

Barry Colum - Illinois Inst. For Military & Occupational Studies

PHOTOCOPY
PRESERVATION



The Illinois Institute of Military and Occupational Studies

IIMOS Fax NO. (217) 544-4670

Date: 20 Dec., 93

To: Michael Schmidt, Director, Training, Corrections

From: Barry A. Colvin

Subject:

1. I realize that you will not read this until after the New Year, but I wanted to be sure and remember to send you this article. This supports what we have been arguing since 1984, Boot Camps, in themselves, do not work. We maintain that a program must have the following elements:

- A. The young people in the program should be there before they are convicted. This may be because they were identified as being at risk or through deferred prosecution, either way their first incentive for voluntarily entering the program is to avoid a record.
- B. The program must offer a sound academic and occupational training program. This means that they cannot be "short term". You simply cannot remediate deficiencies and move into advanced training in a matter of a few week or even a few months.
- C. The program must also have given them the social skills to survive once they return to the community (self-esteem, self-discipline and motivation). These are also the primary ingredients necessary to succeed on the job.

I hope you enjoyed the holidays. I look forward to meeting with you in the New Year.

Boot camp concept gets a second look

N.Y. TIMES NEWS SERVICE

ST. GABRIEL, La. — At a time when Congress is preparing to spend hundreds of millions of dollars to open more military-style boot camps for young offenders across the country, the camp concept is getting a skeptical second look from many academics and corrections officials.

These experts say the camps, heralded as a crime-fighting and cost-saving alternative to prison when the first of them opened a decade ago, have so far achieved meager results belying their popularity among politicians and the public.

note, as many as half of camp inmates — and in some cases even more — are unable to conform to the rigors of military life and fail to graduate from the program, which generally lasts from three to six months.

Even among those who graduate, recidivism rates are not substantially lower than among convicts released from regular prisons.

For these and other reasons, the critics say, the camps are likely to prove unsuccessful in achieving two central goals for which they were created: easing prison overcrowding and restraining the increase in the states' prison costs.

So when the experts speak of these spit-and-polish camps, like the one at the Elayne Hunt Correctional Center in this town west of New Orleans, they are careful to describe the merits of them in strictly qualified terms.

Dale Parent, who in 1989 did a study on boot camps for the National Institute of Justice, a research arm of the Justice Department, said in a recent interview: "I remain convinced that for a few offenders, they're a good idea. I'm not sure who those of-

others are not being imprisoned by the

gist at the University of Maryland, who has found no significant difference between camp graduates and former prison inmates in the rate at which they are returned to custody for subsequent offenses.

And Parent, a senior analyst at Abt

See CAMP on page 5

CAMP

From page 1

Associates, a research firm in Cambridge, Mass., concluded in a recent article that boot camps were in fact "more likely to increase prison population, crowding and total correction-

The skepticism among the academics, and among a number of longtime senior corrections officials and General Accounting Office investigators as well, coincides with a pronounced congressional enthusiasm for boot camps.

A \$3 billion provision of the anti-crime bill passed by the Senate last month would earmark most of that sum to grants that would enable the states to continue expanding their camp programs.

The Senate bill must still be reconciled with a less ambitious House version, whose counterpart provision totals \$600 million, but the final number that emerges from Congress is expected to be closer to the Senate's than to the House's.

Passage of both bills came little more than six months after the General Accounting Office, the investigative and auditing arm of Congress, issued a report concluding that al-

**A recent article
concluded that boot
camps were in fact
more likely to increase**

**crowding and total
correctional costs than
to decrease them.**

though most states' camp programs were too new for an entirely meaningful evaluation, "there is no clear indication that boot camps have measurably reduced recidivism."

Further, the report said, whatever marginally lower recidivism rates have already been recorded tend to diminish over time.

MEMORANDUM
OF CALL

Previous editions usable

TO:



YOU WERE CALLED BY--



YOU WERE VISITED BY--

OF (Organization)



PLEASE PHONE



FTS



AUTOVON



WILL CALL AGAIN



IS WAITING TO SEE YOU



RETURNED YOUR CALL



WISHES AN APPOINTMENT

MESSAGE

Ken Montoya
recommended
he call.

RECEIVED BY

CW

DATE

11-8

TIME

1030

63-110 NSN 7540-00-634-4018

STANDARD FORM 63 (Rev. 8-81)

Prescribed by GSA

FPMR (41 CFR) 101-11.6

U.S. GOVERNMENT PRINTING OFFICE: 1991 281-781/40014

- Ken Montoya

Illinois Institute for Military
& occupation

• Aimed at at-risk kids (

academic & occupational Training

Military-type Institution
- staffed by former military

• Community College teach
• Leadership Training

• 2 sites - Iowa - Naval Air Station
Illinois - Army base

• Sen Harkin put \$2 million in DOE

vocational Ed
• School-to-work

Need Development cash
Discretionary cash?

not a boot camp - more like ROTC

24 months Goals

- Civilian Jobs
- College Program
- Military Future

Israel Programs

- Want to be self-sufficient
- private support

Community Service Component

- repairing housing
- Habitat for Humanity

role model

- Got money in 94

- 500,000 up front
- Jan? - 2 early



The Illinois Institute of Military and Occupational Studies

IIMOS Fax No. (217) 544-4667

Date: 8 Nov., 93

To: Michael Schmidt, Domestic Policy Council

From: Barry A. Colvin

Subj:

I want to thank you for returning my call this morning. I am FAXing our Executive Summary and a cover sheet, hopefully this will provide you with the needed information. I will be sending a more complete package this afternoon.

I look forward to talking again on Friday morning. Please call at any time if there is any further need for additional information.



The Illinois Institute of Military and Occupational Studies

What IIMOS is not:

- IIMOS is not a "boot camp" or a correctional program.
- IIMOS is not a reform school.
- IIMOS is not a "last chance" or a program for "failures".
- IIMOS is not a residential treatment center that is run by or for state social services.

What IIMOS is:

IIMOS is a military institution that:

- Is not a "last chance" but an excellent chance of receiving the needed academic and occupational training necessary to become self sufficient adults.
- Recruits, not failures, but young people who have been failed by the traditional system, who's true potential has yet to be developed.
- Is an institution that trains youth to become leaders in their community by forming them into members of an elite corps.
- Is an institution who's "treatment" is
 - Education and training
 - Physical Fitness and Physical Challenges
 - Building self-esteem through:
 - Service to the Community
 - Responsibility through Leadership
 - And pride through membership in an Elite Organization.

This is accomplished in a structured environment, provided to young people 16 - 20 years old, who have found that the traditional institutions of education have failed to meet their needs and who lack the academic and occupational skills necessary to secure employment.



The Illinois Institute of Military and Occupational Studies

Executive Summary

During the last five years 166,901 Illinois students have dropped out of high school. In the nation as a whole the Federal Government figures show a population of 5.5 million high school dropouts nationwide with an additional 3.8 million high school graduates who graduated lacking competency. These figures alone are enough to suggest a crisis in education. According to a General Accounting Office report of May 11, 1990 while the United States is "renowned world wide for its college and university systems which provides an extensive opportunity for higher education" the crisis is with the 50% of students who are not college bound. For these students "U.S. education and training often provides inadequate preparation for employment."

The future of these individuals is bleak. It is presently estimated that 58.6% of Public Aid recipients are high school dropouts. Additionally 38.4% of the current Illinois prison population did not finish high school. This population composes a major portion of the clients served by human service agencies in Illinois and across the nation. While there may have been a time when a person could have left school before graduation and still found productive employment, those days are long past.

With the increased emphasis on technology and an abundance of high school graduates, and college graduates as well, competing for available employment the dropout and the semi-literate high school graduate stand little chance of finding truly productive employment. This situation has become even more acute as traditional avenues of post high school training have become closed to these young people.

One of the most traditional routes for acquiring both the vocational and social skills necessary has been the United States Military. For many young people the military provided them with the structure and discipline they had lacked in their lives. Perhaps even more importantly the Military taught these people how to succeed and this was a lesson they took with them through the rest of their lives. Today, the individuals who could most benefit from this experience are the ones least likely to have the opportunity to do so.

The Illinois Institute For Military and Occupational Studies intends to offer the most positive elements of military service to both the high school dropout and the academically deficient high school graduate through a two year, success oriented program of academic and occupational training.

Working in partnership with Parkland Community College and the University of Illinois School of Social Work, IIMOS provides a militarily structured environment with the mission of providing the academic,

occupational and social skills necessary for these young people to pursue socially productive lives.

Phase I

The ITMOS program begins with a 90 day recruit training phase in which the emphasis is placed on physical challenges. During this 90 day period the U of T School of Social Work will do a social assessment of each cadet while Parkland College does an academic assessment. The results of these will be used to determine the academic curriculum provided to each class, based on the needs of that class.

Phase II

Following "recruit training" the cadets, having successfully met the physical challenges of the first phase, are placed back into the classroom to meet the academic challenges of the second phase. For the next eight months the cadets will be provided the academic fundamentals necessary to enable those without a high school diploma to complete their G.E.D., to improve the ASVAB (Armed Services Vocational Aptitude Battery) scores of all cadets to a level acceptable for enlistment and to provide all with the academic foundation to enter the occupational training phase of the program.

Phase III

During the third phase of the program the cadets will participate in a 30 day field training program. The cadets will be transported to a community where they will participate in such activities as the construction or rehabilitation of housing to be used for economically disadvantaged families; the development of athletic fields; or the repair and rehabilitation of other recreational facilities in economically distressed neighborhoods.

During this phase the cadets will also sharpen their skills in map reading, orienteering and other similar activities. They will participate in activities designed to enhance them as both team members and as individual leaders.

Following the third phase the entire institution will participate in a military parade in recognition of the accomplishments of those cadets returning from field training. At this time the cadets will receive promotions and other awards in recognition of their success in the first year of the program. These cadets will be given a two week leave. This leave will serve not only as a period of much needed rest and relaxation, but will also afford the families of these cadets the opportunity to recognize the achievements of their son or daughter to that point.

Phase IV

Upon returning from their two week leave the cadets enter the final phase of this program, occupational training. This phase will offer

occupational courses that have been developed with the direct assistance of private sector employers. This phase will provide the cadets with real skills for real jobs.

Also during the fourth phase the cadets will assume the leadership positions within their unit. The cadets will, in effect, be responsible for their own supervision. They will actually run their unit with the regular staff providing guidance.

The obligation of IIMOS towards the cadet does not end when the cadet completes their course of instruction. The institution's obligation ends only after the cadet has either found employment in the private sector, enlisted in the military or has been accepted by a four year institution of higher education, dependent upon the desire of the cadet.

When fully operational the institution will have 1,000 cadets on campus at any one time. The cadets will be divided into three battalions of 300 to 350 cadets. The battalions will start on eight month rotating intervals.

The cadets will be recruited from those individuals who have been turned down for enlistment, from those individuals who have been identified at risk by their communities, and from the drop out population at large.

The IIMOS staff will be comprised of former military professionals with proven leadership skills and long experience in working with young people. The skills of these individuals will be enhanced by a training program designed and delivered by the U of I School of Social Work.

The faculty and courses provided at IIMOS will come through Parkland Community College. All course work that is not remedial in nature will earn the cadet credited college hours through Parkland College. All cadets will have earned 15 college hours in order to complete the program. The institution has set a goal of 30 or more earned hours for 90 to 95% of all graduates.

It is the position of the Illinois Institute for Military and Occupational Studies that success and failure are taught. The individuals for which this program is designed have already learned to fail time and time again. It is our obligation to teach them to succeed. The mission of the IIMOS staff is to insure that every cadet who makes the effort will be successful.



The Illinois Institute of Military and Occupational Studies

IIMOS Fax No. (217) 544 4670

Date: ² Dec., 93

To: Michael Schmidt, Domestic Policy Council

From: Barry A. Colvin

Subj: List of Foundations, as sent to Ken Montoya

I am still trying to obtain the list of foundations interested in "new collaborations" published by the Mott Foundation. We called their number and were only able to reach voice mail. We placed an order and understand that it will be two weeks before it will be mailed.

We have done some research on our own and have put together a list of foundations we believe could be helpful to this project. The primary search criteria was foundations who's interest was in education, post-secondary education and youth. I have two lists, one contains Illinois based foundations and the other list foundations outside Illinois that have, or are, funding programs outside their base state.

Our primary interest is to find a foundation that is interested in an "active partnership", that would be willing to provide some development funding and help us work with the appropriate Federal Agency (Justice) to put together the bulk of the funding. If these foundations receive a call from you or Michael, they will take the approach much more seriously because our legitimacy (for them) is greatly enhanced.

In my conversations with Justice it has become very clear that this type of partnership is a big plus with their programs.

The list is as follows:
Illinois Foundations

The Allstate Foundation 708-402-5502
Amaco Foundation Inc. 312-856-6306
Arthur Andersen Foundation 708-381-8134
Archer-Daniels-Midland Foundation 217-424-5200
Helen Brach Foundation 312-372-4417
The Chicago Community Trust 312-372-3356 (must understand that large number of cadets will be from Chicago)
John D and Catherine T MacArthur Foundation 312-726-8000
Robert R. McCormick Foundation 312-222-3512 Gen. Neal Creighton (He knows about the program and has some interest, such a call could get them to reconsider involvement)

The Sears-Roebuck Foundation 312-075-8337 or 312-875-7112
United Airlines foundation 708-952-5714
Fredrick S. Upton Foundation 312-732-4260
Woods Charitable Trust Inc. 312-702-2698
Field Foundation of Illinois 312-263-3211
Ronald McDonald Children's Charities 708-575-7048

Foundations outside Illinois

Pew Charitable Trust 215-575-9050 Ellen Burbanke
Ford Foundation 212-573-4811
Annie E. Casey Foundation 203-661-2773
Carnegi Corporation 212-371-3200 Sara Anderson
Coca Cola foundation 404-676-2568 Don Green
W. W. Kellogg foundation 616-968-1611 Nancy Sims
Pitway Corp. Charitable Foundation 312-621-0566 Ruth Belzer (Chicago Il.)
Aetna Foundation 203-273-3483 Diane Jackson
J.M. McDonalds Foundation 607-756-9283
William and Flora Hewlett Foundation 415-329-1070 Marianne Pallotti
Clorox foundation 510-271-7743 Patricia Marino
Public Welfare Foundation 202-963-1000

(We slipped and put Pitway Corp on the out-of-state list.)

I am still working on getting the "Mott" list and will send it on as soon as I have it.



The Illinois Institute of Military and Occupational Studies

IIMOS Fax No. (217) 544-4670

Date: 9 Dec., 93

To: Michael Schmidt, Domestic Policy Council

From: Barry A. Colvin

Subj: Refinement of list sent previously

We have been working to refine the list of foundations previously FAXed to both you and Ken Montoya. Yesterday I talked with Dr. Harold Richmond, Director, Chapin Hall Center for Children, University of Chicago (they compiled the list published by the Mott foundation). Harold is very familiar with our project and has advised us from time to time. With his help, and help from others, we have narrowed the list of possible foundation partners to the following:

Pew Charitable Trust (Should be very open to inquiry from the administration)
 Rockefeller Foundation New York, N.Y.
 Edna McConnell Clark Foundation (Justice Programs), New York, N.Y.
 The Danforth Foundation, St. Louis Mo.
 The Ford Foundation, New York, N.Y.
 George Gund Foundation, Cleveland Ohio
 Joyce Foundation, Chicago Ill.
 John D. and Catherine T. MacArthur Foundation, Chicago Ill.
 The McKnight Foundation, Minneapolis Minn. (Usually confine their projects to the Minneapolis area, but could have an interest in project of National Significance)
 Prudential Foundation, Newark New Jersey
 Surdna Foundation New York N.Y. (Although considered long shot, they have reorganized and they are large enough to be considered)

Harold also informs me that Ann Rosewater, who compiled the list for the Mott Foundation is now a Deputy Assistant Secretary at HHS in Administration for Children and Families (401-5180). He believes she could be helpful in this matter.

Again, I appreciate your assistance and support in this effort.

Jim Swan - BJA

307-5874

- Discrepancy

Harkin money in ed Budget aimed
at this program

Drug Demand Assistance TF
Reduction

captain park

D of Navg

liaison person



The Illinois Institute of Military and Occupational Studies

IIMOS Fax No. (217) 544-4670

Date: 7 Dec., 93

To: Michael Schmidt, Domestic Policy Council

From: Barry A. Colvin

Subj:

The following article ran in the "State Journal Register" yesterday. I believe it illustrates the problems with the "Boot Camp" approach which are:

1. If sentenced a person is still a convicted felon. You need to get these kids before they get to this stage. Using a "differed prosecution" approach and actively recruiting kids that have been identified as being "at risk" allows you to keep their records clean.
2. The Boot-Camp approach may provide discipline and may even provide some self esteem for having completed the program. Unfortunately, this is not enough, these kids need to greatly improve their academic standing and receive real-skills occupational training so that they can seek out meaningful employment, rather than being turned down for short term work at or below minimum wage.

I greatly appreciate all of the effort you have given to this project. I believe the time is finally right for what we are doing. We need to launch IIMOS as a national pilot project.

Boot camp grad's flood experience no help in job hunt

By SARA RIMER

N.Y. TIMES NEWS SERVICE

"What are you looking for?" the woman behind the desk at the job placement agency in downtown Chicago said to the broad-shouldered young man standing before her.

"Anything," he said, clutching his cap nervously. "Anything."

The woman asked what his last job had been.

"Burger King."

And when was that?

His voice was low; "1991."

The woman asked what he had been doing since.

He swallowed. "I've been in boot camp." And then, in the silence, he added quickly: "For young men going down the wrong road."

His name is Greg Yance. He is 23, a convicted drug dealer four months out of the Illinois Department of Corrections' Marine-style boot camp. What he did not tell the woman — indeed, what he did not get the chance to tell anyone at the downtown hotels, department stores, restaurants and drugstores where he has been looking for work — was that as part of boot camp he had fought the Mississippi River last summer, and in that war he was a hero.

To the people doling out job applications, boot camp might just as well be prison. But to Greg Yance, those four months transformed him. "We say: 'We graduate from boot camp; we can do anything,'" he said.

Hurling sandbags along the levees was the best job he has ever had. "We had a purpose," he said. "People thanked us."

The people of what used to be the tiny town of Niota, have given testimonials about how for eight days last July Yance and his fellow inmates gave their all to hold back the river, and to try to save their town. The other inmates nicknamed Yance "nature boy" because he was always pointing out the rabbits and birds. He was also the one who wrote the songs they sang as they worked. One refrain: "I'll be your sandbagger, baby; I'm gonno sandbag all night long."

When the levee finally broke, Yance wept. He and the other inmates had to be ordered away from the river. The people of Niota are white, the inmates mostly black.

"It didn't matter what color you was," he said. "The only thing mattered was how loud can you sing, and how fast can you throw the bags," said Yance, who had led the singing.

After they had moved onto the town — people up and down the river were pining for their help — the

Inmates received a thank-you card, covered with signatures, "with love from your Niota family."

His three-minute conversation with the woman at the employment agency was the only interview Yance had in a day spent going from the Marshall Field department store to six downtown hotels to a restaurant with a "help wanted" sign in the window. In a month of looking, he said to a visitor to Chicago, he has had only one other interview, equally brief, at a new Walgreen's downtown.

He said he had a good feeling about Walgreen's. "I was sure they were going to call me," he said. Yance says he spends three days a week looking for work, and two days at home waiting for phone calls — calls that don't come.

What Greg Yance would like to tell all the personnel people downtown who seem not to have noticed him is this: "I've worked 18-hour days for \$3 a week — throwing sandbags down to dusk, stepping in water with snakes and insects I never seen before. It was 110 degrees. Our uniform be soaked with sweat when we finished. After all that, we still got to do our PT — physical training — push-ups, jumping jacks, stomach crunches. Then we jog our 3 miles. I'm a hard worker. I'll start at the bottom. Making \$3 an hour would be a big accomplishment for me."

One of Yance's references is John McCorkle, the superintendent of the boot camp, in Roodhouse. McCorkle, a 6-foot, 5-inch Vietnam veteran who specializes in intimidating inmates, said he would give Yance a glowing recommendation.

"You could see Yance's leadership qualities," he said in a telephone interview. "He was the one who came out singing. He noticed all the little things, like the wildlife. He showed me he had a good heart, a strong heart. He's extremely bright. I wish I could put him in a uniform and have him be an officer here. Wouldn't he be great?"

For now, though, Yance is back where he started, in one of Chicago's poorest and most violent neighborhoods, on the west side, where when he was 8 years old his father was shot to death. Yance himself carries a bullet in the back of his neck, though he was shot in Rockford, where his mother had sent him to live with relatives several years ago in hopes that he would be safer there, but where he ended up selling drugs.

Twenty years ago a young man like Greg Yance might have found work in the neighborhood tool and die factories; today they are mostly shut down. The one growth industry, it seems, is drug dealing. Yance said that when he got home last August the local kingpin himself extended a job offer. Asked if he had considered it, he said: "I'm not going to lie to you.

I've thought about it. I be thinking I could make \$100, then \$200. I want to give it to my mama, but she'll ask me where I got it."

And so the other morning, like many mornings since he got off his three-month, at-home detention at the end of October, Yance went looking for legal work.

His mother, Yvonne Yance, 39, who for 13 years has worked as a secretary in the state welfare office, had some advice for the oldest of her three children as he left the house: "Be positive."

Battling a wild river seems easy, compared to what Greg Yance faces now. Last summer was war: It did not matter that he had been expelled from school in the 10th grade for packing a gun, nor that he had belonged to the Vice Lords, nor that he sold drugs.

Now, he is looking for a job in a town where even law-abiding citizens cannot find work. His resume is a piece of lined paper on which he has painstakingly printed his former jobs: Burger King, setting up rooms for conventions at the Holiday Inn O'Hare, selling hot dogs at the Lincoln Park Zoo, cook at a fast food restaurant.

First stop: Marshall Field; they might need stock boys for the Christmas rush. On the street outside, he smoked a cigarette while men and women hurried by with their briefcases. "I'm nervous," he said.

He took the small black-pearl stud from his left ear and removed his cap. "Respect," he said. One question on his job application: Have you ever been convicted of a felony? Yance wrote "yes," with a note that he would explain in an interview. When he handed the form to the receptionist, she informed him that all the Christmas jobs were taken.

"That's okay," he said, heading back to the street. "Someone might quit. They might call me."

For the next four hours, with a biting wind blowing up from Lake Michigan, he walked from one hotel to the next, filling out applications for security guards, cashiers and restaurant workers.

One of his last stops was the new Shcruton, where a year ago 9,000 people, many of them unemployed professionals, had waited in a brutal snowstorm for a chance to be busboys and housekeepers. Five hundred were hired. There was nothing for Greg Yance.

It was inside the Marriott that he spotted the ADIA employment agency. The woman there said she would keep him in mind for temporary office and "light industrial" work. Afterward, Yance confided that he had considered lying: "I wanted to tell her I was in college."

He earned his high school equivalency degree in boot camp. He would like to go to college. He has a lot of big dreams. He talks of becoming a psychologist. Or moving to Niota. "I dream of Niota," he said. "Me with a farm, and corn."

But right now Niota is just that, a dream. The 250 townspeople, many of them factory workers, who once lived there are hoping the federal government will buy their ruined homes so they can relocate. While they still talk reverently of the inmates, they are too anxious about their own futures to be in a position to try to help Greg Yance, or anyone else.

Jobs that Yance might once have gotten in Chicago — driving a truck, say, or working in a factory — seem beyond his imagination. Thinking wistfully of last summer, he said that he would like to work with his hands. "That's what I'm best at — back-breaking work," he said.

The next morning he went downtown again, still searching. In a phone call that night, his voice was flat. "One of my friends got killed today," he said. "He was out there selling drugs. Somebody drove by and shot him in the head. I seen the ambulance when I was coming home."

No, Yance said, he did not cry. "Same old thing," he said. "Another life wasted."

He didn't find a job last week. He plans to continue his search this morning.



The Illinois Institute of Military and Occupational Studies

IIMOS Fax No. (217) 544-4670

Date: 7 Dec., 93

To: Michael Schmidt, Domestic Policy Council

From: Barry A. Colvin

Subj: List of foundations compiled by the Mott Foundation

I just received the list of foundations that was compiled by the Mott Foundation, it was sent by the University of Michigan. I am still waiting for the complete brochure, it should arrive in two weeks.

Some of the foundations named on this list are also no the one I FAXed to you last week, some are not. As I understand the premise that this list was compiled on, these are foundations that are all interested in better serving both children and families. Programs aimed at improving the educational and training standards of at risk youth are included in this concern. These foundations are, as I understand it, interested in active partnerships in designing new and innovative programs. If we could find just one that would agree to participate in this program it would be a giant leap forward.

OMB - cut 1/18/94

ehm.

PREFACE

Through the sponsorship of the Council on Foundations, Grantmakers for Children, Youth and Families brings together donor organizations with common concerns. A number of these donors have been meeting in recent months to discuss needs for innovation and reform in comprehensive services and family income security. This memorandum is an outgrowth of these meetings, and is submitted by representatives of the following philanthropic organizations:

Mary Reynolds Bahenck Foundation, Winston Salem, North Carolina	Janet Memorial Foundation, Roselle Park, New Jersey
Aunie E. Casey Foundation, Greenwich, Connecticut	Johnson Foundation, Racine, Wisconsin
Edna McConnell Clark Foundation, New York, New York	Walter S. Johnson Foundation, Menlo Park, California
Community Foundation of Greater Memphis, Memphis, Tennessee	Joyce Foundation, Chicago, Illinois
The Danforth Foundation, St. Louis, Missouri	W.K. Kellogg Foundation, Battle Creek, Michigan
The Aaron Diamond Foundation, Inc., New York, New York	John D. and Catherine T. MacArthur Foundation, Chicago, Illinois
Eureka Foundation, Washington, D.C.	The McKnight Foundation, Minneapolis, Minnesota
Foellinger Foundation, Inc., Fort Wayne, Indiana	Meyer Memorial Trust, Portland, Oregon
The Ford Foundation, New York, New York	Charles Stewart Mott Foundation, Flint, Michigan
Foundation for Child Development, New York, New York	The New York Community Trust, New York, New York
Frederick Foundation, Grand Rapids, Michigan	James C. Penney Foundation, New York, New York
Fund for New Jersey, New Brunswick, New Jersey	The Pittsburgh Foundation, Pittsburgh, Pennsylvania
William T. Grant Foundation Commission on Youth and America's Future, Washington, D.C.	Prudential Foundation, Newark, New Jersey
George Gund Foundation, Cleveland, Ohio	San Diego Community Foundation, San Diego, California
Minam and Peter Haas Fund, San Francisco, California	San Francisco Foundation, San Francisco, California
Howard Heinz Endowment, Pittsburgh, Pennsylvania	Stuart Foundations, San Francisco, California
Vita I. Heinz Endowment, Pittsburgh, Pennsylvania	Sardna Foundation, New York, New York
The William & Flora Hewlett Foundation, Menlo Park, California	Tides Foundation, San Francisco, California
Hunt Alternatives Fund, Denver, Colorado	Victoria Foundation, Montclair, New Jersey
The James Irvine Foundation, San Francisco, California	Woods Charitable Fund, Chicago, Illinois
	The Zellerbach Family Fund, San Francisco, California

The submitters are grateful to Ann Rusewater, senior associate at the Chapin Hall Center for Children at the University of Chicago, for her assistance in preparing this memorandum. The submitters have designated Barbara Blum, president of the Foundation for Child Development (345 E. 46th St., New York, NY 10017; 212-697-3150), as spokesperson for follow-up purposes.

DEC 08 '93 14:57 U OF M ETP

P02

based involvement in human services, as well as in other anti-poverty efforts.

"Although we realize the federal government faces many demands and cannot respond to every need, we believe children should be very high on the agenda," the memorandum says.

"The coming of a new administration and a new Congress renews opportunities to foster innovation and reform on behalf of vulnerable children and families. The way is also open to shared responsibility across all levels of government and the private sector."

The memorandum urges federal leadership in policy innovation and reforms to address the needs of vulnerable children and families. Strategies recommended include promoting initiatives across service domains, evaluating the benefits and costs of new approaches, building

information capacity, and providing incentives to states and communities for innovation.

Most of the foundations that sponsored the memorandum are members of Grantmakers for Children, Youth and Families, which brings together donor organizations with common concerns. It is an affinity group of the Council on Foundations.

Copies of *Vulnerable Children and Families* are available without charge by calling the Mott Foundation's Publications Hot Line at (313)-766-1766. ■

"Although we realize the federal government faces many demands and cannot respond to every need, we believe children should be very high on the agenda."

— Memorandum

41 Foundations Endorse Memorandum

Here is a complete list of the foundations that submitted the memorandum:

Mary Keynolds Babcock Foundation,
Winston-Salem, N.C.

Annie E. Casey Foundation, Greenwich, Conn.

Edna McConnell Clark Foundation, New York
Community Foundation of Greater Memphis,
Memphis, Tenn.

The Danforth Foundation, St. Louis

The Aaron Diamond Foundation, New York

Eureka Foundation, Washington

Foellinger Foundation, Inc., Fort Wayne, Ind.

The Ford Foundation, New York

Foundation for Child Development, New York

Frey Foundation, Grand Rapids, Mich.

Fund for New Jersey, New Brunswick, N.J.

William T. Grant Foundation Commission on
Youth and America's Future, Washington

The George Gund Foundation, Cleveland

Miriam and Peter Haas Fund, San Francisco

Howard Heinz Endowment, Pittsburgh

Vira I. Heinz Endowment, Pittsburgh

The William & Flora Hewlett Foundation,
Menlo Park, Calif.

Hunt Alternatives Fund, Denver

The James Irvine Foundation, San Francisco

Janet Memorial Foundation, Elizabeth, N.J.

Johnson Foundation, Racine, Wis.

Walter S. Johnson Foundation, Menlo Park, Calif.

Joyce Foundation, Chicago

W.K. Kellogg Foundation, Battle Creek, Mich.

John D. and Catherine T. MacArthur Foundation,
Chicago

The McKnight Foundation, Minneapolis

Meyer Memorial Trust, Portland, Ore.

Charles Stewart Mott Foundation, Flint, Mich.

New York Community Trust, New York

James C. Penney Foundation, New York

The Pittsburgh Foundation, Pittsburgh

Prudential Foundation, Newark, N.J.

San Diego Community Foundation, San Diego

San Francisco Foundation, San Francisco

Shiart Foundations, San Francisco

Surdna Foundation, New York

Tides Foundation, San Francisco

Victoria Foundation, Montclair, N.J.

Woods Charitable Fund, Chicago

The Zellerbach Family Fund, San Francisco