harry J., Sr.	Chmn/CEO	Browning-Ferris Industries	
Poulos, Michael J.	Pres.	American General Corp.	JA
Reed, George F.	Chmn.	American Capital Mgmt. Res.	
Rodgers, James T.	Pres.	Anadarko Petroleum Corp.	
Rosen, Benjamin M.	Chmn.	Compaq Computer Corp.	
Seidel, John M.	Pres.	Enron Corp.	
Slocum, George S.	Pres.	Transco Energy Corp.	
Stallings, Lee	Sr. V.P.	Savings of America	
Steinberg, Michael	Pres.	Foley's	
Stevens, William D.	Pres.	Exxon USA	
Stewart, C. Jim II	Chmn.	Stewart & Stevenson	
Strudler, Robert J.	Chmn.	U. S. Home Corp.	

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Houston Corporate Executives

<u>Executive</u>	<u>Position</u>	<u>Company</u>	<u>Who Knows</u>
Tausch, Gilbert H.	Pres.	Camco, Inc.	
Teasley, Harry	Pres.	Coca-Cola Foods	
Utsey, John	Chmn.	Foley's	
Van Horn, V. H.	Pres.	National Convenience Strs.	BS
Veit, David M.	Chmn.	Camco, Inc.	
Waltrip, R. L.	Chmn.	Service Corp. Intn'l.	
Wilkinson, Bruce W.	Pres.	CRS Serrine, Inc.	
Woodhouse, John F.	Chmn.	Sysco Corp.	BS
Wyatt, Oscar S., Jr.	Chmn.	The Coastal Corp.	BS

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REVIEW OF FOUNDATION GIFTS TO T I R R (in thousands of dollars)

BENEFACTOR	Assets (mil\$)	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974
M D Anderson Fdn	78	100	100	100	100		100	25	225	25		2.5	2.5	102.5	
Arney Fdn	.4		1			1	1	1	.5	.5	.5				
R C Baker Fdn		10	35	25	12.5	37.5	25	25	22.5	20	20	20			
Brown Fdn	362								100						
Geo/Anne Butler Fdn	1.8												1	.5	
How/Isa Cameron Fdn	11									10					
Clayton Fund	20	100		100	100	100	100	25	100	25	50	25	25	25	25
Cockrell Fdn	36							2							
Farish Fund	53										20	10	5	10	5
Fondren Fdn	50														10
Gillson-Longenbaugh		15	10	7	1.8				70	105	55	50		15	
Geo/Mary Hamman Fdn	19									10	10	7.5	7.5		
Hamill Fdn										1	2.5	2.5	2.5	2.5	
Houston Endowment	352					500	500			.5		75		100	410
Burdine Johnson Fdn	.2							5	10	10	10	10	10	20	10
McAshan Trust	1.5					25	27.5	155.6		140.9	28.1	25	25	25	25
Moody Fdn	368					500	280	500							
Rienzi Fdn	1.6			2	.5	.5	.5		.5	.5	.5				
Bob/Vivian Smith Fdn	6.5								500	102	400	250			
Taub Fdn	2				1	11									
Turner Charitable Fdn	9				10										
West Fdn	8		2.5				10		10	10					
Wolff Memorial Fdn	11			15	5		25		25	15	15	50			
Wm/Ida Zinn Fdn					.8		3		.7	5					

file, case
shd. no.

**TIRR CASE DRAFT
(#240)**

In order to maintain its unparalleled record of success in helping severely physically disabled people to live independently, The Institute for Rehabilitation and Research (TIRR) needs to modernize and enlarge its building.

The hospital's Trustees, after investigating the most economical way to accomplish needed improvements, have adopted a plan to add a wing for up-to-date patient rooms and use vacated space for new treatment services that will complement existing programs. The total number of beds in the hospital will not be increased at this time.

TIRR's proposed new wing will replace antiquated, seven-bed wards with modern, attractive, state-of-the-art, rooms-with-bath for one, two or four severely disabled, handicapped patients. The new rooms will comply with current standards, which are considerably higher than those of 1959, when the facility was built for the treatment of polio victims.

The old wards will be converted to accommodate new day treatment and outpatient programs, which have been postponed for lack of appropriate space. The gain in space will provide long-needed flexibility for developing these new services at minimal cost.

The Institute's mission is to enable people with physical impairments to attain the best possible state of health, functional ability, and performance in daily living, so they can be productive members of society. To carry out this mission, TIRR provides a complete range of health restorative medical, and complete rehabilitation services including vocational and transitional services and support for victims of trauma with spinal cord injury, head injury, stroke, multiple amputations, and severe neuromuscular diseases. These coordinated higher individualized services are not provided elsewhere. To provide such intensity and quality of help, TIRR has had to delay replacement of facilities, being unable to fund. We did not want to build, using scarce and borrowed resources at the expense of providing these services.

TIRR is a pioneering leader, not only in medical rehabilitation but also in the concept of independent living, teaching disabled people the methods and skills needed to be free of reliance upon institutions, hospital and long term care like nursing or elderly family homes. TIRR's advances in medical treatment and in fostering meaningful employment for disabled people has contributed to significant improvement in society's attitude toward people with disabilities.

The Institute is the only hospital in the Southwest with comprehensive rehabilitation programs for both spinal injury and head injury. It is also the only hospital in the Texas Medical Center which has never rehabilitated its own physical plant.

The cost of TIRR's program of modernization and expansion is \$7,500,000. In order to take advantage of a depressed construction industry, which enabled them to get a fixed price bid from a reputable contractor, the hospital's Trustees decided to finance the project with tax-exempt bonds. (Fortunately, the bonds were issued prior to the market plunge of October, 1987.) To reduce the burden of this indebtedness upon the Institute's operating budget; however, the Trustees have determined to raise \$4,000,000 in tax-deductible contributions during the next two years.

Construction and improvements carried out in 1988, its 30th year of internationally recognized excellence, will enable TIRR to take full advantage of current technology, and its own considerable expertise, in pursuing its goal of facilitating its patients' productive participation in society.



COMMENTS

JUNE 29, 1988

The budget reflects the status of projected income at the beginning of 1988. In March of 1988, TIRR Annex rent fees began coming in at \$3,000 per month.

It is unfortunate that this budget reflects a deficit without explaining that the deficit is covered by contributions from the Hospital and TIRR Systems. Some donors request a copy of this budget and it looks like we operate very much in the red. Because of the way the Foundation is financed currently, it wouldn't matter if we raised \$5 million this year, we would still show a deficit because the money we raise is restricted for other purposes and not used for administrative costs.

I recommend the budget be redesigned to show the donation from TIRR and TIRR Systems so that we do not reflect a deficit.

TIRR Systems' reports of contributions from private resources is inaccurate because they will not include private money that comes directly to the Hospital as grants. Bonnie Brooks considers that those grants should not be counted on the Foundation books as contributed money. Currently her opinion has prevailed, although Dr. Spencer agrees that we need to reflect all private money in our reports. By not including money such as the Clayton Fund annual support for Rehab Engineering (\$240,000 annually) or the Meadows Grant to Orthotics (\$220,000 over three years--'87, '88, '89) in Foundation reports, it looks to potential donors who read our financial reports that we--the Hospital and Foundation--receive less private money than we actually do.

I have been compiling our own list of all private money, however, I feel very strongly that all contributions should be reflected in the formal financial statements for potential major donors to see that we are not operating in the red and that our administrative costs are less than 20 percent of contributions.

Deficit is made up of a \$30,000 donation from TIRR Systems and a \$30,000 donation from TIRR Hospital.

TIRR Foundation
Budget for Fiscal Year 1988

	January	February	March	April	May	June	July	August	September	October	November	December	Budget
Fundraising goal for 1988:	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,500,000
Revenues:													
Income from donor-restricted funds	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	28,800
Income from Endowment funds	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	78,000
Total revenues	8,900	8,900	8,900	8,900	8,900	8,900	8,900	8,900	10,500	8,900	8,900	8,900	106,800
Expenses:													
Salaries and wages	7,306	7,306	7,306	7,306	7,306	7,306	4,249	4,249	4,249	4,249	4,249	4,249	69,328
Fringe benefits	1,826	1,826	1,826	1,826	1,826	1,826	1,062	1,062	1,062	1,062	1,062	1,062	17,331
Professional fees	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	32,000
Supplies	67	67	67	67	67	67	67	67	67	67	67	67	800
Rentals and leases	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	1,333	16,000
Maintenance and repairs	42	42	42	42	42	42	42	42	42	42	42	42	500
Utilities	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Insurance	42	42	42	42	42	42	42	42	42	42	42	42	500
Travel	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Promotion and brochures	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	2,083	25,000
Other	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Depreciation	50	50	50	50	50	50	50	50	50	50	50	50	600
Total expenses	15,791	15,791	15,791	15,791	15,791	15,791	11,969	11,969	13,388	11,969	11,969	11,969	166,559
Excess (deficit) of revenues over expenses	(6,891)	(6,891)	(6,891)	(6,891)	(6,891)	(6,891)	(3,069)	(3,411)	(2,888)	(3,069)	(3,069)	(3,069)	(59,759)

September 9, 1987

~~Bonnie Brooks~~
Keep this copy in the
front of the cash
book.

T I R R F O U N D A T I O N

BUDGET 1988

REVISED NOVEMBER 9, 1987 FOR 12 MONTH PERIOD

STAFFING

\$63,727	SALARIES PLUS FRINGE FOR COORDINATOR, ONE FULL-TIME SECRETARY AND ONE HALF-TIME SECRETARY--20 percent of full-time secretary's salary, \$4,410, is being charged to the polio clinic as this person does some clinic work for Drs. Spencer and Vallbona. 5% increases have been included.
\$22,932	PRESIDENT'S SALARY PLUS FRINGE THROUGH JUNE
\$86,659	<u>TOTAL SALARIES</u>

CONSULTANT

\$20,000	FUNDRAISING CONSULTANT
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MATERIALS

\$1,000	ACKNOWLEDGMENT CARDS, STATIONARY, RECEIPTS, PROSPECT CARDS, PLEDGE CARDS, ETC.
\$10,000	FOUNDATION BROCHURES
\$6,000	VIDEO TAPE ON TIRR FOR MAJOR DONOR/PROSPECTS [Will try to get sponsor]
\$2,000	CHRISTMAS CARDS FOR DONORS
\$5,000	MISCELLANEOUS--DONOR RECOGNITION, SPECIAL EVENTS, ETC.
\$1,000	DONOR RESEARCH MATERIALS--REF. BOOKS, DATABASE INFO, ETC
\$25,000	<u>TOTAL MATERIALS</u>

EQUIPMENT

\$5,000	COMPUTERS
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OTHER

\$1,000	POSTAGE
\$1,500	TRAVEL, DUES AND FEES
\$800	SUPPLIES
\$1,680	REASONABLE ACCOMODATION [Restroom attendant for staff \$7 a day for 254 working days a year. Independent Living Research Utilization project pays for this for their staff. Their research director Peg Nosek says this is required under the law—504—as reasonable accomodation.

\$141,639 TOTAL OF ALL ABOVE

Plus

FINANCIAL SERVICES

\$18,000	THE FOUNDATION IS CURRENTLY BEING CHARGED \$1,500 A MONTH FOR FINANCIAL SERVICES FROM TIRR SYSTEMS
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\$159,639 TOTAL OF ALL ABOVE

Plus

OVERHEAD

\$19,020	RENTALS & LEASES based on current charges to Foundation of \$1,585 per month.
\$924	MAINTENANCE & REPAIRS based on charges of \$50 a month and \$324 to move.
\$2,700	UTILITIES based on current charges of \$225 a month.
\$5,400	INSURANCE current charge.

\$187,683 GRAND TOTAL